



**Agenda  
for the Meeting  
of the  
Royal Berkshire Fire Authority**

**Thursday, 25th June, 2020**

**At**

**6.30 pm**

The Annual Meeting of the Royal Berkshire Fire Authority is being held online in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

The Authority supports the principles of openness and transparency. To enable members of the press and public to see or hear the meeting this meeting will be livestreamed:

<https://www.youtube.com/user/RoyalBerkshireFRS>

For further information regarding this meeting, please contact:

Committee Team

0118 938 4611

E-Mail at [committeeteam@rbfrs.co.uk](mailto:committeeteam@rbfrs.co.uk)

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



**MEETING:** Royal Berkshire Fire Authority Meeting

**DATE AND TIME:** Thursday, 25th June, 2020 at 6.30 pm

**REMOTE MEETING:** <https://www.youtube.com/user/RoyalBerkshireFRS>

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## 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

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**To: Members of the Royal Berkshire Fire Authority:**

Councillor Christine Hulme	Councillor Christine Bateson
Councillor Dennis Benneyworth	Councillor Colin Dudley
Councillor Tricia Brown	Councillor Paul Gittings
Councillor David Cannon	Councillor Pauline Helliard-Symons
Councillor Graham Howe	Councillor Tina McKenzie-Boyle
Councillor Tony Linden	Councillor Angus Ross
Councillor Jo Lovelock	Councillor Rachelle Shepherd- DuBey
Councillor Garth Simpson	Councillor Dexter Smith
Councillor Jane Stanford-Beale	Councillor Simon Werner
Councillor Jeff Brooks	Councillor Harjinder Minhas

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

For further information regarding this meeting, please contact:

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**MEETING:** Royal Berkshire Fire Authority Meeting

**DATE AND TIME:** Thursday, 25th June, 2020 at 6.30 pm

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## **AGENDA**

- 1. Election of Chairman for the 2020/21 Municipal Year**
- 2. Election of Vice-Chairman for the 2020/21 Municipal Year**
- 3. Apologies for Absence**
- 4. 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.

- 5. Minutes of the meeting held on 14 February 2020 (Pages 7 - 16)**

Recommendation:

That the minutes of the meeting held on 14 February 2020 be confirmed as a correct record and signed by the Chairman.

- 6. Petitions and Questions from the Public under Standing Orders 19 and 25**

Purpose:

To receive any questions from members of the public, in accordance with Standing Orders 19 and 25.

- 7. Receipt of Announcements**

Purpose:

To receive any announcements from the Chairman or the Chief Fire Officer.

- 8. Questions from Members under Standing Order 30**

Purpose:

To receive any questions from Members under Standing Order 30.

**9. Notices of Motion under Standing Order 44**

Purpose:

To receive any notices of Motion under Standing Order 44.

**10. Appointment of Committees, Lead Members, Member Champions and Outside Bodies (Pages 17 - 36)**

Purpose:

To agree Member nominations received for the appointment of Royal Berkshire Fire Authority Committees in accordance with the Constitution and the rules relating to political balance.

**11. Wargrave Fire Station (Pages 37 - 44)**

Purpose:

To agree the deferral period has now concluded and that the key criteria set out in 1.1 have not been achieved, therefore, the extant decision, made by Fire Authority in April 2017, will be implemented. Implementation will commence from 1 July 2020.

**12. Community Safety Hub Wargrave (Pages 45 - 48)**

Purpose:

To receive for note an update on the feasibility study into the potential for a Community Safety Hub at the site of Wargrave Station that was undertaken with Wokingham Borough Council, Wargrave Parish Council and blue light partners.

**13. Response to letter from Lord Greenhalgh, Minister of State for Building Safety, Fire and Communities (Pages 49 - 58)**

Purpose:

To note the letter of reply jointly prepared by the Chairman of the Fire Authority Colin Dudley, and Chief Fire Officer, Trevor Ferguson.

**14. Statement of Assurance 2018/19 (Pages 59 - 80)**

Purpose:

To agree the Statement of Assurance.

**15. Corporate Calendar 2020/21 (Pages 81 - 86)**

Purpose:

To agree the Corporate Calendar for the municipal year 2020/21.

**16. Lead Member, Member Champion and Thames Valley Fire Control Service (TVFCS) Joint Committee Annual Reports (Pages 87 - 130)**

Purpose:

To note the Annual Reports from Lead Members, Member Champions and 2019/20 RBFA representatives of TVFCS Joint Committee.

- a) Budget and Income Generation – Cllr Colin Dudley
- b) Collaboration Lead Member – Cllr David Cannon
- c) Integrated Risk Management Plan Lead Member – Cllr Dexter Smith
- d) Strategic Assets Lead Member – Cllr Angus Ross
- e) Community Safety and Health, Safety and Wellbeing Champion – Cllr Christine Bateson
- f) Organisational Development Champion – Cllr Pauline Helliard-Symons
- g) Thames Valley Fire Control Service (TVFCS) Joint Committee – Cllrs David Cannon and Angus Ross

**17. Summary Report of Responses to the IRMP Strategy Consultation - Prevention, Protection and Response Proposals (Pages 131 - 136)**

Purpose:

To consider the outcome of the consultation on IRMP Prevention, Protection and Response Strategies and determine what action should be taken following the consultation.

Please note the Summary Report and Prevention, Protection and Response Strategies and Underpinning Risk Analysis is attached under a separate cover (Appendices A – D).

**18. Annual Plan 2020/21 (Pages 137 - 168)**

Purpose:

To agree the Annual Plan for 2020/21.

**19. Forward Plan (Pages 169 - 170)**

Recommendation:

That the Forward Plan be noted.

## **20. Minutes of the Standing Committees**

Recommendation:

To note that the minutes of the following meetings were published on RBFRS website <http://www.rbfrs.co.uk/about-us/fire-authority/fire-authority-meetings/>

## **21. Date of next meeting**

Monday, 16 November 2020, 6.30pm, Venue to be confirmed.

## **22. Exclusion of the Public (Pages 171 - 172)**

Recommendation:

To Resolve that under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following Agenda Items on the grounds that they involve the likely disclosure of exempt information, as defined in the Paragraph 3 of Part I of Schedule 12A of the said Act indicated and is exempt information if, and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

## **23. Part II Minutes of the meeting held on 14 February 2020 (Pages 173 - 174)**

Recommendation:

That the Part II minutes of the meeting held on 14 February 2020 be confirmed as a correct record and signed by the Chairman.

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**MINUTES OF THE MEETING OF THE ROYAL BERKSHIRE  
FIRE AUTHORITY**



**Held on Friday, 14th February, 2020 at 6.30 pm**

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

**Members:**  
*(\*present)*

- |                                      |                                      |
|--------------------------------------|--------------------------------------|
| * Councillor Christine Bateson       | * Councillor Tony Linden             |
| * Councillor Dennis Benneyworth      | * Councillor Jo Lovelock             |
| * Councillor Jeff Brooks             | * Councillor Tina McKenzie-Boyle     |
| * Councillor Tricia Brown            | * Councillor Angus Ross              |
| * Councillor David Cannon            | * Councillor Garth Simpson           |
| * Councillor Colin Dudley            | * Councillor Rachelle Shepherd-DuBey |
| * Councillor Paul Gittings           | * Councillor Jane Stanford-Beale     |
| * Councillor Pauline Helliars-Symons | * Councillor Ted Plenty              |
| * Councillor Graham Howe             | * Councillor Dexter Smith            |
| * Councillor Christine Hulme         | * Councillor Simon Werner            |

**In Attendance:** Paul Binyon (Area Manager Response and Resilience, AM R&R)  
 Graham Britten (Monitoring Officer, MO)  
 Conor Byrne (Head of Finance and Procurement, H&FP)  
 Trevor Ferguson (Chief Fire Officer, CFO)  
 Steve Foye (Deputy Chief Fire Officer, DCFO)  
 Becci Jefferies (Head of Human Resources, Learning and Development, HHR&L&D)  
 Andrew McLenahan (Head of Facilities, Fleet and Equipment, HFF&E)  
 Katie Mills (Head of Corporate Services, HCS)  
 Jim Powell (Area Manager Collaboration and Policy, AM C&P)  
 Fayth Rowe (Democratic Support Lead, DSL)  
 Hannah Sheehan (Democratic Support Assistant, DSA)

**Observers:** FBU Representative

**46. APOLOGIES FOR ABSENCE**

Apologies for the inability to attend the meeting had been received from Councillors Dennis Benneyworth, Jeff Brooks, Christine Hulme, Tina McKenzie-Boyle, Angus Ross and Simon Werner.

**Action**

**47. DECLARATIONS OF INTEREST**

In accordance with the provisions of the Fire Authority's Local Code of Conduct there were no declarations of interest received from Members.

There were no Declarations of Interest received from Officers.

**48. MINUTES OF THE MEETING HELD ON 20 JANUARY 2020**

**RESOLVED** that the minutes of the meeting held on 20 January 2020 be approved as a correct record and signed by the Chairman.

**49. PETITIONS AND QUESTIONS FROM THE PUBLIC UNDER STANDING ORDERS 19 AND 25**

There were no petitions or questions from members of the public under Standing Orders 19 and 25.

**50. RECEIPT OF ANNOUNCEMENTS**

The Chairman made the following announcements:

**On-Call Firefighter Graduation Ceremony**

- On Friday, 31 January, I had the pleasure of joining our on-call firefighters at a graduation ceremony that celebrated those that have joined the Service in the past three years.
- A total of 24 graduates attended the Ceremony, which was held at Easthampstead Park.
- The Ceremony was open to all on-call firefighters who joined our Service in 2017, 2018 and 2019, as well as celebrating the wider dedication and commitment of all of the on-call firefighters within the Service.
- Each of the on-call firefighter graduates was presented with a certificate in front of family, friends and colleagues.
- The event also provided an opportunity to reflect back on some of the challenging incidents our on-call firefighters have attended since 2017 and the ongoing progress and commitment to the on-call service that's provided to the people of Royal Berkshire.

**Change to Senior Leadership Team (SLT)**

- You may be aware that Area Manager Tony Deacon will retire from the Service at the end of March 2020. This follows an outstanding 33-year

career, having served in both Berkshire and Hampshire Fire and Rescue Services.

- Following a rigorous selection process, Group Manager Doug Buchanan has been appointed to the position of Area Manager Service Delivery, where he will oversee Prevention and Protection.
- I am sure you will join me in congratulating Doug who will be a great addition to the Senior Leadership Team. Doug will start his new role from 2 March 2020, allowing for a handover between himself and Tony Deacon.
- We will be advertising the GM vacancy created by Doug's move from the East Hub in due course.

#### **Debate on Fire Risks in Flats and Shared Housing**

- Matt Rodda, MP for Reading East recently initiated a Westminster Hall debate on fire risks in flats and shared housing.
- During the debate, he spoke about different types of buildings in the county and the fire safety concerns of local residents. He also talked about our work to date in inspecting high rise premises and the Fire Authority's efforts to increase the council tax precept to help fund our services.
- We continue to work with Berkshire's MPs to address residents' concerns and will continue to make the case for greater financial flexibility when raising the council tax precept.

#### **Positive coverage on RBFRS Response Standard**

- Following the release of the Home Office Fire incidents response times, we have seen positive coverage in the County for the Service.
- Articles in both the Reading Chronicle and the Bracknell and Wokingham Midweek highlighted RBFRS as backing the national trend on response times, taking an average of eight minutes and 24 seconds to reach primary fires in 2018-19.
- This is well within the Service's response standard target to reach emergency incidents within 10 minutes on 75% of occasions.
- The article went on to highlight that the crews turnout takes an average of just 54 seconds, which I'm sure we can all appreciate is remarkably quick and call handling took an average of one minute and 10 seconds from the time of call, to understanding the emergency and then mobilised the right resources to deal with the incident as quickly and effectively as possible.

### **Wholetime Firefighter Recruitment Process**

- At the end of 2019 the Wholetime Firefighter recruitment process was concluded. Applicants completed a number of stages during the recruitment process including online ability tests, physical tests and an interview.
- We are pleased to have offered positions to 24 new Wholetime Firefighters. 2 of our new Wholetime firefighters will be going straight to their Station postings in February 2020 because they have already achieved competency in their on-call firefighter roles with RBFRS.
- The other 22 new Wholetime Firefighters began their 13 week initial training programme on Monday, 6 January 2020, initially with Red One Ltd in Plympton (the commercial trading arm of Devon & Somerset Fire & Rescue Service and will be finishing their training at our Whitley Wood Training Centre.
- It is anticipated that our new wholetime firefighters will be placed on stations across Berkshire from April 2020.

### **March Car Washes**

- Stations across Berkshire will once again be opening their doors in March to raise as much money as possible for charity.
- Slough, Maidenhead, Langley, Ascot and Newbury firefighters will be raising money for The Fire Fighters Charity, as part of their national car wash league.
- The dates of each event can be found on the RBFRS website and Facebook page.
- I hope some of you will be able to attend one of these events to help make them as successful as possible.

### **Member Development Survey**

- Finally, on behalf of the Organisational Development Champion and Member Development Working Group, I urge all Members to complete the Member Development Survey which will be opened until 28 February 2020.
- Your comments will help shape future courses, learning and development opportunities for new and not so new Members.

### **Thames Valley Control Service**

- Graham Britten, Monitoring Officer made the following announcement. At just before 6am Friday 24 January 2020 Buckinghamshire Fire and Rescue Service (BFRS) received an emergency call from a family in

Olney, North Buckinghamshire trapped upstairs by a fire on the ground floor of their terraced house. The family consisted of the mother, father and three children; a boy aged three, a girl aged one and a baby girl aged 11 weeks.

- Thames Valley Fire Control Service (TVFCS) gained the incident information as quickly as possible, and two fire appliances were immediately mobilised. The TVFCS operator remained on the line giving fire survival guidance and advice to the family.
- The first appliance arrived on scene and immediately located and rescued the family, due to TVFCS operators passing on their exact location. Four firefighters wearing breathing apparatus and using two hose-reel jets carried out the rescues and extinguished the fire. The crews had also used their first aid knowledge to administer oxygen on scene.
- At this time there was some concern over the baby since she had become unresponsive. The family were taken to safety within just a few minutes after arrival and first aid was administered to all the family from that point.
- Due to TVFCS staff realising the significance of this fire, an additional 3 appliances were also mobilised to assist. The police and ambulance service also attended the scene, and upon arrival of the first ambulance the 11 week old baby girl straight away received treatment. It was at this time that she was just beginning to regain consciousness.
- Both she and the father were transported to hospital, whilst the mother and the other two children were given first aid at the scene. All the family were suffering from severe smoke inhalation but no burns.

#### **51. ISSUES ARISING FROM THE AUDIT AND GOVERNANCE COMMITTEE**

No reports had been referred by Audit and Governance Committee.

#### **52. QUESTIONS FROM MEMBERS UNDER STANDING ORDER 30**

There were no questions received from Members under Standing Order 30.

#### **53. NOTICES OF MOTION UNDER STANDING ORDER 44**

There were no notices of motion under Standing Order 44.

**54. RECOMMENDATIONS OF COMMITTEES**

Agenda Item 12 (Pay Policy Statement) had been recommended from Audit and Government Committee on 27 January 2020.

**55. ANNUAL BUDGET 20/21, MEDIUM TERM FINANCIAL PLAN & STRATEGIC ASSET INVESTMENT FRAMEWORK AND TVFCS BUDGET**

The Chairman introduced the item as Budget and Income Generation Lead Member. He took the Fire Authority back to 2015 when they had reset the Policy direction which became the starting point of change and improvement and the Service's core vision of the following:

- Fire Stations at the heart of the community
- Capacity, Capability and Resilience
- One Team working collaboratively for the people we serve

Last year, was Royal Berkshire Fire and Rescue Service (RBFRS) first Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection. The HMICFRS report graded our Service as 'good' and concluded that the Service had been performing to a high standard.

The Chairman stated it had taken 5 years of hard work, commitment and dedication and advised that the Fire Authority must ensure they continue to support this journey.

He advised that the Service had balanced the budget from reserves, although it would not be sustainable in the long term and discussed the work that had commenced in Members lobbying their MPs to make them aware of the funding pressures and the request for greater flexibility for the Fire Authority to increase its precept by a small increase of £5.

The Budget was proposing increasing the precept by 1.99% to £67.60 per Band D household. He reported the results of the recent survey and stakeholders views on the Service's budget. 82% said they would support a £5 increase.

In Councillor Ross's absence and on his behalf, the Chairman stated he was proud of the strategic leadership and the progress made in implementing the Strategic Asset Investment Framework (SAIF).

In referring to Appendix C in the report, Conor Byrne (HF&P) reported the overall financial provision of the SAIF had not changed since last year. Management Committee had agreed £3million be added to the budget for Theale Fire Station in December 2019. The redevelopment of Caversham Road had been moved to Phase 2.

Due to Caversham Road being moved to Phase 2, HF&P advised it was considered prudent to invest in the refurbishment of our buildings with the focus on a number of wholetime stations. A £1.25 million provision had been made in the SAIF for these works to commence in 2020/21.

Appendix D explained the rationale for Fleet purchases to be made in 2020/21. Phase 1 of the ICT spending plan had been updated to take into account new priorities associated with HMICFRS advice. Funding required to implement a digital solution for data capture at Safe and Well visits had been added to the Phase 1 provision.

In discussing reserves (Appendix E), the HF&P reported it was the responsibility of the Chief Finance Officer (HF&P) to advise on the level of reserves to ensure that funding and expenditure balance over the medium term.

He confirmed that the estimates of reserves were based on prudent assumptions. The general reserve stood at 6.8% of the revenue budget and he advised that the level of general reserve was appropriate due to on-going volatility. Consideration will be given over the coming year as to whether the general reserve will require further strengthening.

The HF&P reported that last year's Medium Term Financial Plan (MTFP) assumed the precept would increase by 2.99% annually. The actual flexibility to increase the precept for 2020/21 was 1.99% (down from 2.99%). The average council tax base across Berkshire was 1.33%, £40,000 lower than the forecast in last year's MTFP.

Business rates surplus for 2020/21 was £1,048,000. The MTFP assumes that Settlement Funding Assessment (SFA) in future years will increase by 1.5%. The HF&P reported staffing was the biggest expenditure and reported at present there had been ongoing national discussions with the FBU in relation to pay. Pay increases have a significant impact on the budget. Each 1% increase in pay add an additional pressure of £250,000 to the base budget.

The HF&P discussed pay pressures and the steep increases in pension contributions. Fortunately, the Government confirmed that it would reimburse the additional cost in 2019/20 and 2020/21. He reported that the MTFP assumes that from 2021/22 funding for these increased employer pension contributions would be considered as part of the Comprehensive Spending Review (CSR).

The decision on Wargrave Fire Station would be made in the Summer. He advised there were no available funds in the base budget for Wargrave to continue as an operational Fire Station and advised it would be funded from reserves.

Departmental savings of £140,000 had been built into the 2020/21 budget. Additional pressures have resulted in a shortfall of £284,000 which will be funded from reserves. There will be a further shortfall in 2021/22, resulting in a cumulative shortfall of £1.2million.

An increase of £5 to the precept would eliminate the deficit, and he reported

RBFA may need to revisit its IRMP if flexibility to increase the precept was not granted in the coming years.

In answer to a question from Councillor Lovelock on what would happen to the capital receipt from Dee Road Fire Station if there were slippage to the sale, HF&P reported RBFA would have to borrow money in the short-term.

The DCFO in answer to a question from Councillor Bateson advised that the type of appliances that had been purchased did not draw a subsidiary for green fleet.

Councillor Gittings thanked HF&P and all staff for the delivery of the budget and expressed his deep concern in the uncertainty expressed in the report. He echoed the Chairman in relation to the continued need to make a case to government very firmly on the need for extra funding to continue with the progress that had been made.

The Chairman advised he would continue to lobby Berkshire MP's to allow for the flexibility to increase the precept by £5 per year.

The votes were recorded and Councillors Bateson, Brown, Cannon, Dudley, Gittings, Helliar-Symons, Howe, Linden, Lovelock, Plenty, Shepherd-DuBey, Simpson, Smith and Stanford-Beale unanimously **Resolved that:**

- An increase in the council tax precept of 1.99% by adopting the formal resolution in Appendix A and the Medium Term Financial Plan in Appendix B be approved.
- The Strategic Asset Investment Framework (SAIF) set out in Appendix C be approved.
- The purchase of vehicles as set out in Appendix D which are within the 2020/21 SAIF fleet provision be approved.
- The expenditure of up to £1.25 million out of the SAIF provision for refurbishment works at wholetime stations, with planned works agreed in consultation with the Lead Member for Strategic Assets supported by the Property Working Group be approved.
- The Reserves Policy in Appendix E be approved.
- The Prudential Indicators, Treasury Strategy and Investment Strategy set out in Appendix F be approved.
- The fees and charges set out in Appendix G be approved.
- The TVFCS budget for 2020/21 as set out in Appendix H, including the contribution to the Renewals Fund of £50,000 be approved.

## 56. IRMP CONSULTATION

Councillor Smith introduced the report as Integrated Risk Management Plan (IRMP) Lead Member. He advised the Fire Authority in 2016/17 held a Service Redesign consultation on Prevention, Protection and Response. The report was seeking the Fire Authority to agree an 8 week consultation on the above draft strategies and underpinning risk analysis in support of the Corporate Plan and IRMP 2019-23.

Katie Mills (HCS), took Members through each of the draft strategies via a presentation. For a copy of the presentation, please contact [committeeteam@rbfrs.co.uk](mailto:committeeteam@rbfrs.co.uk)

Councillor Linden asked whether all Unitary Authorities will be consulted. The HCS confirmed all of the six Unitary Authorities will be written to.

In referring to page 44 of the Prevention Strategy (Appendix B), the Vice – Chairman commended the increase in Safe and Well Visits referrals from agencies since 2017 and urged Members to request their local authorities to make the Fire Service aware of vulnerable adults for Safe and Well visits. She also commended the work that had been done in the decline of Accidental dwelling fires.

It was unanimously **Resolved that:**

- The proposed Prevention, Protection and Response strategies and underpinning risk analysis be agreed, and
- The proposals within the strategies be agreed for consultation with the public, staff and stakeholders.

## 57. PAY POLICY STATEMENT

Becci Jefferies (HHR&L&D) reported Section 38 (1) of the Localism Act 2011 requires Royal Berkshire Fire Authority to prepare and publish a Pay Policy Statement each financial Year. The Pay Policy Statement was presented to Audit and Governance Committee on 27 January 2020 and have recommended to the Fire Authority that it is adopted and published.

Updates had been made to the Pay Policy Statement outlined in paragraph 3.5 to 3.7 of the report. Paragraph 3.8 and 3.9 (consultation process to move three individuals who were transferred to RBFRS under the Transfer of Undertakings (TUPE) and interim order on remedy for the transitional protection pension claims) had not been concluded to date.

**Resolved that** the Pay Policy Statement for 2020/2021 for publication be approved.

**58. APPOINTMENT TO PENSION BOARD**

The HHRL&D reported the Local Pension Board had been set up under the auspices of The Public Service Pensions Act 2013 and exists to assist the Fire Authority in its role as Scheme Manager.

One of the employer representative, Doug Buchanan had stepped down and the report was seeking the Fire Authority to agree the appointment of Mark Arkwell onto the Board as employer representative.

**Resolved that** the appointment of Mark Arkwell to the Pension Board as an employer representative.

**59. DATE OF NEXT MEETING**

Wednesday, 29 April 2020, 6.30pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

**60. EXCLUSION OF THE PUBLIC**

**Resolve that** under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following Agenda Items on the grounds that they involve the likely disclosure of exempt information, as defined in the Paragraph 3 of Part I of Schedule 12A of the said Act indicated and is exempt information if, and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**61. MINUTES OF THE MEETING HELD ON 20 JANUARY 2020**

**Resolved that** the Part II minutes of the meeting held on 20 January 2020, be confirmed as a correct record and signed by the Chairman.

**62. FIRE PROTECTION PRESENTATION**

Trevor Ferguson (CFO) presented for note an update on Fire Protection.

*(The meeting concluded at 19:45)*

## ROYAL BERKSHIRE FIRE AUTHORITY



<b>COMMITTEE</b>	<b>FIRE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>25 JUNE 2020</b>
<b>SUBJECT</b>	<b>APPOINTMENT OF COMMITTEES, LEAD MEMBER, MEMBER CHAMPIONS AND OUTSIDE BODIES</b>
<b>LEAD OFFICER</b>	<b>GRAHAM BRITTEN, MONITORING OFFICER</b>
<b>LEAD MEMBER</b>	<i>n/a</i>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>FOR DECISION</b>

## 1. **EXECUTIVE SUMMARY**

- 1.1 To agree Member nominations received for the appointment of Royal Berkshire Fire Authority Committees in accordance with the Constitution and the rules relating to political balance.

## 2. **RECOMMENDATION/S**

That the Fire Authority:

- 2.1 **Agree** nominations received for the appointment of Audit and Governance Committee and Management Committee in **Table 5**;
- 2.2 **Agree** nominations received for the appointments for Lead Member, Member Champion roles, Outside Bodies and Working Groups listed in **Table 6**; and
- 2.3 **Agree** Role Descriptions for Royal Berkshire Fire Authority Members (attached as Appendix A).

## 3. **REPORT**

- 3.1 This year has been an unprecedented year due to the effects of COVID-19 worldwide. Due to the postponement of Local Elections in May 2020, a number of local councils in Berkshire have chosen to postpone their Annual Meetings and have made appointments to Committees based on 2019/20 election year.

## Agenda Item 10

- 3.2 The Fire Authority will have 20 members in 2020/21 and, following nominations by Local Authorities in Berkshire, will comprise 12 Conservative members, 5 Labour members and 3 Liberal Democrat members.
- 3.3 At the end of April 2020, the six Unitary Authorities were asked to nominate the number of Councillors outlined in the table below. The number of seats from each Unitary Authority is determined from the registered local government electors' data published by Office for National Statistics on 22 May 2020.

**Table 1**

<b>Unitary Authority</b>	<b>Seats</b>
Bracknell	3
Reading	3
Slough	3
RBWM	3
West Berks	4
Wokingham	4
<b>Total</b>	<b>20</b>

- 3.4 Set out below are tables which indicate the overall allocation of Fire Authority places per Political Group and the total number of places, each Group will be allocated.

**Table 2**

**Total Number of Royal Berkshire Fire Authority Members**

Total number of Fire Authority Members	Conservative	Labour	Liberal Democrats
20	12 = 60%	5 = 25%	3 = 15%

**Table 3**

**Total number of places on Management Committee**

Total number of places on Management Committee	Conservative	Labour	Liberal Democrats
11	11 x 60% = 6.6 (6 seats)	11 x 25% = 2.75 (3 seats)	11 x 15% = 1.65 (2 seats)

**Table 4**

**Total number of places on Audit and Governance Committee**

Total number of places on Audit and	Conservative	Labour	Liberal Democrats

Governance Committee	9	9 x 60% = 5.4 (6 seats)	9 x 25% = 2.25 (2 seats)	9 x 15% = 1.35 (1 seat)
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- 3.3 **Table 3:** first cut of the figures gives an entitlement of seats to 6 Conservatives, 2 Labour and 1 Liberal Democrats; with Labour and Liberal Democrats closest in entitlement to tenth and eleventh seats.
- 3.4 **Table 4:** first cut of the figures gives an entitlement of seats to 5 Conservatives, 2 Labour and 1 Liberal Democrat; with Conservative closest in entitlement to the ninth seat.
- 3.5 This year, no political changes were made by Unitary Authority nominations onto the Fire Authority, and all Unitary Authorities in Berkshire have largely nominated the same Councillors onto the Fire Authority as last year.
- 3.6 Slough Borough Council was the exception and has nominated one new Fire Authority Member, Councillor Harjinder Minhas alongside Councillors Christine Hulme and Dexter Smith. Councillor Harjinder Minhas will be welcomed to the Fire Authority at its annual meeting.
- 3.7 We sadly say goodbye and send best wishes to Councillor Ted Plenty who stood down from the Fire Authority in May 2020.
- 3.8 Table 5 below shows the number of seats available on each committee per political group. Table 6 shows special responsibility positions available and non-Special Responsibility Allowance (SRA) roles available for appointments to outside bodies, Member Champions and Working Groups. This paper is seeking Fire Authority Members to agree nominations received for Member appointments in Table 5 and 6.
- 3.9 In accordance with RBFA Scheme of Allowance MA10 no more than 10 SRAs should be paid at any one time. Members with two or more SRA roles receive the payment of one role, usually the higher allowance.
- 3.10 Table 7 illustrates the 13 positions that are entitled to an SRA.

**Table 5**

<b>Audit and Governance Committee (9 seats)</b>	(Con) Cllr Tina McKenzie-Boyle (Con) Cllr Tony Linden (Con) Cllr Dennis Benneyworth (Con) Cllr Jane Stanford-Beale (Con) Cllr Christine Bateson (Con) Cllr Garth Simpson (Lab) Cllr Christine Hulme (Lab) Cllr Harjinder Minhas (Lib Dem) Cllr Simon Werner
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<b>Management Committee (11 seats)</b>	(Con) Cllr Colin Dudley (Con) Cllr Pauline Helliard-Symons (Con) Cllr Angus Ross (Con) Cllr Dexter Smith (Con) Cllr David Cannon (Con) Cllr Graham Howe (Lab) Cllr Paul Gittings (Lab) Cllr Jo Lovelock (Lab) Cllr Tricia Brown (Lib Dem) Cllr Rachelle Shepherd-DuBey (Lib Dem) Cllr Jeff Brooks
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**Table 6**

<b>Lead Member</b>	<b>Budget and Income Generation Lead</b> Cllr Graham Howe <b>Integrated Risk Management Plan Lead</b> Cllr Dexter Smith <b>Strategic Assets Lead</b> Cllr Angus Ross <b>Collaboration Lead</b> Cllr David Cannon
<b>Member Champion</b>	<b>Community Safety Champion</b> Cllr Christine Bateson <b>Health, Safety and Wellbeing Champion</b> Cllr Christine Bateson <b>Organisational Development Champion</b> Cllr Pauline Helliard-Symons
<b>Appointments to outside bodies and Working Groups</b>	<b>LGA representative</b> Cllr Tina McKenzie-Boyle <b>LGA representative's substitute</b> Cllr Pauline Helliard Symons
<b>TVFCS Joint Committee (2 seats)</b>	<b>TVFCS Joint Committee representative</b> Cllr Angus Ross <b>TVFCS Joint Committee representative</b> Cllr David Cannon

<b>Collaboration Working Group</b>	Cllr David Cannon Cllr Garth Simpson Cllr Tina McKenzie-Boyle Cllr Dexter Smith Cllr Paul Gittings
<b>Member Development Working Group</b>	Cllr Pauline Helliard-Symons Cllr Graham Howe Cllr Dennis Benneyworth Cllr Tina McKenzie-Boyle Cllr Paul Gittings
<b>Property Development Working Group</b>	Cllr Angus Ross Cllr Pauline Helliard-Symons Cllr Tony Linden Cllr Dexter Smith Cllr Garth Simpson Cllr Paul Gittings Cllr Jo Lovelock Cllr Jeff Brooks Cllr Simon Werner

**Table 7**

<b>Special Responsibility Allowance (SRA) roles</b>	Fire Authority Chairman Fire Authority Vice-Chairman Audit & Governance Committee Chairman Management Committee Chairman Labour Opposition Leader Liberal Democrat Opposition Leader Budget and Income Generation Lead Member Collaboration Lead Member Integrated Risk Management Planning Lead Member Strategic Assets Lead Member Community Safety Champion Health, Safety and Wellbeing Champion Organisational Development Champion
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- 3.10 The nominations for appointments of the Chairman and Vice-Chairman of Management Committee and Audit and Governance Committee will be made at the first meetings of Audit and Governance and Management Committee in July 2020.
- 3.11 A review was undertaken of the Member Role Description (attached as Appendix A) and no changes proposed for 2020/21. Members are asked to agree the Member Role Description as it stands in recommendation 2.3.

**4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

4.1 Not applicable.

**5. FINANCIAL IMPLICATIONS**

5.1 This is in accordance with Members Scheme of Allowances.

**6. LEGAL IMPLICATIONS**

(a) Local Government and Housing Act 1989 and Local Government (Committees and Political Groups) Regulations 1990.

The Authority is required by the above Regulations to review the basis of allocation of seats amongst the Political Groups either at its Annual Meeting, or as soon as practicable thereafter, or following a change in its Membership. In making its review, the Authority is required, so far as reasonably practicable, to comply with the following principles:

- (i) Not all seats on each Committee are to be allocated to the same Group.
  - (ii) The majority of seats is to be allocated to a particular Group if the number of persons belonging to that Group is a majority on the Authority.
  - (iii) Subject to the above paragraphs, the number of seats on the Committees allocated to each Group should bear the same proportion to the total of all the seats on the Committees as that borne by the number of Members of that Group to the Membership of the Authority.
  - (iv) Subject to paragraphs (i) to (iii) above, that the number of the seats on the body which are allocated to different political groups bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.
- (b) Appointments to the TVFCS Joint Committee are exempt the political balance rules under section 15 of the Local Government and Housing Act 1989 as it is a joint committee appointed by two or more authorities under section 102 of the Local Government Act 1972 but to which the Authority appoints fewer than three members.
- (c) The Authority is required to make appointments to committees and outside bodies in accordance with the wishes of the respective Political Groups.

**7. EQUALITY AND DIVERSITY IMPLICATIONS**

7.1 There are no equality and diversity implications.

**8. RISK IMPLICATIONS**

8.1 There are no risk management implications.

**9. CONSISTENCY WITH DUTY TO COLLABORATE**

9.1 Not applicable.

**10. PRINCIPAL CONSULTATION**

**10.1 Chief Fire Officer**

The Chief Fire Officer was consulted during the preparation of this report.

**10.2 Chief Finance Officer**

The Chief Finance Officer was consulted during the preparation of this report.

**10.3 Monitoring Officer**

Report sponsor.

**11. BACKGROUND PAPERS**

11.1 RBFA Scheme of Allowances.

11.2 Office for National Statistics (ONS) data on Registered Local Government Electors in each of the six Unitary Authorities in Berkshire.

**12. APPENDICES**

12.1 Member role descriptions (Appendix A).

**13. CONTACT DETAILS**

Fayth Rowe (Democratic Support Lead) 0118 938 4611

Katie Mills (Head of Corporate Services) 0118 938 4605

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# ROYAL BERKSHIRE FIRE AUTHORITY

## Member Role Descriptions





## **Introduction**

This document contains the role description with person specification for the following roles in Royal Berkshire Fire Authority:

- Member of the Fire Authority
- Chairman and Vice-Chairman of the Fire Authority
- Chairman and Vice-Chairman of a Fire Authority Committee
- Fire Authority Lead Member
- Fire Authority Member Champion

The above 5 Members roles will be appointed annually at the Annual Fire Authority meeting held in June.

For clarity, where the above document has reference to Fire Authority this means Royal Berkshire Fire Authority.



## Fire Authority Member - Role Description

### Fire Authority Member

#### 1 Accountabilities

- To Royal Berkshire Fire Authority and Royal County of Berkshire
- All Councillors will at all times observe the Members' Code of Conduct and Member / Officer Protocol.

#### 2 Role and Functions of all Councillors

- To represent the interests of the population of the whole area of the Fire Authority
- To represent the views and interests of the constituent Unitary Authority and its communities on the Fire Authority
- To liaise with other Elected Members, principal authorities, officers and partner organisations to ensure Strategic Commitments of the Fire Authority are identified, understood and supported
- To be a channel of communication to the community on Fire Authority strategies, policies, services and procedures
- To be an advocate for the Fire Authority

##### 2.1 Making decisions and overseeing Fire Authority performance

- To participate in Fire Authority meetings, reaching and making informed and balanced decisions, and overseeing performance
- To participate in informed and balanced decision making on Fire Authority committees to which they might be appointed
- To adhere to the principles of democracy and collective responsibility in decision-making
- To promote and ensure efficiency and effectiveness in the provision of Fire Authority services

##### 2.2 Representing the Authority (subject to appointment)

- To represent the Fire Authority on outside bodies as an appointee of the Fire Authority
- To represent the Fire Authority on local partnership bodies, promoting common interest and co-operation for mutual gain
- To represent and be an advocate for the Fire Authority on national bodies and at national events

##### 2.3 Internal governance, ethical standards and relationships

- To promote and support good governance of the Fire Authority and its affair



- To provide leadership and promote citizenship as a representative of the Fire Authority

## **2.4 Personal and role development**

- To participate in opportunities for development provided for members by the Fire Authority

## **3 Rights and Duties**

- Councillors will have such rights of access to documents, information, of the Fire Authority as are necessary for the proper discharge of their functions and in accordance with the Local Government Act 1972 (section 100B)
- Councillors will not make public, information which is confidential or exempt without the consent of the Fire Authority or the subject of the information, or divulge personal information or information given to them in confidence to anyone other than a Councillor or officer entitled to know it without consent.
- For these purposes, “confidential” and “exempt” information are defined in the Local Government (Access to Information) Act 1985
- Councillors will mediate fairly and constructively, and encourage trust by representing all sections of the community
- Councillors will act ethically, consistently and with integrity when communicating values or representing group views in decisions and actions



## **Fire Authority Chairman (and Vice-Chairman) Role Description**

### **Chairman**

#### **4 Accountability**

- To the Fire Authority and Royal County of Berkshire

#### **5 Role and Purpose of Activity**

**5.1** In addition to Member Job description in sections 1 – 3, the Fire Authority Chairman as the elected leader and as a symbol of the Authority's democratic powers are required to:

- To uphold the democratic values of the Authority
- To be the elected representative' figurehead for the Authority and be the principal political spokesperson for the Authority
- To provide leadership in building a political consensus around the Authority's policies
- To provide strong, clear leadership in the coordination of policies, strategies and service delivery
- To represent the Authority at civic and ceremonial functions
- To preside over meetings of the Authority, so that its business can be carried out effectively and efficiently
- To ensure that the Authority conducts its meetings in line with the Authority's Standing Orders and relevant legislation

#### **5.2 Managing and leading the work of the Authority**

- To ensure the effective running of the Authority by managing the forward work programme and ensuring its continuing development
- To ensure the work of the Authority meets national policy objectives
- To advise and mentor other Authority members in their work; to prepare and manage an annual work programme for the Authority to meet its legal and statutory obligations (e.g. budget setting, Risk Reduction Planning etc.)
- To chair meetings of the Authority in line with its Standing Orders

#### **5.3 Participating in the collective decision making of the Authority**

- To work closely with other Authority members to ensure the development of effective Authority policies and the budgetary framework for the Authority, and the delivery of high quality services to the local community
- To accept collective responsibility and support decisions made by the Authority once they have been made



#### **5.4 Working with officers to lead the organisation**

- To liaise with the Chief Fire Officer, and other appropriate officers, on a regular basis
- To work with employees of the Authority in relation to the strategic commitments and direction of the Authority

#### **5.5 Leading partnerships and community leadership**

- To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities
- To negotiate and broker in cases of differing priorities and disagreement
- To be a recognised media contact

#### **5.6 To promote internal governance, ethical standards and relationships set out on 2.3.**

#### **Vice-Chairman**

#### **5.7 To fulfil the duties of the Chairman in his/her absence**

- To assist the Chairman in specific duties as and when required
- Therefore, to understand and carry out the Chair's job purpose as set out above.



## **Chairman and Vice Chairman of a Committee - Role Description**

### **Committee Chairman**

#### **6 Accountabilities**

- To the Fire Authority and Royal County of Berkshire
- To the Members of the Committee

#### **7 Role and Functions of Committee Chairman and Vice Chairman**

##### **7.1 Provide leadership and direction**

- In addition to Member Job description in sections 1-3, the Committee Chairmen are required to:
- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
- To demonstrate integrity and impartiality in decision making in accordance with legal, constitutional and policy requirements
- To delegate actions to sub committees as appropriate

##### **7.2 Promoting the role of the Committee**

- To act as an ambassador for the Committee, facilitating understanding of the role
- To act within the constitutional requirements to oversee the functions of the committee fairly and correctly
- To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings
- To promote and support good governance by the Authority

##### **7.3 Effective meeting management**

- To set agendas containing clear objectives and outcomes for the meeting
- To ensure that the necessary preparation is done beforehand
- To ensure that all participants have an opportunity to make an appropriate contribution
- To report on progress against the work programme to the Authority.

#### **8 Committee Vice-Chairman**

- To fulfil the duties of the Chairman in his or her absence
- To assist the Chairman in specific duties as required.

JUNE 2018

Approved by the Fire Authority on 28 June 2018



## Lead Member Role Description

### Lead Member

#### 9 Accountabilities

- To the Fire Authority and/ or Management Committee
- The Structure of the Fire Authority have allocated the following Lead Member roles
  - Budget and Income Generation
  - Integrated Risk Management Plan
  - Strategic Assets, and
  - Collaboration

#### 10 Role and Responsibilities

In addition to Member Job description in sections 1-3, the role Lead Members are required:

- To represent area of business to Members on the Management Committee and / or Fire Authority.
- To understand appointed area of business within the Fire Authority.
- To lead and support local initiatives related to the interest.
- To represent the position of the Fire Authority to the community in relation to the interest.
- To understand the Fire Authority's Strategic Commitments and policy direction.
- To engage with a range of members and officers around the area of business in and out of Committee meetings.
- To be the first point of contact for Directors / Head of Service in briefing / liaising and updating areas of business.
- To receive regular updates on the progress of their area of business.
- To be involved in the content of the report to be presented to Management Committee and / or Fire Authority.
- To provide assurance to the Management Committee and / or Fire Authority that recommendations and decisions arising from the business area are sound and evidence based, have followed appropriate processes, and are aligned to strategic commitments / policy direction.



- To introduce reports on their area of business to Management Committee and / or Fire Authority, and if necessary establish Task and Finish Groups to provide additional Member involvement in specific areas of business.
- To attend conferences/seminars relevant to area of business.
- To be a recognised media contact.
- To publish an annual report on work undertaken for consideration by the Fire Authority.



## Role of Member Champions

### Member Champion

#### 11 Accountabilities

- Royal Berkshire Fire Authority

#### 12 The Structure allocates the following Member Champion roles:

- Community Safety Champion
- Safety, Health, Fitness and Wellbeing Champion
- Organisational Development Champion

#### 13 Roles and Responsibilities

**13.1** The roles and responsibilities outlined below have been created to align to Royal Berkshire Fire Authority's Strategic Commitments and to make the best use of a Member's experience and interest, whether gained in their constituent authority, working life or through a personal hobby.

#### **13.2 In addition to Member Job description in sections 1-3, Member Champions are required:**

- To promote their area of interest both within and outside the Fire Authority
- To act as an advocate on their area of business within and outside the Fire Authority
- To work alongside officers in making contact with local organisations and the community to establish effective and regular consultation arrangements with those organisations
- To represent the views of such organisations to the Fire Authority
- To become familiar with the needs and priorities of the relevant section of the community, or range of activities concerned, and to weigh up interests expressed in order to provide sound advice on the implications of alternative courses of action.
- To feedback decisions of the Fire Authority and to explain the Fire Authority's position on specific issues of concern to relevant organisations and to individuals involved.
- To attend meetings / conferences related to their area of business on behalf of the Fire Authority



- To publish an annual report on work undertaken for consideration by the Fire Authority.

## Agenda Item 10

### Appendix A

## ROYAL BERKSHIRE FIRE AUTHORITY



<b>COMMITTEE</b>	<b>FIRE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>25 JUNE 2020</b>
<b>SUBJECT</b>	<b>WARGRAVE FIRE STATION</b>
<b>LEAD OFFICER</b>	<b>NIKKI RICHARDS DIRECTOR SUPPORT SERVICES</b>
<b>LEAD MEMBER</b>	<b>COUNCILLOR COLIN DUDLEY</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>TO AGREE</b>

### 1. EXECUTIVE SUMMARY

- 1.1. The closure of Wargrave Fire Station was part of the Service Redesign IRMP consultation that ran from December 2016 to March 2017. At Fire Authority on 18 April 2017, Members unanimously agreed to close Wargrave Station but deferred the implementation of the closure for twelve months based on the fulfilment of two key criteria:
- 1) The required savings be found elsewhere within the RBFRS budget;
  - 2) Wargrave to demonstrate an increase in availability to 60% within that twelve month period.
- 1.2. The twelve-month period commenced on 1 October 2017, and elapsed at the end of September 2018. Through an updated report to Management Committee on the 22 October 2018, a recommendation was agreed by the committee to further defer the implementation of the closure of Wargrave Fire station for 9 months.
- 1.3. On 3 December 2019 Management Committee recommended to Fire Authority that the decision be deferred until June 2020.
- 1.4. At the 20 January 2020 Fire Authority it was resolved that the deferral period should be extended to June 2020 to give the crew additional time to achieve the required availability levels as prescribed by the IRMP consultation.

## Agenda Item 11

- 1.5. In addition it was noted that if the funding cannot be found and / or availability does not reach 60%, the extant decision will be taken to the Fire Authority meeting 25 June 2020.
- 1.6. This report sets out the progress against the criteria set out in 1.1

### **2. RECOMMENDATION**

That the Fire Authority:

- 2.1. **AGREE** the deferral period has now concluded and that the key criteria set out in 1.1 have not been achieved, therefore, the extant decision, made by Fire Authority in April 2017, will be implemented. Implementation will commence from 1 July 2020.

### **3. REPORT**

#### **3.1. Background To Wargrave Closure Decision**

- 3.1.1. In 2016, it was identified that RBFRS were required to realise £2.4 million in savings annually from the base budget. Of these savings, it was agreed by the Fire Authority that £1.3m would be achieved through Service Delivery. Between December 2016 and March 2017, RBFRS consulted with the public on a set of evidence based proposals (Service Redesign) that could achieve the required savings. The main aim was to produce a set of options (containing a number of scenarios) which minimised risk, balanced across the county.
- 3.1.2. Using Risk Modelling technology, we analysed these scenarios in terms of the level of risk they would pose to the communities of Royal Berkshire, including the impact they would have on our ability to meet our response standard.
- 3.1.3. At the time of the consultation, it was identified that closing Wargrave fire station would have a negligible effect on our overall response standard, being less than 0.1%. Risk mapping also identified Wargrave as a relatively low risk area, in comparison to other parts of Berkshire. The risk model recently updated with 2018-19 data continues to support the position that the removal of Wargrave would impact our response standard by less than 0.1%.
- 3.1.4. Following consideration of the feedback received from public and staff, in April 2017 Royal Berkshire Fire Authority Members chose to approve option one to achieve the required savings of £1.3 million. That option included the closure of Wargrave fire station, which would realise £168,000 in savings.
- 3.1.5. The Fire Authority, in conscientiously considering the views of staff and the communities of Royal Berkshire, determined that Option 1 of the Response options should be adopted, subject to the amendment that the implementation of the proposal relating to Wargrave be deferred for twelve months, and subject to the fulfilment of the following criteria:

- 1) The required savings be found elsewhere within the RBFRS budget;
  - 2) Wargrave to demonstrate an increase in availability to 60% within that twelve month period.
- 3.1.6. On 10 October 2017 the Fire Authority noted that the twelve month deferment period commenced on 1 October 2017, thus elapsing in September 2018. The IRMP Lead Member led a task and finish group on 10 October 2018 to establish the progress against the above criteria and understand potential developments in relation to both points. This led to an update to Management Committee on the 22 October 2018 where the committee considered a range of recommendations.
- 3.1.7. Management Committee recommended that the closure of Wargrave fire station be deferred for a further 9 months to see if the criteria in 3.6 (1) and (2) could be met. This was agreed by the Fire Authority on the 19 November 2018 and the nine month period commenced immediately and ended on the 18 August 2019.
- 3.1.8. In December 2019 Management Committee resolved to recommend to the Fire Authority that the deferral period be extended to June 2020, to give the crew additional time to achieve the required availability levels as prescribed by the IRMP consultation.
- 3.1.9. The 20 January 2020 Fire Authority meeting resolved the deferral period should be extended to June 2020 to give the crew additional time to achieve the required availability levels as prescribed by the IRMP consultation.
- 3.1.10. In addition it was noted that if the funding cannot be found and / or availability does not reach 60%, the extant decision will be taken to the Fire Authority meeting 25 June 2020.

### **3.2. Budgetary challenges**

- 3.2.1. The 2020/21 budget approved by Fire Authority in February 2020. Due to the extremely volatile funding climate, additional pressures from pension liabilities and the delay of the Comprehensive Spending Review, it has not been possible to identify or confirm the £168,000 additional savings needed to keep Wargrave open. The current position is that there will still be a budget shortfall of £284,000 in 2020/21. This means that Wargrave Fire Station will need to be funded from reserves in 2020/21.

### **3.3. Availability Requirements, Data and Analysis**

- 3.3.1. On-call availability is dependent on a number of factors; the overall establishment at the station i.e. the number of people, the level of cover they provide in terms of number of hours and whether this is during the day or night, on weekdays or at weekends and also the operational qualifications they hold.

## Agenda Item 11

- 3.3.2. The Service will only consider an on-call appliance available for operational use when there is at least four appropriately qualified crew available. This means a driver, a level 1 commander and 2 breathing apparatus qualified personnel.
- 3.3.3. Since April 2017 the Service has run five have-a-go days to try to raise interested in coming to work as part of the on-call team at Wargrave. Over that same period we have successfully recruited eight new starters, but unfortunately we have also had seven staff leave. This type of turnover is typical across all on-call stations.
- 3.3.4. Despite best efforts in relation to recruitment, retention and training, the availability at Wargrave over the past three years has fallen short of the target, as can be seen in the Table 1 below.

**Table 1. Availability by Month April 2017- May 2020**

Wargrave Monthly Availability													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Overall for year
<b>2017/18</b>	13.1%	10.5%	13.5%	10.5%	4.3%	5.8%	3.4%	25.7%	9.0%	36.7%	33.9%	29.2%	16.3%
<b>2018/19</b>	9.7%	17.6%	13.5%	16.7%	4.4%	3.2%	7.9%	19.3%	13.3%	46.4%	29.0%	32.1%	17.8%
<b>2019/20</b>	34.4%	18.8%	19.6%	21.8%	19.4%	10.4%	19.8%	22.2%	5.0%	14.2%	19.8%	13.6%	18.3%
<b>2020/21</b>	4.9%	2.8%											

- 3.3.5. The table above shows fluctuations of improvement and worsening of availability. Whilst significant commitment has been made by the station and the wider service to improve the establishment and qualifications profile, maintaining the right number of qualified personnel continues to prove to be a challenge.
- 3.3.6. A marked improvement occurred from January 2019 until April 2019. This was predominantly a result of a number of new staff obtaining qualifications. However, the encouraging outlook was short lived, as unfortunately in quarter one of 2019/20 there were three resignations. Of these, two individuals were qualified drivers and level one commanders. This has negatively impacted appliance availability as shown in the 2019/20 May and August availability figures and again later in the year. It is expected that this will have a continued impact in the medium to long term, as, even though current Establishment is 10, it will take time, willingness and commitment on the part of those staff at the station to undertake driving or level one command courses and responsibilities as part of their role.
- 3.3.7. In summary, although not impossible, the evidence suggests that the station is unable to reach and maintain the 60% availability target at this time or in the foreseeable future.

- 3.3.8. Obviously, our staff are extremely important to us. Therefore, affected staff will now be invited to attend individual meetings to discuss this matter. Of the ten remaining staff, five are dual contract which means they also hold wholetime contracts with us. As a Service we are due to recruit wholetime firefighters in early 2021 because of this we are able to offer the other five members of staff the option to transfer now into the Service onto a wholetime firefighter contract should they wish.

#### **4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

- 4.1. Commitment 2 – We will ensure a swift and effective response when called to emergencies
- 4.2. Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

#### **5. FINANCIAL IMPLICATIONS**

- 5.1. The 2020/21 budget approved by Fire Authority in February 2020. It has not been possible to identify the £168,000 additional savings needed to keep Wargrave open. The current position is that there will still be a budget shortfall of £284,000 in 2020/21. This means that if Wargrave Fire Station remains operational it will need to be funded from reserves again 2020/21.

#### **6. LEGAL IMPLICATIONS**

- 6.1. The implementation by officers of the closure of Wargrave fire station will take account of requirements under relevant employment legislation.

#### **7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1. There are no identified equality and diversity impacts.

#### **8. RISK IMPLICATIONS**

- 8.1. The risk implications relating to the closure of Wargrave are detailed in the Response evidence base that formed part of the service redesign consultation documentation. This is available in the managing section of the RBFRS website <https://www.rbfrs.co.uk/your-service/managing-risk/integrated-risk-management-planning/>
- 8.2. There is no indication that the risk implications relating to the closure of Wargrave have increased in the period between the original Fire Authority decision and now.
- 8.3. As described in section 5 there is potential financial risk to the Authority if the identified savings are not achieved.

## Agenda Item 11

- 8.4. Given the evidence contained within the Authority's risk model continued financial support for Wargrave may not be the most efficient use of public funds. It is unlikely to meet with the Authority's duty to ensure value for money.

### **9. CONSISTENCY WITH DUTY TO COLLABORATE**

- 9.1. The recommendations in this paper do not affect any collaboration arrangements.

### **10. PRINCIPAL CONSULTATION**

- 10.1. The Chief Fire Officer has noted the contents of this report.
- 10.2. The Monitoring Officer has noted the contents of this report.
- 10.3. The Chief Finance Officer has noted the contents of this report.

### **11. BACKGROUND PAPERS**

Below papers are available on request and on the website

- 11.1. Agenda Item 10 'summary report of responses to the service redesign consultation – Response proposals' Fire Authority 18 April 2017.
- 11.2. Agenda Item 6 'minutes of meeting held on 18 April 2017' Fire Authority 28 June 2017.
- 11.3. Agenda item 18 'IRMP service redesign update' Fire Authority 10 October 2017.
- 11.4. Agenda item 3 'minutes of meeting held on 10 October 2017' Fire Authority 27 February 2018.
- 11.5. Agenda item 10 "minutes of Fire Authority meeting held on 19 November 2018"
- 11.6. Agenda item 4 'minutes of Management Committee 3 December 2019 Management Committee 5 February 2020.
- 11.7. Agenda item 3 'minutes of meeting held on 20 January' Fire Authority 14 February 2020.

### **12. APPENDICES**

- 12.1. No appendices.

### **13. CONTACT DETAILS**

Nikki Richards  
Director of Support Services  
[richardsn@rbfrs.co.uk](mailto:richardsn@rbfrs.co.uk)  
0118 938 4702

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## ROYAL BERKSHIRE FIRE AUTHORITY



<b>COMMITTEE</b>	<b>FIRE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>25 JUNE 2020</b>
<b>SUBJECT</b>	<b>COMMUNITY SAFETY HUB: WARGRAVE</b>
<b>LEAD OFFICER</b>	<b>MARK ARKWELL, ASSISTANT CHIEF FIRE OFFICER / DIRECTOR OF COLLABORATION, CHANGE &amp; FINANCE</b>
<b>LEAD MEMBER</b>	<b>COUNCILLOR DAVID CANNON</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>TO NOTE</b>

### 1. EXECUTIVE SUMMARY

- 1.1. In understanding potential opportunities for the Wargrave fire station building a feasibility study, considering the potential for a 'Community Safety Hub' (CSH), was commissioned by the Service and noted by Members of the Management Committee on 3 December 2019.
- 1.2. In the intervening period RBFRS has sought dialogue with potential partner stakeholders to understand if a CSH could be a useful facility in supporting effective and efficient delivery of respective services to the citizens of Wargrave and the surrounding areas.
- 1.3. Engagement with potential partners has determined that, at this time and within foreseeable future plans, there is limited desire for, or perceived advantage in, creating a community hub arrangement.
- 1.4. Whilst a shared asset of this nature could offer some advantages, in some locations, RBFRS concludes that there is currently no evidence of a collective appetite for the development of such a CSH in Wargrave, in terms of operational effectiveness or sustainable financial support.
- 1.5. RBFRS are committed to the continued delivery of prevention and fire protection activity, in line with our IRMP and Local Safety Plans, to all citizens of Royal Berkshire. Regular reviews will continue to be undertaken to ensure targeting of activity responds to changes in community risk.

**2. RECOMMENDATION**

That the Fire Authority:

- 2.1. **NOTE** that there is currently no collective appetite for the development of a 'Community Safety Hub' in Wargrave and that further feasibility work will now cease.

**3. REPORT**

**Background**

- 3.1. The closure of Wargrave Fire Station was a decision taken as part of the Service Redesign IRMP consultation that ran from December 2016 to March 2017. The implementation of the extant decision has been subject to a number of deferrals, most recently supported by the Fire Authority in January 2020.
- 3.2. In anticipation for the potential station closure a range of impacts were considered, including opportunities arising from the availability of the building in support of delivering wider public services to the people of Wargrave and surrounding areas. This included the creation of a shared CSH with blue-light partners and the local Borough and Parish Councils.

**Potential Partners**

- 3.3. Engagement with South Central Ambulance Service (SCAS) and Thames Valley Police (TVP) considered the potential to use the building as a shared base location or 'drop-in' centre for staff. For example, the prospect of a storage and response support location for Community First Responders or Community Policing was discussed as well as delivering RBFRS's own public safety agenda through the volunteers programme.
- 3.4. Peter Smith, TVP's Strategy and Assets Manager, said that the location "does not have a substantive role to play for TVP... due to TVP's existing locations at both nearby Woodley and Henley-on-Thames." Furthermore, the Wargrave Fire Station would require extension, and the associated investment, to create a formal space that might be of use.
- 3.5. Paul Cross, Head of Estates for SCAS, and following consultation with his operations colleagues, thanked RBFRS for considering them as a partner but confirmed that they "won't have any need for Wargrave" at this time.
- 3.6. Initial interest in the exploration of potential joint models from both Wokingham Borough Council and Wargrave Parish Council was identified early. However, this has not developed into a firm commitment of intent or related financial support.
- 3.7. In summary, there is no evidence of a collective intent or sufficient support to progress a shared facility in Wargrave. Both TVP and SCAS have confirmed that this does not represent a viable opportunity currently and confirmed that they would not wish to explore this project further.

### **Future Prevention Activity**

- 3.8. RBFRS are committed to proactively identifying opportunities to work more closely with partners in delivering our respective services and remain open to considering those ideas presented by other organisations, where it is in the best interests of the citizens of Royal Berkshire.
- 3.9. In the Wokingham Borough Local Safety Plan (LSP) RBFRS have committed to a range of activity in seeking to address local risks in a collaborative way. These include, but are not limited to:
- Share information with local authority and blue-light partners to address common problems.
  - Continue to react swiftly to high priority arson referrals from Thames Valley Police with a focused Safe and Well visit.
  - Continued commitment to working with fire setters in a structured programme, which has shown that early intervention and education can help to address the issues of fire-setting behaviours.
  - Work with local partners on joint targeted campaigns.
  - Work with other agencies to identify premises that fall under fire safety legislation e.g. Local Authority, Care Quality Commission.
- 3.10 RBFRS will continue to regularly review the targeting of our prevention work in response to any changes in community risk.

## **4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

- 4.1. Commitment 4 - We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.
- 4.2. Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.
- 4.3. Commitment 6 - We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.

## **5. FINANCIAL IMPLICATIONS**

- 5.1. There are no identified financial implications

## **6. LEGAL IMPLICATIONS**

- 6.1. The recommendations arise after the exploration of collaboration opportunities under the Policing and Crime Act 2017 have been duly considered.

## **7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1. There are no identified equality and diversity impacts.

**8. RISK IMPLICATIONS**

- 8.1. There are no identified direct risk implications. Community safety activity will continue in line with Service commitments and local safety plans.

**9. CONSISTENCY WITH DUTY TO COLLABORATE**

- 9.1. The feasibility study has been conducted in line with the requirements of the duty to collaborate in seeking to identify improvements in efficiency or effectiveness with emergency service partners.

**10. PRINCIPAL CONSULTATION**

- 10.1. The Chief Fire Officer has noted the contents of this report.  
10.2. The Monitoring Officer has noted the contents of this report.

**11. BACKGROUND PAPERS**

Below papers are available on request and on the website

- 11.1. Agenda item 4 'minutes of Management Committee 3 December 2019  
Management Committee 5<sup>th</sup> February 2020.  
11.2. Wokingham Borough Local Safety Plan 2019-20

**12. APPENDICES**

- 12.1 No appendices.

**13. CONTACT DETAILS**

Mark Arkwell  
Assistant Chief Fire Officer / Director of Change, Collaboration & Finance  
[arkwellm@rbfrs.co.uk](mailto:arkwellm@rbfrs.co.uk)  
0118 9384800

## ROYAL BERKSHIRE FIRE AUTHORITY



<b>COMMITTEE</b>	<b>FIRE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>25 JUNE 2020</b>
<b>SUBJECT</b>	<b>RESPONSE TO LETTER FROM LORD GREENHALGH, MINISTER OF STATE FOR BUILDING SAFETY, FIRE AND COMMUNITIES</b>
<b>LEAD OFFICER</b>	<b>TREVOR FERGUSON, CHIEF FIRE OFFICER</b>
<b>LEAD MEMBER</b>	<b>COUNCILLOR COLIN DUDLEY</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>TO NOTE</b>

### 1. EXECUTIVE SUMMARY

- 1.1. On the 14th May the new Fire Minister Lord Greenhalgh wrote to all Fire Authority Chairmen and Chief Fire Officers, seeking their views on the recommendations from Sir Tom Windsor's state of fire report. His letter is attached in Appendix 1
- 1.2. Given the collaborative leadership approach adopted in Royal Berkshire the Chairman and the CFO decided a joint response was most appropriate. The joint response can be found in Appendix 2

### 2. RECOMMENDATION

That the Fire Authority:

- 2.1. **NOTE** the letter of reply jointly prepared by the Chairman of the Fire Authority Colin Dudley and Chief Fire Officer Trevor Ferguson.

### 3. REPORT

- 3.1. At the end of 2019 Sir Tom Windsor published his first annual state of fire report. The report made a number of key recommendations. In his May letter the new Fire Minister sought views on the following recommendations.

## Agenda Item 13

- 3.2. By June 2020, the Home Office, in consultation with the fire and rescue sector, should review and with precision determine the roles of: (a) fire and rescue services; and (b) those who work in them.
- 3.3. By June 2020, the Home Office, the Local Government Association, the National Fire Chiefs Council and trade unions should consider whether the current pay negotiation machinery requires fundamental reform. If so, this should include the need for an independent pay review body and the future of the 'grey book'.
- 3.4. By September 2020, the Home Office should consider the case for legislating to give chief fire officers operational independence. In the meantime, it should issue clear guidance, possibly through an amendment to the Fire and Rescue National Framework for England, on the demarcation between those responsible for governance and operational decision making by the chief fire officer.
- 3.5. In line with the collaborative nature of leadership in Royal Berkshire a joint response has been prepared outlining the views of the Chairman and the Chief Fire Officer on these issues.

### **4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

- 4.1. Commitment 6 – We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.

### **5. FINANCIAL IMPLICATIONS**

None

### **6. LEGAL IMPLICATIONS**

- 6.1 None.

### **7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1 There are no identified equality and diversity impacts.

### **8. RISK IMPLICATIONS**

- 8.1 None

### **9. CONSISTENCY WITH DUTY TO COLLABORATE**

- 9.1 The recommendations in this paper do not affect any collaboration arrangements.

**10. PRINCIPAL CONSULTATION**

10.1. The Chief Fire Officer was the joint author of this report.

**11. BACKGROUND PAPERS**

11.1 None

**12. APPENDICES**

12.1 Appendix A Letter from Lord Greenhalgh 14 May 2020

12.2 Appendix B Joint letter from Chairman of Fire Authority and Chief Fire Officer.

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Lord Greenhalgh  
Minister of State for Building Safety,  
Fire and Communities at  
Ministry of Housing, Communities &  
Local Government and Home Office

2 Marsham Street  
London SW1P 4DF  
[www.gov.uk/home-office](http://www.gov.uk/home-office)

14<sup>th</sup> May 2020

To:

Roy Wilsher, Chair, National Fire Chiefs Council  
Ian Stevens, Chair, Fire Services Management Committee  
Susannah Hancock, CEO, Association of Police and Crime Commissioners  
Matt Wrack, General Secretary, Fire Brigades Union  
Ade Robinson CEO, Fire Officers Association  
Tristan Ashby, CEO, Fire and Rescue Service Association  
Mick Crennell, Chair, Fire Leaders Association

Copied:

All Chief Fire Officers  
All Chairs of Authorities/PFCCs/Mayors

*Dear colleagues,*

I am writing to you as regarding the recommendations made in Her Majesty's Chief Inspector of Fire & Rescue Services' State of Fire and Rescue report. Having completed the first round of service inspections in a decade, the report provides a crucial opportunity for us to take stock on fire reform. As the new Minister responsible for the Fire and Rescue Service, I want to understand the views of the key national bodies on the report's recommendations, as I develop my forward strategy.

There is much to commend in the report. Sir Thomas found that *"Almost universally, the focus of the fire staff we met is on protecting the communities they serve. Their determination and dedication to protect life and property are second to none. Services provide a highly skilled response to a range of emergencies and have designed life-saving initiatives. Firefighting is dangerous, but the sector continues to improve its working practices to make responding to incidents as safe as it can be."* Of this you all deserve to be proud.

## Agenda Item 13

### Appendix A

However, the report also made for stark reading in other areas, with clear challenges in terms of the balance of services' work, their efficiency and the treatment of their people.

The report also made several recommendations for the a range of bodies including the Government to consider, some of which may require fundamental or legislative change. I know that you will have have been considering these recommendations individually and collectively and I write to you today to seek your views more formally.

Sir Tom recommended that the Home Office, in consultation with others, should review and determine the roles of: (a) fire and rescue services; and (b) those who work in them. This is a key recommendation, which could shape the future direction of fire and rescue services and I would like to hear your views.

The report also recommends that the Home Office, the Local Government Association, the National Fire Chiefs Council and trade unions should consider whether the current pay negotiation machinery requires fundamental reform. Whilst this recommendation is addressed to specific stakeholders, I would also like to understand the full range of views on the key question of whether the current pay negotiation machinery requires fundamental reform.

The report also makes recommendations in relation to the need for clearer operational independence and suggests the development of a code of ethics. Given the importance of professionalism and good governance in fire and rescue, I would also welcome any initial views in these areas.

This is an opportunity for you to contribute to the consideration of the recommendations. As the Minister with responsibility for the fire and rescue service, I want to understand your views as the key national leaders in this area. Although I imagine you will make collective responses on behalf of your constituent bodies, I am also open to any direct response from individual services. I am conscious that Sir Tom's deadlines are currently under review as a result of the pandemic response but I would be grateful for written submissions on these matters by the end of June. Your submissions should be sent to [stateoffirerecs@homeoffice.gov.uk](mailto:stateoffirerecs@homeoffice.gov.uk).



**Lord Greenhalgh**  
**Minister of State for Building Safety, Fire and Communities at**  
**Ministry of Housing, Communities & Local Government and Home Office**

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

Direct Line 0118 938 4619 | Switchboard 0118 945 2888 | Fax 0118 959 0510  
Email [fergusont@rbfrs.co.uk](mailto:fergusont@rbfrs.co.uk) | [www.rbfrs.co.uk](http://www.rbfrs.co.uk)

Follow us on Twitter @rbfrsofficial



Date: 25<sup>TH</sup> June 2020

Dear Sir Greenhalgh

**Ref: Letter to Chief's and Chairs 14<sup>th</sup> May 2020**

Firstly, congratulations on your appointment to the role of Minister responsible for Fire and Rescue and thank you for the opportunity to share our views on these matters. As the political and professional leadership of Royal Berkshire we wanted to respond jointly to your letter. As an Authority and a Service, committed to transparency and continuous improvement, we welcomed the introduction of the independent inspection programme, delivered by HMICFRS. We were also really pleased with the positive findings of HMICFRS in relation to Royal Berkshire Fire & Rescue Service.

***“Our first inspection of Royal Berkshire Fire and Rescue Service revealed that it is performing to a high standard. We graded the service as ‘good’ in each of our three main inspection categories. The people of Berkshire can be confident that they are being well-served.”***

We believe these findings validate the hard work of everyone in the Service but also the commitment of the elected Members of the Fire Authority, to collaborative leadership, for the benefit of all the people we serve.

On the specifics of Sir Tom's recommendations we would offer the following thoughts for your consideration.

***“By June 2020, the Home Office, in consultation with the fire and rescue sector, should review and with precision determine the roles of: (a) fire and rescue services; and (b) those who work in them.”***

We believe that it is best to consider the role of the Fire & Rescue Service from two perspectives. Firstly, the management of local risk and secondly the wider regional and national resilience role of the Fire & Rescue sector. In relation to managing risk locally we believe that Integrated Risk Management Planning (IRMP), based on robust evidence and transparent engagement and consultation, is a very effective way to develop and deliver local public services. We do not therefore believe that the current IRMP concept needs fundamental reform.

**ROYAL BERKSHIRE  
FIRE AUTHORITY**

Councillor Colin Dudley • Chairman



Agenda Item 13  
Appendix B

However, given the antiquity and age of some of the guidance, associated with IRMP, a comprehensive refresh is now overdue. This refresh should include the Fire & Rescue Service National Framework 2018.

On the wider regional and national role of the Fire and Rescue Service we believe there is scope for improvement. Perhaps Covid 19 has provided an opportunity to see how the Fire & Rescue Sector can play a much wider role in regional and national emergencies. The transferable skills of the sector have proven invaluable in this time of national crisis. In every Local Resilience Forum the sector has played a vital role in leading and coordinating the response. This work builds on the many previous examples of effective regional responses to flooding, wild fires etc. We believe that a more defined role, supported by appropriate resourcing would be very beneficial, in times of regional and national emergency.

It is therefore logical that the role of those who work in Fire & Rescue Services should be linked directly to local IRMPs and any broader regional and national roles agreed for Fire & Rescue Services. The current prescriptive and bureaucratic national process does not facilitate these requirements.

***By June 2020, the Home Office, the Local Government Association, the National Fire Chiefs Council and trade unions should consider whether the current pay negotiation machinery requires fundamental reform. If so, this should include the need for an independent pay review body and the future of the 'grey book'.***

The current mechanisms for determining pay are in our opinion no longer fit for purpose. As an Authority, it is unnerving to have a mechanism for determining pay which is entirely detached from the Service's budget and funding mechanisms. However, to consider pay in isolation would be a missed opportunity. The present system which is both too bureaucratic and prescriptive undermines the concept of developing local IRMPs. Having the roles of staff, terms and conditions and pay agreed nationally with no consideration of local risk removes the agility which local IRMPs should afford. Also national pay determination does little for staff in Royal Berkshire who are living and working in one of the most expensive areas of the country. We believe a more flexible system linked to both local IRMPs, guaranteed funding and regional pay would serve both staff and communities better. If a pay review body would deliver this we would welcome it.

***By September 2020, the Home Office should consider the case for legislating to give chief fire officers operational independence. In the meantime, it should issue clear guidance, possibly through an amendment to the Fire and Rescue National Framework for England, on the demarcation between those responsible for governance and operational decision making by the chief fire officer.***

We have listened to and engaged in a wide range of discussions about this recommendation. We, in addition to many of those we have discussed it with are not entirely sure that there is collective understanding of what the phrase operational independence means. It is clear however that it has become a metaphor for overcoming challenging or dysfunctional relationships between the political and officer leadership in Authorities and Services. Perhaps,

greater clarity on what is meant by operational independence could be provided by the thematic governance inspections by HMICFRS. We could also all be clear on what isn't working and what we need to fix before determining the solution.

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Appendix B

In Royal Berkshire, we have worked hard to develop a collaborative leadership style for the benefit of the people we serve. We also believe that the present system has some useful and healthy checks and balances grounded in the best principles of democracy.

If as we think, operational independence, means clarity and an appropriate balance in decision making between the political and officer leaderships of Authorities and Chief Fire Officers, then we would be supportive. We also believe that this can be achieved through the transparent governance arrangements, clear schemes of delegation and an updating of the national Framework. We would both however be concerned about any changes which undermine the healthy checks and balances of our democracy for the purpose of expediency.

We thank you again for the opportunity to share our views on these matters. Obviously, this letter provides a very high level summary of our views on these complex issues. We would therefore be very happy to extend a warm welcome to you in Royal Berkshire to discuss the matters in detail. We wish you every success in your new role and hope the above points are helpful in enabling you to shape your thinking on these matters.

Kind regards



Councillor Colin Dudley  
Chairman, Royal Berkshire Fire Authority



Trevor Ferguson  
Chief Fire Officer and  
Chief Executive

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## ROYAL BERKSHIRE FIRE AUTHORITY



<b>COMMITTEE</b>	<b>FIRE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>25 JUNE 2020</b>
<b>SUBJECT</b>	<b>ANNUAL STATEMENT OF ASSURANCE 2018/19</b>
<b>LEAD OFFICER</b>	<b>KATIE MILLS, HEAD OF CORPORATE SERVICES</b>
<b>LEAD MEMBER</b>	<b>N/A</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>NOTE AND AGREE</b>

### 1. EXECUTIVE SUMMARY

- 1.1 The Fire and Rescue National Framework for England states that the annual Statement of Assurance should:

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

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

### 2. RECOMMENDATIONS

- 2.1 **NOTE** the summary judgements within the Statement of Assurance for each of the four key areas of Finance, Governance, Operations and delivering the National Framework.
- 2.2 **AGREE** that the RBFA Statement of Assurance 2018/19 be approved.

### 3. REPORT

- 3.1 The internal assessment that was conducted by RBFRS officers against the Framework criteria and produced the following summary judgements:

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**FINANCIAL** – requirements associated with the appropriate management of financial matters were **fully met**. Evidence to support this is set out in **Appendix B** of the Statement of Assurance.

- 3.2 **GOVERNANCE** – requirements associated with appropriate business practice, high standards of conduct and sound governance were **fully met**. Evidence to support this judgement and information on identified areas for improvement are set out in **Appendix C** of the Statement of Assurance.
- 3.3 **OPERATIONAL** – requirements associated with operational matters were **fully met**. Evidence to support this judgement and information on identified areas for improvement are set out in **Appendix D** of the Statement of Assurance.
- 3.4 **NATIONAL FRAMEWORK** – requirements associated with the Fire and Rescue National Framework for England have been **fully met** as set out in **Appendix E** of the Statement of Assurance. This assessment was based on the judgements set out in **Appendices B-D**. This is further supported by the independent inspection carried out by Her Majesty’s Inspectorate of Police Constabulary and Fire and Rescue Services.
- 3.5 Further assurance is provided via audit activities as set out in **Appendix F** of the Statement of Assurance.
- 3.6 The Statement of Assurance is required to be published by 31 March 2020. The presentation of the Statement of Assurance has been delayed due to the auditing of the Statement of Accounts, and had been due to be presented to the Audit and Governance Committee on 27 March 2020. Unfortunately, due to COVID-19, the meeting of the Audit and Governance Committee was cancelled. Given the circumstances, the Chairman of the Fire Authority and Chairman of the Audit and Governance Committee were consulted on the document at the time, and agreed to sign the Statement of Assurance subject to approval by the Fire Authority at the earliest opportunity. As such, the Statement of Assurance was published by 31 March 2020, and is presented to this meeting of the Fire Authority for approval.
- 3.1 The Annual Statement of Assurance report is at Appendix A.

## **4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

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

## **5. FINANCIAL IMPLICATIONS**

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

## **6. LEGAL IMPLICATIONS**

- 6.1 The Fire and Rescue National Framework, published by the Department of Communities and Local Government in July 2012, introduced the requirement for fire and rescue authorities in England to produce a ‘Statement of

Assurance' on an annual basis. An updated National Framework was published in May 2018. This maintained the requirement.

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

**7. EQUALITY AND DIVERSITY IMPLICATIONS**

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

**8. RISK IMPLICATIONS**

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

**9. CONSISTENCY WITH DUTY TO COLLABORATE**

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

**10. PRINCIPAL CONSULTATION**

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

**11. BACKGROUND PAPERS**

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

**12. APPENDICES**

- 12.1 Appendix A – Statement of Assurance

**13. CONTACT DETAILS**

- 13.1 Katie Mills  
Head of Corporate Services  
0118 938 4605

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# ANNUAL STATEMENT OF ASSURANCE 2018/19

Royal Berkshire Fire Authority



Due to the impact of Covid-19, it has not been possible to formally present the Statement of Assurance 2018/19 to a meeting of the Fire Authority for final approval. In the interim, the draft Annual Statement of Assurance 2018/19 has been approved by the Chairman of the Fire Authority and Chairman of Audit and Governance Committee and will be presented to the Fire Authority at its next meeting for formal consideration.



# CONTENTS

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## Statement of Assurance 2018/19

### 1. Purpose

The purpose of this Statement of Assurance is for Royal Berkshire Fire Authority (RBFA) to formally confirm the adequacy of arrangements for the effective management of financial, governance and operational matters, as well as overall adherence to the [Fire and Rescue National Framework for England](#), have been met.

### 2. Structure

The Fire and Rescue National Framework for England states that the annual Statement of Assurance should:

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

This Statement of Assurance is structured such that headline judgements are made about the adequacy of arrangements associated with financial, governance and operational matters as outlined in the Department for Communities and Local Government document '[Guidance on statements of assurance for fire and rescue authorities in England](#)'. In addition to which, a judgement is made on adherence to the Fire and Rescue National Framework for England. These judgements confirm whether necessary standards are being Fully, Substantially, or Partially Met.

Definitions of the terms 'Fully', 'Substantially' and 'Partially' can be found in **Appendix A**.

The judgements are then supported by information contained in attached Appendices. Where appropriate the appendices also include details of steps that have been, or will be, taken to address identified areas for improvement.

A number of supporting documents are hyperlinked or referenced throughout this document.

In making these judgements RBFA has instructed independent auditors to review both Financial and Governance matters and details of their feedback can be found in **Appendices B & C** respectively.

## Agenda Item 14

### Appendix A

For Operational matters and adherence to the National Framework, RBFA has used an internal audit to make an informed judgement. Details of the internal audit and also a link to the Her Majesty's Inspection of Constabulary and Fire and Rescue Services (HMICFRS) that took place in RBFRS in 2018/19, can be found in **Appendices D & E.**

Additional assurance mechanisms are in place by way of periodic external audit, which is referenced in **Appendix F.**

DRAFT

### 3. Summary Judgements

#### a. Financial Matters

It is the view of RBFA that, at the end of the 2018/19 financial year, requirements associated with the appropriate management of financial matters were **fully met**.

Evidence to support this judgement is set out in **Appendix B**.

#### 3.2 Governance Matters

It is the view of RBFA that, at the end of the 2018/19 financial year, requirements associated with appropriate business practice, high standards of conduct and sound governance were **fully met**.

Evidence to support this judgement, information on identified areas for improvement and details of steps taken to address them are set out in **Appendix C**.

#### 3.3 Operational Matters

It is the view of RBFA that, at the end of the 2018/19 financial year, requirements associated with operational matters were **fully met**.

Evidence to support this judgement, information on identified areas for improvement and details of steps taken to address them are set out in **Appendix D**.

#### 3.4 National Framework Requirements

It is the view of RBFA that at the end of the 2018/19 financial year, the requirements associated with the Fire and Rescue National Framework for England have been **fully met**.

Evidence to support this judgement, are set out in **Appendix E**.

#### 3.5 Assurance

RBFA gets assurance on its business through a programme of audit. Information on the 2018/19 audits are set out in **Appendix F**.

#### 4. Signatures



**Councillor Colin Dudley**

**Chairman – Royal Berkshire Fire Authority**



**Councillor Tina McKenzie-Boyle**

**Chairman – Audit and Governance Committee**

DRAFT



## Appendix A – Definitions of Overall Judgement

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

DRAFT



## Appendix B - Finance

It is the view of RBFA that, at the end of the 2018/19 financial year, requirements associated with the appropriate management of financial matters were **fully met**.

The 'Guidance on Statements of Assurance for Fire and Rescue Authorities in England' states that in order to provide assurance about the adequacy of arrangements associated with financial matters:

*Fire and rescue authorities are responsible for ensuring that their business is conducted in accordance with the law and proper standards, and that public money is properly accounted for and used economically, efficiently and effectively.*

*It is a statutory requirement under the Accounts and Audit Regulations 2015 for authorities to publish the financial results of their activities for the year.*

*This 'Statement of Accounts', shows the annual costs of providing the service and is determined by a Code of Practice which aims to give a "true and fair" view of the financial position and transactions of the authority. The authority is responsible for approval of the statement of accounts prior to publication.*

*The statement of assurance may briefly set out what assessment procedures are in place with regard to the authorities' statements of account.*

### **Evidence in Support of Judgement**

RBFA has contracted an external auditor to audit the [Statement of Accounts](#). The auditor's letter issued by the auditor in relation to these accounts confirms their assurance opinion on the financial matters of the Authority.

The Annual Audit Letter for 2017/18 identified no financial improvements for 2018/19.

### **Areas for Future Improvement**

[The Annual Audit Letter for 2018/19](#) identified no financial improvements for 2019/20.

## Appendix C - Governance

It is the view of RBFA that, at the end of the 2018/19 financial year, requirements associated with appropriate business practice, high standards of conduct and sound governance were **fully met**.

The [‘Guidance on statements of assurance for fire and rescue authorities in England’](#) states that:

*The Accounts and Audit (England) Regulations 2011, also requires authorities to prepare an annual governance statement in support of this statement of accounts. This governance statement is an expression of the measures taken by the authority to ensure appropriate business practice, high standards of conduct and sound governance. The statement of assurance may set out what work authorities have undertaken to review the effectiveness of their governance framework, including the system of internal control.*

*Greater transparency is a key element of the Framework and is at the heart of the Government’s commitment to enable the public to hold their authorities to account for the way they spend public money. In preparing the statement of assurance, fire and rescue authorities may consider the principles of transparency set out in the Code of Recommended Practice for Local Authorities on Data Transparency.*

### **Evidence in Support of Judgement**

RBFA has contracted an external auditor to audit the governance arrangements of the authority. The authority undertakes an annual assessment of the governance arrangements using the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government*. The External Auditor also undertakes their assessment of compliance against these standards.

The [Annual Governance Statement 2018/19](#) confirms assurance in the governance arrangements.

The auditor’s opinion for the governance arrangements for 2018/19 is as follows

*“The organisation has an adequate and effective framework for risk management, governance and internal control”*

## Agenda Item 14

### Appendix A

#### **Review of Governance Improvements stated in the 2017/18 Statement of Assurance:**

There were five areas highlighted for improvement by the Auditors in 2017. In all cases these were assessed as low priorities

<b>Previous Identified Governance Improvement</b>	<b>RBFA Action Taken</b>
1. A defined remit to be put in place highlighting the purpose of the Member Development Task and Finish Group	Terms of Reference in agreed for Member Development Task and Finish Group.
2. Risk Register template to be updated to enable treatment assurance levels to be included in final register	Template updated.
3. All risk owners to be reminded of the need to regularly assess the risk treatments and owners, but in particular during periods of known staff changes.	Regular reminders scheduled.
4. Risk database to be updated to include a quick link to the Risk Management Database Quick Guide.	Quick link included in the risk database.
5. New Corporate Risk reporting format for the Audit and Governance Committee to ensure key information is captured to evidence direction of travel	Corporate Risk reporting format in place and evidencing direction of travel.

#### **Areas for Future Improvement:**

There were no areas highlighted for future improvement by the Auditors in 2018.

## Appendix D - Operations

It is the view of RBFA that, at the end of the 2018/19 financial year, requirements associated with operational matters were **fully met**.

The 'Guidance on Statements of Assurance for Fire and Rescue Authorities in England' outlines the following matters to be incorporated within the statement of assurance related to operational arrangements:

- A. Fire and rescue authorities already consult on, and publish, their integrated risk management plans, which set out local strategies including cross-border, multi-authority and national arrangements where appropriate. The statement of assurance should include details of consultation on these plans, and confirm that appropriate information was provided to enable active and informed participation.*
- B. The statement of assurance may also indicate where fire and rescue authorities have entered into agreements and/or mutual aid arrangements with other relevant bodies. The level of detail included will be a matter for each individual fire and rescue authority and may be linked to their integrated risk management plan.*
- C. It is not the aim of statements of assurance to set out the operational procedures for fire and rescue authorities. However, statements of assurance are the appropriate vehicle with regard to specific events, which raise issues of operational competence or delivery. For example, when advice is received under health and safety or other legislation, it is appropriate for the fire and rescue authority to use the statement of assurance as a means to inform their communities that these matters have been considered and, where appropriate, acted on.*

## Areas to support Judgement

### A. Integrated Risk Management Plan

The [Corporate Plan 2015-2019](#) included our Integrated Risk Management Plan. The Authority had a statutory duty under the Fire and Rescue Service National Framework, to produce a plan to identify and assess all foreseeable fire related risks at a county, regional and national level.

The plan brought together our three strands of service delivery; prevention, protection and response. It includes the community safety strategies, the approach taken towards enforcement of fire safety legislation and our plans to ensure the right resources are in the place at the right time to respond to any emergency.

The public and any other stakeholder must be consulted on the content of the plan and are consulted again if we plan to change the service we currently deliver. The consultation must be undertaken in accordance with the legal principles of consultation and current government guidance.

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

The Local Resilience Forum was set up under the Civil Contingencies Act 2004 and established a framework for emergency planning and response ranging from local to national level. The Thames Valley LRF identity is achieved using local intelligence, historical incident data and information is available from the Local Resilience Forum's [community risk register](#).

### B. Mutual Aid Agreements

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

- In the event of a significant emergency, RBFA can request additional resources from neighbouring fire authorities.
- Should the address of an emergency be closer to a fire engine from a neighbouring fire authority, a request will be made for that fire engine to attend the incident.
- Specialist equipment and trained personnel can also be requested from other fire and rescue services to attend significant emergencies in Berkshire.

- In the event of a national emergency elsewhere in the country, RBFA has the following specialist resources that can be deployed to assist those in need:
- An incident response unit, to support a large scale hazardous substance incident
- A high volume pump, to support a large scale flooding incident
- A water rescue unit, to support rescues from large scale flooding incidents

### C. Specific Events

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

- Regular performance reports
- Structured debriefs for large scale or unusual emergencies/events
- Feedback from staff to identify improvements on how the service can be delivered.
- Attendance at significant emergency incidents by managers to monitor the performance of the fire fighters.

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

### Review of Operational Improvements stated in the 2017/18 Statement of Assurance

As outlined in the Statement of Assurance 2017/18, we remained committed to implementing the outcomes of the Service Redesign Consultation in 2018/19. In particular, this saw a significant focus on the delivery of our innovative Remotely Managed Stations and Flexible Duty Officer project, which aimed to:

- » Transfer additional resources and investment into our front line station delivery model.
- » Achieve a resilient and highly skilled operational command model.
- » Secure an efficient and effective middle management tier.

- » Provide increased resilience of the organisation across the middle manager tier.
- » Achieve the already agreed IRMP savings necessary to balance the budget.
- » Provide greater flexibility for promotion, overcoming some existing barriers.

In 2018/19, we focused on the delivery of phase one of this project, which focused on changes at a station level by creating a resilient and highly skilled operational command model, recruiting 24 new watch-based Station Managers who were trained in Level 2 Incident Command.

The Remotely Management Stations and Flexible Duty Officer Project, was an important step in embedding our Service Delivery Hub Model, which was introduced to ensure we target risk and allocate resources as efficiently and effectively as possible at a local level. This was underpinned by the publication of our [2018/19 Local Safety Plans](#).

In 2018/19, we were inspected for the first time by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Through the inspection process, we were able to gain external assurance in relation to the effectiveness and efficiency of our operational response. Whilst the results of the inspection were not published until the summer of 2019/20, it should be noted that Royal Berkshire Fire and Rescue Services was judged as 'good' across the three main pillars of 'Effectiveness', 'Efficiency' and 'People'.

Our [Annual Report 2018/19](#) also provides a summary of our activities during this period and progress made against our Strategic Commitments, Annual Objectives and Corporate Measures.

Mindful that the current Corporate Plan and Integrated Risk Management Plan ran until 2019, in 2018, we undertook a consultation on its successor. Following the consultation, we published our [Corporate Plan and Integrated Risk Management Plan 2019-2023](#).

#### **Areas for Future Improvement**

Our Corporate Plan and Integrated Risk Management Plan 2019-2023, sets out our strategic direction over the next four year period with the [Annual Plan 2019/20](#) setting out specific areas of focus in the next year. In relation to operational activity in particular, the Integrated Risk Management Plan is supported by five priority projects with activities identified to mitigate local risk in 2019/20.

Following the inspection of the Service in 2018/19, an action plan has been developed to progress any recommended areas of improvement. The action plan was implemented by officers and is overseen by the Audit and Governance Committee through the quarterly performance reporting.

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## Appendix E - National Framework

It is the view of RBFA that at the end of the 2018/19 financial year, the requirements associated with the Fire and Rescue National Framework for England have been **fully met**.

To provide an assessment of how well RBFRS meets the national aims, RBFRS officers conducted a self-assessment relating to the National Framework requirements. An internal moderation exercise involving the Deputy Chief Fire Officer, Assistant Chief Fire Officer and the Director of Support Services was undertaken to scrutinise the assessment judgements. The outcome was that RBFRS fully met the Framework requirements for 2018/19.

This outcome is further supported by the independent inspection by HMICFRS.

### **Appendix F - Other Assurance Processes**

To ensure that RBFA and RBFRS are delivering an efficient, effective and economic service across all its areas of operation additional assurance has been provided in 2018/19 through the following processes:

#### Contracted Internal Audit

RBFA have contracted out internal audit to RSM, an external company. Apart from auditing aspects of the Fire Authority required by legislation they are also instructed, as part of an audit plan agreed with the Audit & Governance Committee, to audit various other aspects of the Service.

In 18/19 the following audits were completed:

- Fleet disposal in the last 12 months
- Recruitment practices for all temporary and permanent appointments in the last 18 months
- Risk and Governance Management
- GDPR compliance
- Key financial controls
- Payroll Provider (follow up review)
- VAT and PAYE
- Capital Investment Strategy
- Facilities

- Firefighter Pension Administration

RSM's annual internal audit opinion for 2018/19 is as follows:

*“The organisation has an adequate and effective framework for risk management, governance and internal control”*

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## ROYAL BERKSHIRE FIRE AUTHORITY



<b>COMMITTEE</b>	<b>FIRE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>25 JUNE 2020</b>
<b>SUBJECT</b>	<b>2020/21 CORPORATE CALENDAR</b>
<b>LEAD OFFICER</b>	<b>KATIE MILLS, HEAD OF CORPORATE SERVICES</b>
<b>LEAD MEMBER</b>	<b>N/A</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>DECISION</b>

### 1. **EXECUTIVE SUMMARY**

- 1.1 Members are asked to agree the 2020/21 Corporate Calendar listing dates of Fire Authority and Committee meetings during 2020/21.

### 2. **RECOMMENDATION**

- 2.1 **AGREE** the 2020/21 Corporate Calendar.

### 3. **REPORT**

- 3.1 On an annual basis, Royal Berkshire Fire Authority (RBFA) Members are asked to approve its Corporate Calendar. This report is presented to the June Fire Authority following the approval of the unitary authorities' Council and committee meeting schedules.
- 3.2 The Democratic Support Team has worked closely with its counterparts in the six unitary authorities to avoid clashes with full Council and Fire Authority meetings. Members will note that it is impossible to avoid some clashes, which may affect Member attendance at RBFA committee meetings.
- 3.3 Five Management Committee have been programmed into the calendar during the year, however, subject to business need, additional meetings may be programmed into the Calendar as required.
- 3.4 The Audit and Governance Committee will continue to monitor the attendance of Members on an annual basis and feedback attendance figures to the Fire Authority later in the year.

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3.5 An additional Audit and Governance Committee meeting has been scheduled to be held in September 2020, totalling five meetings in 2020/21. Ernst and Young (External Auditors) have scheduled to audit RBFA Accounts in July / August 2020, which has meant the earliest date for Member sign off is on 30 September 2020, which resulted in the need for an additional meeting

3.6 In 2020/21 Thames Valley Fire Control Service (TVFCS) Joint Committee meetings will be held at Oxfordshire Fire and Rescue Service Headquarters. These meeting dates have been arranged separately.

### **4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

4.1 The business undertaken at the meetings proposed within the Calendar will contribute to the delivery of the Strategic Commitments.

### **5. FINANCIAL IMPLICATIONS**

5.1 Member Allowances and reimbursement of travel expenses has been identified as a financial implication. An annual review of Member Allowances and expenses is monitored by Audit and Governance Committee and will be presented to Royal Berkshire Fire Authority later in the year.

### **6. LEGAL IMPLICATIONS**

6.1 No legal implications were identified for the purposes of this report.

### **7. EQUALITY AND DIVERSITY IMPLICATIONS**

7.1 There were no equality and diversity implications identified for the purposes of this report.

### **8. RISK IMPLICATIONS**

8.1 No risk implications were identified for the purposes of this report.

### **9. CONSISTENCY WITH DUTY TO COLLABORATE**

9.1 Not applicable.

### **10. PRINCIPAL CONSULTATION**

10.1 The Senior Leadership Team and Monitoring Officer was consulted in the preparation of this report.

### **11. BACKGROUND PAPERS**

11.1 None.

### **12. APPENDICES**

12.1 Appendix A – 2020/21 Corporate Calendar.

**13. CONTACT DETAILS**

13.1 Fayth Rowe, Democratic Support Lead 0118 938 4611

13.2 Hannah Sheehan, Democratic Support Assistant 0118 938 4613

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# Agenda Item 15

## Appendix A

### ROYAL BERKSHIRE FIRE AUTHORITY MEETINGS, COMMITTEES AND EVENTS 2020/21

	Day and Start time	Venue	JUN 2020	JUL 2020	AUG 2020	SEPT 2020	OCT 2020	NOV 2020	DEC 2020	JAN 2021	FEB 2021	MAR 2021	APR 2021	MAY 2021	JUN 2021	JUL 2021
FIRE AUTHORITY	6.30pm	HQ	25					16			17		28		30	
MANAGEMENT COMMITTEE	6.30pm	HQ		21			21		7		3		19			19
AUDIT AND GOVERNANCE COMMITTEE	6.30pm	HQ		30		30 Extra		3		28		31				29

RBFRS Headquarters (HQ), Royal Berkshire Fire and Rescue Service, Newsham Court, Pincents Kiln, Calcot, RG31 7SD

Good Friday 2nd April 2021; Easter Monday 5th April 2021

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**ROYAL BERKSHIRE FIRE AUTHORITY**



<b>COMMITTEE</b>	<b>FIRE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>25 JUNE 2020</b>
<b>SUBJECT</b>	<b>LEAD MEMBER, MEMBER CHAMPION AND TVFCS JOINT COMMITTEE ANNUAL REPORTS</b>
<b>LEAD OFFICER</b>	<b>N/A</b>
<b>LEAD MEMBER</b>	<b>LEAD MEMBERS</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>TO NOTE</b>

**1. EXECUTIVE SUMMARY**

- 1.1 To note Annual Reports received from Lead Members, Member Champions and the Chairman of the Thames Valley Fire Control Service (TVFCS) Joint Committee.

**2. RECOMMENDATION**

- 2.1 To **NOTE** the reports.

**3. REPORT**

- 3.1 The attached appendices A-G detail the Annual Reports from the following Lead Members, Member Champions and TVFCS Joint Committee:
- a) Budget and Income Generation – Cllr Colin Dudley
  - b) Collaboration Lead Member – Cllr David Cannon
  - c) Integrated Risk Management Plan Lead Member – Cllr Dexter Smith
  - d) Strategic Assets Lead Member – Cllr Angus Ross
  - e) Community Safety and Health, Safety and Wellbeing Champion – Cllr Christine Bateson
  - f) Organisational Development Champion – Cllr Pauline Helliard-Symons

## Agenda Item 16

- g) Thames Valley Fire Control Service (TVFCS) Joint Committee – Cllrs David Cannon and Angus Ross

### **4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

- 4.1 Commitment 1 – We will educate people on how to prevent fires and other emergencies, and what to do when they happen.
- 4.2 Commitment 2 – We will ensure a swift and effective response when called to emergencies
- 4.3 Commitment 3 – We will ensure appropriate fire safety standards in buildings
- 4.4 Commitment 4 – We will seek opportunities to contribute to a broader safety, health and wellbeing agenda
- 4.5 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.
- 4.6 Commitment 6 – We will work with Central Government to ensure a fair deal for Royal Berkshire.

### **5. FINANCIAL IMPLICATIONS**

- 5.1 Please refer to individual reports as to whether there are any financial implications.

### **6. LEGAL IMPLICATIONS**

- 6.1 Please refer to individual reports as to whether there are any legal implications.

### **7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1 Please refer to individual reports as to whether there are any equality and diversity implications.

### **8. RISK IMPLICATIONS**

- 8.1 Please refer to individual reports as to whether there are any risk implications.

### **9. CONSISTENCY WITH DUTY TO COLLABORATE**

- 9.1 Please refer to individual reports.

### **10. PRINCIPAL CONSULTATION**

- 10.1 None for the purpose of this report.

### **11. BACKGROUND PAPERS**

- 11.1 Not applicable.

**12. APPENDICES**

- 12.1 Appendix A - Budget and Income Generation – Cllr Colin Dudley
- 12.2 Appendix B - Collaboration Lead Member – Cllr David Cannon
- 12.3 Appendix C - Integrated Risk Management Plan Lead Member – Cllr Dexter Smith
- 12.4 Appendix D - Strategic Assets Lead Member – Cllr Angus Ross
- 12.5 Appendix E - Community Safety and Health, Safety and Wellbeing Champion – Cllr Christine Bateson
- 12.6 Appendix F - Organisational Development Champion – Cllr Pauline Helliars-Symons
- 12.7 Appendix G - Thames Valley Fire Control Service (TVFCS) Joint Committee – Cllrs David Cannon and Angus Ross

**13. CONTACT DETAILS**

- 13.1 Budget and Income Generation – Conor Byrne (Head of Finance and Procurement) 0118 938 4720
- 13.2 Collaboration – Mark Arkwell (Assistant Chief Fire Officer) 0118 938 4800
- 13.3 Integrated Risk Management Plan – Katie Mills (Head of Corporate Services) 0118 938 4605
- 13.4 Community Safety – Doug Buchanan (Area Manager Prevention and Protection) 07887 830207
- 13.5 Organisational Development – Nikki Richards (Director of Support Services) 0118 938 4702
- 13.6 Health, Safety and Wellbeing Champion – Becci Jefferies (Head of Human Resources and Learning and Development) 0118 938 4670
- 13.7 Thames Valley Fire Control Service (TVFCS) – Jim Powell (Area Manager Collaboration, Change and Finance) 07774 215 664

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## Budget and Income Generation

### Review

Over the last year there has been continued volatility not only in relation to the Authority's own budgetary position but also in the wider economy.

Volatility in the economy also feeds through to the Authority's funding streams. For example, growth in the council tax base for 2020/21 is lower than predicted and the Government capped the maximum increase in the precept at 1.99% for 2020/21 compared to a maximum increase of 2.99% in 2019/20.

Despite the volatility from economic factors, the Authority continues to make significant additional investment in our building protection capability. The Service now has additional capacity and capability to continually improve the built environment across the county.

Our performance against our Response Standard highlights that there are challenges in the west of the county with travel times as, with the exception of Newbury, all other stations are on-call. One of the proposals in the IRMP Consultation is to undertake a project to consider the feasibility of introducing dynamic risk-based day-time nucleus crewing in the west of the county. Financial provision has been made in the 2020/21 Budget but the Fire Authority has still to give conscientious consideration to this proposal and determine what action to take when it meets on 25 June 2020 to consider the feedback from the Consultation.

The Authority's Efficiency Plan sets out how savings of £2.4 million are to be achieved. Excellent progress has been made in delivering these savings. The delivery of the Remotely Managed Stations/Flexi Duty Officer Project has been implemented in two phases, generating ongoing revenue savings of £576,000.

Despite the inflation rate being below 2%, pay pressures continue to build. Our Medium Term Financial Plan (MTFP) assumes pay will increase by 2%. However, since the MTFP was approved by Fire Authority, the National Employers have made a final offer for Green Book staff of 2.75%. In addition, there are ongoing national discussions with the FBU in relation to pay, with a proposal from the trade union to

## Agenda Item 16

### Appendix A

increase pay by 17%. Any such pay increase, without significantly increased funding, would be unaffordable for RBFRS.

As mentioned above, the Authority recognises the importance of our Protection work. Recruitment of additional resources has taken place and specialist training programmes have been established to ensure staff development and competence. The recurring costs have been built into the Medium Term Financial Plan: £200,000 was built into the budget for 2018/19, a further £200,000 was added in 2019/20 and a final investment of £200,000 has been made available for 2020/21.

The final decision regarding the closure of Wargrave fire station will be made at the June 2020 Fire Authority meeting. The saving is already part of the £2.4 million Efficiency Plan savings so to keep it open would result in an additional cost pressure of £168,000.

In addition to the Efficiency Plan savings that are currently being delivered, officers are continually looking at how the service to the public can be provided more efficiently and effectively. Examples include the re-introduction of cross-border charging within the Thames Valley which delivered an additional £105,000 in income during 2019/20.

The commercial utilisation of the Authority's buildings continues to generate revenue income. It has also helps the Authority meet its statutory duty to collaborate with other blue light services, in the interest of effectiveness and efficiency.

We currently share our service headquarters with teams from the Office of the Police and Crime Commissioner and Thames Valley Police. This partnership has created a revenue stream of rental income amounting to around £56,000 in 2019/20.

The redevelopment of Hungerford Community Fire station with co-location with Thames Valley Police (TVP) has seen a contribution to revenue of about £11,000 p.a. which includes rental income and a fair and reasonable contribution to running costs based on usage.

SCAS currently has a 'Licence to Occupy' at four of our fire stations where they have dedicated space, bringing in an income of £14,000 p.a. and a project is in place to widen the scope of this partnership to our other stations.

The re-negotiation of leases, which allows for the placing of telecommunication masts on our premises generates on-going mast income of around £90,000 p.a..

Rental income is also being generated from the commercial use of a house at the Caversham Road Fire Station Site by a third party occupational health provider. Ongoing income of £8,500 p.a. is being received.

### Looking Forward

Over the coming years volatility around funding is likely to remain high. This will only be exacerbated by the impacts of Covid-19 combined with on-going pay and pension cost pressures. Instead of a new multi-year Comprehensive Spending Review as originally planned for later this year, the Government is considering a one-year rollover to allow more time to analyse the impacts of Covid-19 on the economy and Government finances. All of this means that financial scenario planning over the coming months will be critical to ensure that the Authority has plans and options to minimise the effects of funding volatility on its services to the public.

Work continues to ensure a balanced budget position over the medium term. The budgeted use of reserves to support the revenue budget has fallen from £458,000 in 2019/20 to £284,000 in 2020/21.

Cllr Colin Dudley, Income and Collaboration Lead

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## Collaboration

### Review

Emergency Services have a duty to collaborate as a result of the Policing and Crime Act 2017. This provides RBFRS with a tangible legal framework to increase the scope of collaborative work and identify ways to improve the efficiency and effectiveness in how all services collectively keep our communities safer.

Much of RBFRS's collaborative activity is coordinated via the Thames Valley Collaboration Steering Group with political and non-executive leadership representation from across three Fire and Rescue Services, Thames Valley Police (TVP) and the South Central Ambulance Service (SCAS). Cllr David Cannon represents RBFA as lead member in this key forum and is further supported by Cllrs Gittings, McKenzie-Boyle, Smith and Simpson in the Collaboration Working Group, offering their support, guidance and where appropriate, challenge to how RBFRS move forward and extract the benefits available from closer working with partners.

In their 2019 review of RBFRS, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) specifically cited our collaborative activity under the key pillar of 'Efficiency' for which we achieved a 'Good' rating. The inspectors noted that RBFRS was "making best use of resources" with reference to the Thames Valley Fire Control Service, joint procurement initiatives including fire engines and the new aerial ladder platform and the opening of the first tri-service station at Hungerford. Further joint procurement of fire appliances and associated equipment such as breathing apparatus is scheduled and in May, RBFRS opened the second new tri-service station at Crowthorne with ground broken at Theale for the third which is due for completion in early 2022.

In 2019 a full-time, jointly funded programme office support post was substantiated. This critical role provides invaluable assistance, advice and guidance to project managers as well ensuring reporting and monitoring is accurate and timely. This role, based at RBFRS HQ, enables a smoother flow of information and delivery spanning across the organisational boundaries.

## Agenda Item 16

### Appendix B

In late 2019, a comprehensive review of project work streams was undertaken to focus resource on common organisational objectives. The phase one work developing common practice in our delivery of fire safety services was drawn to a close with the production of a number of technical guidance notes.

The operational alignment programme, which has a wide scope of work streams that include the standardisation of all operational policies, procedures, training and equipment, was refocused to target areas of maximum opportunity. In 2020/21 this programme will prioritise the enablement of standardised breathing apparatus and address the significant challenge of aligning the Thames Valley to National Operational Guidance (NOG)

#### Ongoing and looking forward

In addition to the continued aspiration of achieving operational alignment across Thames Valley Fire services, RBFRS, in conjunction with TVP, will be leading a project exploring options on the future delivery model for fire investigation. A UK wide implementation of new stringent accreditation, expected in 2021, requires services to examine and plan for future delivery in light of the anticipated additional financial and administrative burden this will attract. As an interim arrangement, and in part as a result of the successful 'remotely managed station/flexi duty officer project', RBFRS have made arrangements to work with West Midlands FRS who are anticipated to support the delivery of our most complex fire investigation requirements from Q3 2020. RBFRS will also lead a review in understanding if there is opportunity in the delivery of some 'low volume / high specialist' fire protection tasks in a collaborative way.

Collaboration remains a challenging and complex environment in 'ordinary times' The additional obstacles created by the global pandemic, are likely to impact the scope and pace of activity for, at least, the remainder of 2020/21. Well established working practises and relationships across organisations should largely help overcome these issues however, RBFRS will look to identify areas that it may wish to refocus internal resource in helping to expedite some time sensitive critical project objectives.

Cllr David Cannon, Collaboration Lead Member

## Integrated Risk Management Plan (IRMP)

### Review

I am pleased to report on a number of successes in the last year which have contributed towards the delivery of our commitments made in the Corporate Plan and Integrated Risk Management Plan 2019-2023.

The 2019/20 year saw the implementation of both phases of the Remotely Managed Stations and Flexi Duty Officer Project. This project followed the Service Redesign consultation in 2016/17, and had a set of clear objectives to be achieved. These were:

- Transfer of additional resources and investment into our frontline station delivery model;
- Achieve a resilient and highly skilled operational command model;
- Secure an efficient and effective middle management tier;
- Provide increased resilience of the organisation across the middle manager tier;
- Achieve the agreed IRMP savings of £550k; and
- Provide greater flexibility for promotion, overcoming some existing barriers.

Importantly, this innovative project was delivered in co-design with the Fire Brigades Union and has seen us create a more resilient incident command model through the introduction of 24 Watch Based Stations Managers, opening up new career opportunities for our station-based staff. Following this investment in our frontline station delivery model, we were able to reduce the overall number of flexible duty officers across the whole organisation generating the required IRMP savings, whilst still allowing investment in our middle management tier through the recruitment of specialist Protection and Prevention Managers, as well as the addition of a number of specialist Grey Book Officer roles. All in all, we achieved our objectives and IRMP savings of £576k.

A number of other important IRMP projects have been progressing positively and will be covered by my colleagues in greater detail. These include the delivery of new fire

## Agenda Item 16

### Appendix C

appliances, procurement and build of a new Arial Ladder Appliance and the development of the new Community Fire Station at Theale, all of which are important elements of our IRMP programme.

A significant focus in the last year was the development of three new strategies and underpinning risk analysis covering our Prevention, Protection and Response activities. These strategies were developed and agreed by the Fire Authority for consultation in February 2020. The analysis of risk has allowed us to examine our IRMP commitments in detail and develop proposals to further refine our understanding of local risk. I am pleased that the outcome of that consultation will be conscientiously considered by the Fire Authority at its meeting on 25 June. I am particularly proud of the steps taken with this consultation to improve on accessibility and inclusivity, and I am pleased to see moves towards a more balanced representation in the respondent profile. Our planned communication and engagement activity was impacted by the COVID-19 restrictions, however, through an increased focus on our digital channels, we managed to reach an additional 49,892 people when compared to the last consultation. In doing so, we were able to ensure we received over 300 responses to the consultation.

We have also been actively shaping and leading work at a national level through the National Fire Chiefs Council's (NFCC) Community Risk Programme. This programme aims to provide fire and rescue services with a set of standardised tools which will enable consistent identification, assessment and mitigation strategies for community risk. I believe that our independently validated Risk Modelling Methodology can be held up as best practice and I am pleased to report that we are contributing to the Community Risk Programme at both a practitioner and strategic level, with our Director of Support Services acting as Project Executive of the NFCC IRMP Guidance Project, and we will continue to be an active participant in this work in 2020/21.

### Ongoing and looking forward

It would be impossible not to discuss the impact of COVID-19 in writing this update. In considering the safety of both our residents and staff and the need to protect our core service delivery function, we suspended all non-essential work areas in March

2020. This decision, resulted in us limiting our Safe and Well and Fire Safety Audit activity except where the risk of fire was greater than the risk presented by COVID-19. These challenging circumstances will impact on the delivery against our Prevention and Protection commitments in these areas throughout 2020/21, however, we are developing risk-based recovery plans for how these services will be reintroduced safely and in accordance with Government guidance. I am also pleased to report that whilst COVID-19 has created challenging circumstances, during this time we have maintained both our operational availability and our Thames Valley Fire Control Service. In addition to which, and despite the challenges faced, since the COVID-19 restrictions have been in place, we have been meeting and exceeding our Response Standard commitment to the people of Royal Berkshire, by responding to emergency incidents within 10 minutes on 75% of occasions.

Following consideration at Fire Authority in June, work will commence on the delivery of the agreed proposals in the Prevention, Protection and Response Strategies. In addition this work, the draft Annual Plan outlines a number of additional activities we will be undertaking which will include:

- Further development of our existing Risk Methodology and Risk Modelling capability to ensure we have an even better understanding of all foreseeable fire and rescue related risks, working with academic partners to peer review and validate our work;
- Response to and learn from recommendations relating to the Grenfell Tower fire and align our Protection Strategy, policies and processes to these recommendation; and
- Align our systems of work and training to National Operational Guidance and National Operational Learning.

Cllr Dexter Smith, Integrated Risk Management Lead Member

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## **Strategic Assets**

I am delighted to present this catalogue of successful work by our officers over the last year, showing that the Strategic Asset Investment Framework we supported is producing real progress and increasing the capability and efficiency of the Service and giving very good value to our residents for the investments made.

It lists the successful opening of Crowthorne Tri-Service Fire Station, progress with Theale FS, work on other capital projects, the introduction of more Fire Vehicles, better Facilities arrangements and many new initiatives in ICT as well as plans for the current year.

It is a long and detailed report which I believe is very worthwhile for members attention and to be on the record.

### **Property Capital Projects**

The Service continues to complete the delivery of Phase 1 of the Strategic Asset Investment Framework (SAIF) with excellent progress being achieved across the programme over the past year.

Looking back at the last Lead Member report, we indicated we would be delivering a fully operational new fire station at Crowthorne by summer 2020 – and we have. I am pleased to report that despite the challenges of Covid-19, the team delivered the Authority's second tri-service community on-call station on time and on budget in early May 2020. This is a huge achievement, especially when considering the challenges of the current environment. This new community fire station will provide an essential asset to the communities in and surrounding Crowthorne and further enhances the Service's ability to work closely with blue light colleagues. TVP & SCAS are expected to take up their facilities shortly. As soon as it is safe to do so, we will be encouraging the community to use this fantastic local asset and we look forward to inviting Member's to the official opening when the situation allows. The full project closedown report will be reported to Members of Management Committee in July 2020.

Work on the new 24/7 wholetime station at Theale is also continuing in the face of the global pandemic headwind. The working restrictions have inevitably caused a slight impact on timescales (circa 6 weeks), but we are working closely with the build

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and professional teams to mitigate these delays where possible in order to deliver this flag ship station to programme by Spring 2022. The site enabling works and removal of the Japanese Knotweed have now been completed and work is progressing, at pace, to remediate the ground in order to commence work on the foundations. We have installed time lapse photography at the site so the build can be captured at each stage of its development. These images can be shared with Members so they can monitor progress whilst 'in person' visits are suspended. We are working with the contractors to ensure that local residents, especially those living next to the site in Wigmore Lane, are kept fully informed of the build process with strong relationships already established with our future neighbours.

In parallel with the Theale development the work to release the sites at Dee Road and Pangbourne for the required capital receipts continues. The Capital Projects team are working with BNP Paribas Real Estate to plan the release of these assets. Engagement with Reading Borough Council has commenced and will continue throughout this process to ensure that the recommended disposal route is cognisant of wider community benefits. The recommendation for the route to dispose of these assets will be presented to Members of Management Committee in July 2020.

As Members are aware, it has been necessary to re-profile the Caversham Road development into Phase 2 of the SAIF. Therefore, the final project of Phase 1 is the refurbishment of the Training Centre at Whitley Wood, albeit with a reduced budget of circa £2m. This project is within the feasibility stage and options will be taken, via officers of SLT, to Members of the Property Development Working Group as soon they are ready for review later this year.

In addition to the programme of work within the SAIF, the Capital Projects team have also taken on the Minor Capital Works programme – some £1.25m of capital investment across six of our most in need fire stations – Bracknell, Caversham Road, Maidenhead, Newbury, Slough and Wokingham Road. Engagement with each team is now complete and it is hoped a programme of works can be brought to SLT by early August and then presented to Members of the Property Development Working Group for their involvement shortly thereafter. Having reviewed the initial feedback from the station, along with a careful review of the building condition

surveys, it is feasible for work to commence in October 2020, with completion of the entire programme of works by Q4 2021/22.

The Fire Authority's ongoing vision, investment and support will ensure that our property assets provide fit for purpose facilities for a modern high-performing fire service, efficient and effective use of public money, compliance with our duty to collaborate and place our stations in the heart of the communities they serve.

### **Fleet, Equipment and Facilities**

During 2019/20 the Fleet Strategy focused on a medium term plan which can be broken down into three main areas of focus; Red fleet, (Fire Appliances and Special appliances), White fleet (All support and light vehicles) and Equipment. We have continued to improve the efficiency of our fleet and we now operate with a fleet of 117 vehicles compared to 145 vehicles in 2015 and down from 123 vehicles in 2018/19.

#### Red Fleet

Through our collaborative procurement with Thames Valley partners we have procured a single standardised vehicle type for all three services. In 2019 we took delivery of four more fire appliances. This means we now have eleven of the new type fire appliances in service in RBFRS. We were expecting to receive another four new appliances in 2020 but due to the COVID-19 pandemic, a stop in production has delayed delivery to 2021. The arrival of this next batch of fire appliances will mean all whole-time main fire appliances will have been renewed since 2017.

With the continued support of the Fire Authority and in line with our Strategic Asset Investment Framework (SAIF), in February 2020 the Fire Authority approved the purchase of a further four fire appliances. This has enabled full utilisation of the initial collaborative procurement contract with our Thames Valley partners and continues the renewal of the front line fleet with disposal of the oldest vehicles. Orders have now been placed for these four vehicles although current production timelines suggest an 18 month lead time.

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In addition to our front line fire engines, our Fleet Strategy and the SAIF take account of replacement of specialist appliances and capabilities. In the autumn of 2018 a new 45M Aerial Ladder Platform (ALP) was ordered and is now in the final stages of build. We anticipate arrival in service in July 2020, subject to testing and final sign off. Procured in collaboration with Oxfordshire and Staffordshire FRS's, this will replace our existing aerial appliance and will bring improvements in height, manoeuvrability, reach and serviceability.

In February 2020 the Fire Authority approved the purchase to renew the water rescue vehicle, the renewal of the 4x4 vehicle at Maidenhead and up to eight double cab pick-up 4x4s to support our on-call stations and provide additional resilience during spate weather conditions. Work is continuing over the coming months to collate user requirements and finalise specifications with a view to placing orders as soon as practicable.

#### White Fleet

Having disposed of older surplus vehicles in 2018/19 (renewing or replacing only where there is a business need) we have this year focused on reallocating existing fleet to meet changing organisational requirements. Redeploying these vehicles has enabled us to decommission and dispose of further older fleet vehicles.

#### Fleet Management

Our Fleet Partnership arrangements with Hampshire FRS have been in place for six years delivering year on year efficiencies. With the agreement of the Management Committee, a new five year agreement came into being on 1 April 2019. This supports our structured programme of maintaining a legally compliant schedule of servicing and testing of all appliances and equipment, thus supporting our operational effectiveness and readiness.

#### Equipment

In July 2019 a new fully managed Personal Protective Equipment (PPE) system for firefighters came into Service. This is the uniform firefighters wear for operational incidents and was procured through the South East Regional Framework and is provided by Bristol Uniforms. The new PPE gives our firefighters excellent protection

for firefighting as well as new jackets tailored specifically for dealing with non-fire incidents.

In addition, all dry-suits for our water rescue teams have been renewed and upgraded, ensuring that team members have the latest and bespoke fitting kit to respond to water rescue incidents.

#### Facilities

Our Facilities team continue to deliver a wide range of planned and reactive work to maintain and improve facilities across all our operational sites. Towards the end of 2019 our main facilities contractor decided to withdraw from the UK facilities management market leaving no choice but to seek alternative providers. Our facilities and procurement teams specified and procured a suite of new contracts to cover all facilities related services moving away from one large provider to several smaller providers. This offers greater resilience and should ensure a higher quality of service delivery with the team building new relationships with contractors to ensure both our statutory compliance and response to reactive repairs is customer focused.

Ascot fire station refurbishment works were completed in March 2020. Some of the benefits of this work include complete redecoration, upgraded lighting and a new kitchen.

#### Ongoing and looking forward

In February 2019 Management Committee approved a renewed 2019-23 RBFRS Vehicle Fleet and Equipment Strategy which in turn aligns to our renewed Strategic Asset Investment Framework. Following on from the progressive work undertaken since 2015 to create a newer and more efficient fleet, the key focus of the coming year will be to successfully deliver into the Service the vehicles which the Fire Authority has recently approved. This will ensure that new vehicles and capabilities are provided to our teams to support the effective and efficient delivery of services to the public. We will be continuing our Thames Valley operational alignment with work underway for the next joint procurement of front line appliances and the continued standardisation of equipment. This includes the replacement of working at height

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equipment as well as a major project replacing Breathing Apparatus which we expect to deliver in RBFRS by 2022/23.

Over the coming year, the facilities team will be looking to fully embed our new contractors and new ways of working in order to re-evaluate and improve the efficiency of the services that are required to be delivered. The team will be working closely with Capital Projects team as part of the whole-time station minor capital works refurbishment programme to ensure that the works result in improved working environments for our operational personnel.

### **Information and Communication Technology (ICT)**

The 2019-2020 financial year saw RBFRS ICT's provision make significant progress towards our strategic goals, aligned to the key principles of Simplification, Collaboration and Virtualisation. Continued capital investment as well as unrelenting focus on improved user experience and increasing use of technology has resulted in several notable achievements, a few of which are highlighted below:

Following on from the highly successful first tranche of standard replacement laptops, a full station desktop computer refresh, a second tranche of laptop replacements, and a 2<sup>nd</sup> full refresh of the mobile phone fleet has been completed. As a result, the number of different device types has been drastically reduced, making support far less complex for the ICT team. We have begun to realise asset disposal savings through a 3<sup>rd</sup> party contract which means we are now paid for old equipment rather than paying to have it disposed of. Our charitable donation work continues with further equipment donations to local schools, and a high-profile donation of old mobile phones to a national programme designed to enable families of patients isolated in Intensive care due to Covid-19 to speak and see their loved ones.

Members will remember that RBFRS' HMICFRS report highlighted an opportunity for our service to make better use of technology within our front line services. ICT has fully engaged in a project to digitise the capture and direct upload of safe and well data during home visits, by using android tablets rather than paper based processes. The project has met all engagement and development milestones to date, despite

the potential for disruption due to the Covid-19 pandemic. It is expected that all individuals carrying out Safe & Well visits will be using the new system by October 2020. The project has highlighted the benefits of cross-organisational working and involvement of end-users in the development of digital systems, and will be adopted as the model for future similar activities.

Following on from the full IT health check carried out for RBFRS systems and networks in early September 2019, I am proud to report that the subsequent RBFRS Cyber Security Audit yielded our best-ever results, with only two identified actions arising. Both of these actions were associated with in progress – but as of the time of the audit, incomplete - activities. As of the time of this report, both activities are pending full implementation but on temporary hold due to COVID-19 arrangements. Members can therefore be assured that as well as providing modern, fit-for-purpose equipment, our data and ICT equipment is amongst the most secure in the UK.

At the end of the 2019-20 financial year, RBFRS engaged with Microsoft to evaluate our existing virtual server environment, and to assess our readiness for any potential move of services fully into the cloud. I am pleased to report that Microsoft were favourably impressed with both our licensing control and infrastructure environment, and we have identified a number of servers and applications to trial during the 2020-21 financial year. As well as representing an acceleration of our original strategic planning for cloud services, this activity will open up opportunities for further improvements in efficiency and potential cost savings for the future.

It would be remiss of me to neglect the immense impact that the Covid-1 pandemic has had on RBFRS' ICT team, infrastructure and services. Here are just a few of the more significant activities carried out, in some cases in very short timeframes.

- a rota system to allow at least one on-site technical resource for TVFCS support was put in place
- the vast majority of non-station based staff were migrated to full-time home working with no major issues reported
- over 80 Monitors were provided to staff members so they could work from home more safely and comfortably

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- a large number of fist microphone/speakers for firefighters were purchased for personal issue to minimise radio cross contamination
- changes to our internet and remote access environment were made to significantly improve application performance
- Cisco WebEx has been trialled and purchased to allow RBFRS to transition to remote meetings
- Fire authority/committee/group meetings using WebEx, started in June 2020.

Through all of this, our infrastructure has held up well with no significant issues to note. The only area of challenge has been with establishing collaborative meetings across partner organisations. The diversity of solutions employed by local authorities, other fire and rescue services and partner agencies made it clear early on that in remote meetings and collaboration were particularly difficult to arrange. These learnings and impacts of this ongoing live business continuity event drove us to choose Cisco WebEx as the most commonly accessible interim solution.

#### Ongoing and looking forward

The Covid-19 pandemic has had an enormous impact on RBFRS and all of its resources, and ICT has been no different. The team has had to adapt to new ways of working for our customers whilst at the same time adapting internal processes to provide effective support whilst maintaining staff safety.

We expect to have completed an internal data audit, created and implemented a formal data classification framework to standardise our documentation, and to have resolved long-standing issues with permissions management and account structures using tools invested in during 2019-20. Following on from this we will aim to achieve Cyber Essentials Plus accreditation during the coming year.

The core activities of ensuring that TVFCS systems are functioning, RBFRS ICT infrastructure is available and RBFRS staff are able to use ICT systems has continued largely unabated by the crisis. In addition, this year will see progress against several Strategic objectives, including the third and final tranche of replacement laptops, and we expect to deploy these during the summer of 2020-21. When completed, this will mean that the oldest computer device in use by the

service will be around 18 months old, and all devices will be from the same family of computers.

As a result of the challenges experienced with inter-organisational collaboration, we will undoubtedly explore accelerated deployment of more integrated collaborative tools such as Microsoft 365 to increase resilience and support any permanent changes in organisational ways of working, as well as accelerated migration of some application servers and their data to fully cloud based systems. Both of these activities will rely on high capacity and robust Network connectivity, which will be evaluated and implemented throughout the year.

Finally, in recognition of the potential for permanent changes to the ways of working for parts of RBFRS, ICT must begin to position services and capabilities for maximum flexibility in terms of location, connectivity and device. This will be embodied within Collaboration and Virtualisation sub-strategies to be developed across the course of the year.

Cllr Angus Ross, Strategic Assets Lead Member

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## Community Safety

### Review of the year

Royal Berkshire Fire Authority's mission is to serve the people of Royal Berkshire. To support this, through its Corporate Plan, the Authority has made three strategic commitments to the people of Berkshire relating to Community Safety:

- We will provide education and advice on how to prevent fires and other emergencies.
- We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.
- We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.

Under the Fire and Rescue Services Act 2004 a fire and rescue authority must make provision for the purpose of promoting fire safety in its area. Under the Regulatory Reform (Fire Safety) Order 2005 fire and rescue authorities must enforce the provisions of that Order and any regulations made under it in relation to premises for which it is the enforcing authority. This report will provide an overview of community safety activity undertaken by Royal Berkshire Fire and Rescue Service (RBFRS) in 2019/20.

The Corporate Plan and Integrated Risk Management Plan 2019-23 has cemented the IRMP Service redesign decisions taken by the Authority in 2017. Our Hub model continues to mature and has created harmonised and locally co-ordinated prevention, protection and response activities that actively identify and reduce risk across each hub area.

### **Prevention**

*We will reduce the number of vulnerable people dying due to accidental fires in the home by targeting those at greatest risk:*

Safe and Well visits include the targeted delivery of appropriate home fire safety advice and information, assessment for provision of appropriate fire safety

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equipment. We identify and discuss wider health and wellbeing issues and signposting to partner agencies, where appropriate.

RBFRS receives a number of high quality referrals from partner agencies such as South Central Ambulance Service and Thames Valley Police. We recognise that these referrals are rich in information and will signpost us directly to the most vulnerable people living in Berkshire. As such, we continue to train staff from other agencies, widening the reach of our Adults at risk programme. Despite the impact of COVID 19, RBFRS exceeded our target of 7000 visits.

*We will reduce the volume of fires occurring in homes and the injuries that result from them by targeting only those most at risk:*

Applying local knowledge, working with partners and utilising the MOSAIC database, Crews identify and target visits to this risk group. Despite the impact of COVID 19 at the end of the year, RBFRS exceeded our target of 2500 visits.

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

Our Fire Safety Education Team support our operational crews to deliver road safety lessons to year 7 pupils across Berkshire. In addition, RBFRS supports the Safe Drive Stay Alive (SDSA) scheme - this is a multi-agency initiative for key stage 5, year 12 and 13 students. RBFRS also deliver Biker Down across the Thames Valley in partnership with other agencies.

*We will align to the UK Drowning Prevention Strategy 2016–26, with the stated aim of a reduction in the number of drowning incidents by 50% by 2026:*

To help to achieve this, we undertake fire safety education in schools delivering water safety lessons to year 7 pupils across Berkshire. Additionally, through the Local Safety Plans, crews undertake targeted activity to make interventions and educate people on the dangers associated with open water swimming.

### **Protection**

*We will focus our audits in the places people are most at risk and where fire safety standards are not being met:*

Our risk-based inspection methodology is in place and being delivered by the Service Delivery hubs. The success of our targeted approach is starting to be seen through the service performance reporting mechanisms.

*We will consider the impact of major infrastructure projects and developments planned in Royal Berkshire so we are able to meet the additional demands placed on our service:*

Work is underway to identify the major growth plans across the six unitaries of Berkshire for the next 10 years and to determine the implications for RBFRS. In 2020, the Service have created a programme to co-ordinate our planning and activity in relation to the built environment. This programmatic approach will enable us to remain agile to managing legislative changes and also developments within Berkshire.

#### Ongoing and looking forward

#### **Prevention**

In 2019, Her Majesties Inspectorate of Constabulary and Fire and Rescue Services found that RBFRS is good at preventing fires and other risks. In order to maintain or improve on a good service, and subject to the outcome of the IRMP consultation RBFRS intend to refine our Prevention Strategy with the following areas of focus:

- Introducing a risk-based programme of follow-up Safe and Well Visits for the most vulnerable cases;
- Renaming our target groups for Safe and Well Visits to better reflect the type of risk posed to 'Risk to Individuals' and 'Risk to Households';
- Within our Road Safety Programme include targeted activity for motorcyclists based on risk;
- Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and Fire Safe; and

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- Continue to pilot an Adult FireSafe programme to fully understand the implications and potential benefits of this activity.

Delivery of the above will predominantly be through our Hub model, which is now enhanced with the introduction of dedicated Prevention managers.

Whilst we are confident of the effectiveness of our prevention activity, it was highlighted in the HMICFRS report, that there are potential improvements to be made in how we evaluate and quality assure. As such, work is underway to strengthen those areas.

COVID 19 will no doubt continue to present some significant challenges to the Service, not least our ability to engage the most vulnerable in our communities. The teams will continue to look at innovative and pragmatic ways in which we can deliver against our commitments and the targets within our Local Safety Plans.

### **Protection**

In 2019, Her Majesties Inspectorate of Constabulary and Fire and Rescue Services found that RBFRS is good at protecting the public through fire regulation. In order to maintain or improve on a good service, and subject to the outcome of the IRMP consultation, RBFRS intend to refine our Protection Strategy with the following areas of focus:

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

In recognition of the challenges relating to Protection, the Authority have shown the foresight to make a significant investment in resource since the Grenfell tragedy. This will support our ability to plan for and respond to legislative changes. RBFRS have recently created an investigation and enforcement hub which will support the service delivery protection teams, but also undertake specialist activity in areas such

as enforcement and fire engineering. Additionally, this hub will develop and oversee a quality assurance framework for the Service.

As with Prevention, COVID 19 will continue to challenge our ability to deliver some of our Protection activities. In line with Government guidance and NFCC advice, the teams will continue to look at innovative and pragmatic ways in which we can deliver against our commitments and the targets within our Local Safety Plans.

## Health, Safety and Wellbeing

The HMICFRS report reflected that RBFRS takes the wellbeing of its workforce seriously and specifically referenced counselling, trauma support, Blue Light Champions and the Benenden scheme. Of the staff who responded to the HMICFRS staff survey, an overwhelming number agreed that they were satisfied that their personal safety and welfare is treated seriously at work. RBFRS were rated Good for the question 'how well does the Service look after its people' and in the sub-section; promoting the right values and culture, which specifically includes workforce wellbeing and health and safety.

Health Safety and Wellbeing performance continues to be monitored at Health Safety and Wellbeing Committee, which meets three times per year.

The number of injury accidents in 2019/20 was 59 compared with 67 in 2018/19, which is a decrease of 12%. The number of RIDDOR\* reportable injuries in 2019/20 was two, compared with 7 in 2018/19. Trend analysis is routinely undertaken. Trend analysis of all safety events is routinely undertaken and measures taken to address any measures that may be required.

The sickness working group continue to monitor absence data and identify trends that can be addressed through various avenues such as training, health promotion or policy revisions. The group also analyses external information on workplace health to identify best practice.

A number of considerations and initiatives continue in the health and fitness area in an attempt to reduce sickness absence and improve health and fitness some highlights include:

- ✓ Provision of flu vaccination vouchers to 30 TVFCS staff (75%), the absence data showed a marginal decrease in respiratory sickness. In 2019, five Safe and Well Technicians were also provided with vouchers on the basis of a risk assessment.

- ✓ Continued investment in fitness equipment to facilitate the trial of strength tests for grey book staff and ongoing replacement of the existing cardiovascular equipment inventory.
- ✓ Some initial training on the menopause, which intended to raise awareness of why it is important to talk about the topic in the workplace, improve confidence of managers and colleagues to discuss symptoms and the impact they are having.
- ✓ Two opportunities to join the Cycle to Work scheme, which attracted 32 applications. The limit has increased to £2,000, this opens up the scheme for quality electric bikes, which may encourage more people to take up cycling.
- ✓ Communications campaigns have included Bowel Cancer Awareness Month, Cervical Screening, Men's Health Week, sun protection and Know Your Numbers (blood pressure).

Fitness testing is due in April and October each year and high performance continues to be maintained. 99.3% pass rate was achieved in April 2019, and 98.3% in October 2019. Individuals not achieving the standard are supported by the Fitness and Health Adviser to improve their fitness within set timeframes.

The Benenden Employee Healthcare scheme has been in place for three years. 462 employees are currently members of the scheme, which provides quick access to diagnostic services, treatment and physiotherapy when the waiting list on the NHS is too long. Significant effort has been made in promoting the ways Benenden can help employees - physiotherapy and diagnostic services continue to be the most well utilised services.

Duradiamond Healthcare have been delivering Occupational Health for RBFRS since March 2017. Contract meetings are held every quarter to review management information and identify trends that can be addressed through health promotion campaigns.

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The Employee Assistance Programme delivered by Health Assured provide information and advice through a number of routes; telephone, online health portal, mobile phone app and employee newsletter. Each of these along with the wide range of subjects covered continue to be promoted to raise awareness and increase usage. There have been some peaks in usage across the year, which could be related awareness campaigns, which promote the service.

The HR Case Officer promotes all of the supports available to managers and ensures that they are being used effectively to manage sickness absence.

Manager guides along with Core Skills training continue to be available to empower managers to reduce sickness absence in their areas.

Mental health continues to be an area of focus for the Service and implementation of the mental health action plan is well underway. Achievements to note are:

- ✓ Recruitment and training of six new trauma support team volunteers. The total number of volunteers is now 15.
- ✓ Delivery of manager mental health training
- ✓ A second Mental Health First Aid course for a further 18 staff. The total number is now 32.
- ✓ Support for national awareness campaigns throughout the year including Mental Health Awareness Week, International Suicide Prevention Day, World Mental Health Day, Anti Bullying Week and Time to Talk Day. Each of these highlights a different aspect of mental health and signposts to appropriate sources of support, available through RBFRS and also externally.
- ✓ A pre-Christmas suicide awareness campaign encouraged staff to complete the Zero Suicide Alliance's free online training, which outlines a simple way to approach someone about if they are at risk of suicide.

There are over 50 Blue Light Champions across the Service, with more station-based personnel volunteering. The sustained effort of these volunteers will have a positive impact on challenging stigma around mental health and creating a culture where people can talk openly about mental health in the workplace.

Continued support and advice on health and safety matters is given to managers on a broad range of issues, for example, risk assessment completion, workplace issues, accident investigation and health and safety training requirements.

Health and safety policies and procedures are routinely reviewed, and also in response to updated guidance or learning from internal and external sources.

RBFRS continue to take an active role in the NFCC South East Health and Safety Group and the Fire and Rescue Risk Group under the auspices of FRIC.

In response to national research work being led by the NFCC into the potential risks to firefighters from exposure to contaminants, we have been working on contaminant control procedures. In consultation with our Representative Body colleagues, this has seen the distribution of posters to our fire stations and the production of a contaminant prevention and management control document. We continue to monitor the outcomes of the national work and will act on any new guidance or lessons learned.

Since January, we have been running a lone worker technology pilot scheme. This involves the distribution of mobile phone applications and equipment to those of our lone workers who are perceived to be at higher risk due to the type of work they do or their public facing role. For example, one staff group being our Safe and Well Technicians who visit homes throughout Berkshire. We are evaluating the pilot scheme and the results of the evaluation will be available in the Autumn.

To ensure the safety of our buildings, workplace inspections, which include a review of the site fire risk assessment, continue to be undertaken by Workplace Managers in April and October. We work with our colleagues in the Facilities Team on the findings of these.

Combine training in manual handling and working at height awareness has been developed and delivered to 102 green book staff.

Following a tender process, St.John's Ambulance were awarded the contract to deliver our IOSH Managing Safely initial courses and refreshers. These courses are

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attended by all grey and green book line managers. 10 members of staff have attended the Managing Safely course and 29 have attended the refresher course.

Accident investigation training has also been delivered to the 26 members of staff, 14 of those from the new cadre of watch based station managers, and we support the newly trained Investigations through their first investigations.

In support of Road Safety Week in November and World Hearing Day in March, we distributed materials to raise awareness via our Health and Safety Bulletin System.

81 new starters have been provided with essential health and safety information as part of their induction to the service.

We continue to support the musculoskeletal health and safety of all our office based new starters through our on-line risk assessment and training software. 22 members of staff have received this.

Throughout the early part of this year, we were preparing for our NFCC peer health and safety audit. The audit was due to take place in March this year but due to the Coronavirus pandemic has been postponed, with a revised date still to be agreed.

To support the health safety and wellbeing of staff during the Coronavirus pandemic, we have developed the following:

- Guidance for homeworkers on keeping safe and well whilst working at home
- Wellbeing guidance and wellbeing support area on Siren
- Guidance on safe systems of work
- Risk assessments to inform safe systems of work
- 'Staying in and staying well' pages on Workplace to enable the sharing of wellbeing ideas between staff

\*RIDDOR injuries are those that have to be reported to the Health and Safety Executive under the Reporting of Injuries Diseases and Dangerous Occurrences

Regulations due to their more serious nature or because the injured party was not able to carry out their normal work for more than 7 days.

Cllr Christine Bateson  
Health, Safety and Wellbeing and Community Safety Champion

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## Organisational Development

### Review of the Year

The 2019/20 year has seen a significant amount of progress against all six of the the objectives identified in the People Strategy which we launched in 2018. The purpose of the strategy is to support the staff to become the best public servants they can be and creating a workforce that can deliver an efficient and effective service.

As part of our review of recruitment we have implemented a new recruitment portal to provide a more efficient process internally for monitoring and managing applications. This proved particularly useful in the wholetime recruitment campaign when the Service received over 500 application in less than 4 days. Having all the applications held electronically in one place improved the efficiency of the process significantly and also provide easily accessible valuable data that will help us target and design future campaigns.

We have fundamentally reviewed our approach to development and assessment this year by designing new development and assessment pathways for all operational roles within the Service. We started with our new Watch Based Station Managers to coincide with the creation of this new role and have now completed the programme from Firefighters to Area Manager including Firefighters in Thames Valley Fire Control. The pathways replace the NVQ programme and provide integrated development, blending operational knowledge with core skills, covering leading self, leading other and leading the organisation. The pathways are externally accredited by Skills for Justice Awards.

We have built on the great success of our middle manager development programme and delivered two Supervisory programme pilot courses we have now lead to a new programme integrated into development pathways for crew managers but open to all staff. This is a bespoke course for the Service but is certificated by the Institute of Leadership and Management (ILM).

During the latter part of this year we have started a significant piece of work to digitise the Safe and Well process which underpins our prevention work. We have used skills gained through our project on business process improvement to work with stakeholders, especially safe and well technicians, to develop a system which will link out existing information management system to a digitally captured form. What has

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been different about our approach to this is instead of just making our paper forms electronic we have gone back to looking at what data we need to achieve our outcome and making sure that we collect the information in the most effective way.

We have held the Ministry of Defence Employer Recognition Scheme silver award for just over a year and we have recently submitted our application for the gold award. We should hear in the latter part of 2020 if we have been successful.

The Fire Authority this year has seen its largest number of new Member appointments (eight in June 2019 and one in January 2020). A review was held on the Member Induction process and the member development task and finish group lead by the Vice Chairman and Organisational Development member champion, Cllr Helliard-Symons, has continue to work well, supporting the development of a revised 2020/23 Member Development Strategy which is aligned to the Corporate Plan and Integrated Risk Management Plan 2019/23. The strategy was agreed by the Authority in October.

Last year we introduced a bursary scheme to support staff's self-development, we have seen an increase in applications this year. We now have two members of staff completing masters courses and a third due to start later this year. We have also supported a number of vocational courses including nutrition, health and well-being and Fire Safety.

Our Equality, Diversity and Inclusion (EDI) forum is now well established with action plans in place and monitored regularly by the forum. We are now using the forum increasing for consultations on issues and policies affecting staff. A community calendar of events is used to plan events the service can be involved in as well social media campaigns. It is great to have Councillor Tina McKenzie-Boyle continue her involvement with the group as it really demonstrated the Authority's commitment to these issues.

Following on from the middle manager development programme, the first cohorts of the next level of management have started our newly designed supervisory level leadership programme.

Our Workforce-planning group is now well established, and modelling is being used to predict recruitment activity and development needs. There is wide representation on the group and colleagues from representative bodies play an important role on this group.

Our third staff survey was completed at the end of 2019 and the results have shown improvement across the board. The results will also help inform the new 2021/23 People Strategy.

Ongoing and looking forward

A key piece of work scheduled for 2020/21 is the creation of a revised People Strategy. The current strategy launched in 2018 is set to run to 2021. To bring the People Strategy in line with the IRMP and Corporate Plan it is intended to produce a strategy to cover 2021 to 2023.

An important piece of work in coming months is the development of a talent management strategy to help the Service identify, attract and grow talent in the organisation to ultimately improve the service to the community.

Our support to the Change 100 programme continues and in June 2020 we will be welcoming seven interns who will join us for 100 days. This will be the fourth year that the Service has participated in the programme and the largest number of interns to date. Over the last four years we have managed to hold on to three talented interns and extend their role beyond the initial 100 day period with two now permanent members of staff.

The Member Development Action Plan which is aligned to the 20/23 Member Development Strategy outlines courses and activities that Fire Authority Members will be invited to attend over the next three years to support the delivery of the Strategy. This was due to come to Audit and Governance Committee in March 2020 but this has now been rescheduled for July.

In 2020/21 we will build on the great work of development and assessment pathways for operational roles and create a pathway for Fire Safety Inspection Officers which will align to the work of the National Fire Chiefs Council.

Through 20/21 we will be seeking Investor in People accreditation. This is something we have considered in previous years but the introduction of the HMICFRS inspection programme diverted the necessary resources but we feel we are now in a strong position to move forward with this in the coming months.

## Agenda Item 16

### Appendix F

In the later part of 2022/21 we will fully review our Equality, Diversity and Inclusion (EDI) objectives to ensure alignment with the IRMP 2020/23 and the new People Strategy 21/23. This will involve working with the EDI Forum, members, staff and public consultation.

By the end of 2020 we hope to roll out the digitised safe and well process and begin to look at digitising some of our protection activities.

We will also continue to support the delivery of the Mental Health Action Plan as well as the Health, Safety and Wellbeing action plan.

OD Champion Cllr Pauline Helliard-Symons

## Thames Valley Fire Control Service (TVFCS)

### Review

As lead members, Councillor Angus Ross and Councillor David Cannon have led and supported TVFCS over the course of the last year as the service has continued to consolidate its 'steady state' position and has begun to take steps towards greater effectiveness and efficiency. Both members have attended the quarterly Joint Committee meetings alongside members from Oxfordshire and Buckinghamshire. They also regularly visit the control room and engage with the TVFCS management team and RBFRS Senior Responsible Officer (the former has been curtailed in light of Covid-19 restrictions.)

This consolidation and ongoing improvement was recognised in all three Thames Valley FRS Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) reports, noting that 'training was well managed and mobilisation generally good' as well highlighting the considerable savings this flagship collaboration generates.

In September 2019, TVFCS became one of the first Fire & Rescue Service Controls to begin using the BT Advanced Mobile Location system for 999 callers using mobile phones, this has greatly improved the ease and accuracy with which incidents reported using mobile phones are located. This has led to improvements in the speed with which calls are handled and appliances mobilised.

There are still concerns nationally and locally about the roll out the Emergency Services Network (ESN), in particular regarding uncertainty over the timescales for 'roll out'. However much of the technical work required for integration into the new network is already being carried out and TVFCS are represented on the relevant groups relating to the Emergency Services Network and maintain a regular dialogue with the ESN project team members within the FRS.

Staff turnover rates have further reduced during the year, with only two staff leaving employment with TVFCS compared with seven during 2017/18 and four during 2018/19. Of these, one was a member of staff retiring after thirty years' service.

## Agenda Item 16

### Appendix G

The stability this has provided has enabled further progress in terms of staff development and succession planning and it has been possible to fill all internal vacancies at both Supervisory and Middle Management roles with strong internal candidates.

To support those personnel new in post, TVFCS staff have worked alongside colleagues from the RBFRS Resourcing & Development team to introduce a new framework for staff development across all roles. The Development and Assessment Pathways (DAPS) are now being rolled out to TVFCS staff to replacing the previously used NVQ system.

TVFCS Joint Committee members engaged in a series of workshops to review the performance measures and subsequently a proposal for new measures was agreed at the September 2019 meeting of the Joint Committee. The new measures will ensure members and the public have a more meaningful and informative set of criteria to understand performance and hold the service to account. The performance of TVFCS from April 2020 onwards will be reported against these new measures.

A significant amount of work has taken place in the final months of the year as a result of the global COVID 19 pandemic. Plans have been reviewed, revised and implemented to address the crisis. Although TVFCS has been impacted by absence related to COVID 19, it has been possible to maintain crewing levels and continue to provide the Service without interruption or degradation.

#### Ongoing and looking forward

TVFCS will maintain its ongoing program of software upgrades, along with considerations for the adoption of other new systems and initiatives, to ensure functionality within the Command and Control system continues to improve system performance and the effectiveness of our response to incidents.

A key element of this will be exploring 'Multi Agency Information Transfer' (MAIT) technology which should form part of the services considerations in respect of the Grenfell Phase 1 inquiry recommendations.

Senior Responsible Officers and the TVFCS management team undertook a meaningful staff engagement exercise to evaluate ways of working and the control physical environment as we approached the five year anniversary of the service. This will inform work plans for the coming year and will ensure TVFCS continue to develop and improve on the high quality service it currently provides.

Cllrs David Cannon and Angus Ross, TVFCS Joint Committee 2019/20

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**ROYAL BERKSHIRE FIRE AUTHORITY**



<b>COMMITTEE</b>	<b>FIRE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>25 JUNE 2020</b>
<b>SUBJECT</b>	<b>SUMMARY REPORT OF RESPONSES TO IRMP STRATEGY CONSULTATION – PREVENTION, PROTECTION AND RESPONSE CONSULTATION PROPOSALS</b>
<b>LEAD OFFICER</b>	<b>KATIE MILLS, HEAD OF CORPORATE SERVICES</b>
<b>LEAD MEMBER</b>	<b>COUNCILLOR DEXTER SMITH</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>FOR CONSIDERATION AND DECISION</b>

**1. EXECUTIVE SUMMARY**

- 1.1 To provide Fire Authority Members with a full and final summary feedback report of the responses to the IRMP Prevention, Protection and Response Strategy consultation.
- 1.2 To seek a decision on those Prevention, Protection and Response proposals, following **conscientious consideration** of the consultation feedback.

**2. RECOMMENDATION**

That the Fire Authority:-

- 2.1 **Consider** the full summary report of consultation responses in relation to the Prevention proposals and **determine** what action should be taken in relation to proposals 1-5.
- 2.2 **Consider** the full summary report of consultation responses in relation to the Protection proposals and **determine** what action should be taken in relation to proposals 1 and 2.
- 2.3 **Consider** the full summary report of consultation responses in relation to the Response proposals and **determine** what action should be taken in relation to proposals 1-6.
- 2.4 **Note** the full summary report of consultation responses in relation to the **Council Tax** precept increase question.

### **3. REPORT**

#### **BACKGROUND AND SUPPORTING INFORMATION**

- 3.1 The IRMP Prevention, Protection and Response Strategy consultation opened on 2 March 2020, and closed on 11 May 2020, following a ten-week consultation period.
- 3.2 The consultation was initially due to finish on 27 April 2020, however, the impact of COVID-19 meant the planned face-to-face engagement activities were limited by these restrictions. Consequently, the decision was made to extend the consultation by two weeks, to enable increased social media activity and digital engagement and to provide more time for people to respond.
- 3.3 The report provided with this paper gives members an overview of stakeholder activity, a breakdown of demographic profiles and a detailed analysis of responses from members of the public, staff and a variety of organisations.
- 3.4 The online questionnaire was the primary method of gaining feedback from stakeholders. It received a total of 306 entries and, along with other collection methods such as email, gave an overall total of 312 responses.
- 3.5 In undertaking the consultation, a key focus was on ensuring it was as accessible to as many people as possible. This included working closely with the Service's Equality, Diversity and Inclusion Officer, improving the way we collect equality data, seeking advice and guidance from the Consultation Institute, and working with an external company to produce 'Easy Read' versions of the consultation documentation.
- 3.6 Following Fire Authority consideration and determination of the proposals set out in the consultations, officers will begin work on implementation and delivery of the agreed proposals.

### **4. PREVENTION PROPOSALS**

- 4.1 The headline results for the proposals contained within the Prevention Strategy and Underpinning Risk Analysis are:
- A significant majority of respondents (**93.8%**) agreed with proposal 1 – Introducing a risk-based programme of follow-up Safe and Well Visits for the most vulnerable cases.
  - A significant majority of respondents (**90.9%**) agreed with proposal 2 – Renaming our target groups for Safe and Well Visits to better reflect the type of risk posed to 'Risk to Individuals' and 'Risk to Households'.

- A significant majority of respondents (**91.4%**) agreed with proposal 3 – Within our Road Safety Programme include targeted activity for motorcyclists based on risk.
  - A significant majority of respondents (**95.5%**) agreed with proposal 4 - Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and Fire Safe.
  - A significant majority of respondents (**88.7%**) agreed with proposal 5 – Continue to pilot an Adult FireSafe programme to fully understand the implications and potential benefits of this activity.
- 4.2 Qualitative data was provided by respondents for some proposals and this has been analysed and coded into themes within the report to provide further insight into the choices made.

## **5. PROTECTION PROPOSALS**

- 5.1 The headline results for the proposals contained within the Protection Strategy and Underpinning Risk Analysis are:
- A significant majority of respondents (**96.6%**) agreed with proposal 1 – Develop our Risk Based Inspection Programme methodology to look at both risk of property and risk of compliance.
  - A significant majority of respondents (**98.5%**) agreed with proposal 2 – Continue to respond to changes in legislation and guidance related to building regulations and fire safety and ensure this is reflected in our policies, processes and ways of working.
- 5.2 Qualitative data was provided by respondents for some proposals and this has been analysed and coded into themes within the report to provide further insight into the choices made.

## **6. RESPONSE PROPOSALS**

- 6.1 The headline results for the proposals contained within the Response Strategy and Underpinning Risk Analysis are:
- A significant majority of respondents (**95.9%**) agreed with proposal 1 – In 2020/21, we propose to undertake a review of our specialist water rescue capability to ensure it continues to be aligned to local risk and reflects national practice.
  - A significant majority of respondents (**96.4%**) agreed with proposal 2 – In 2021/22, we propose to undertake a review of our technical rescue capability to ensure it continues to be aligned to local risk and reflects national best practice.
  - A significant majority of respondents (**95.8%**) agreed with proposal 3 – In 2022/23, we propose to undertake a review of our incident support capability

## Agenda Item 17

to ensure it continues to be aligned to local risk and reflects national best practice.

- The majority of respondents (**81.5%**) agreed with proposal 4 – Undertake a project to consider the feasibility of introducing dynamic risk-based nucleus crewing in the West of the County to improve emergency incident response times.
  - A significant majority of respondents (**89.2%**) agreed with proposal 5 - We propose to retain the current operational planning assumptions and use these assumptions to underpin our Integrated Risk Management Planning.
  - A significant majority of respondents (**96.4%**) agreed with proposal 6 – To avoid having to reduce our ability to meet our Response Standard in order to balance our budget, the Fire Authority will lobby Central Government for a fair funding settlement to sustain our optimum model.
- 6.2 Qualitative data was provided by respondents for some proposals and this has been analysed and coded into themes within the report to provide further insight into the choices made.

### **7. COUNCIL TAX QUESTION**

- 7.1 The majority of respondents (**82.5%**) agreed to the question of – Would you support an increase of £5 in Council Tax (based on a Band D property) for the next financial year?

### **8. CONTRIBUTION TO STRATEGIC COMMITMENTS**

- 8.1 The three Strategies support the delivery of all Strategic Commitments.

### **9. FINANCIAL IMPLICATIONS**

- 9.1 Financial considerations have been outlined in the Strategies as appropriate. Provision has been included in the 2020/21 budget to finance a project to assess the feasibility of introducing dynamic risk-based nucleus crewing in the west of the County, should Members decide, following conscientious consideration, to approve this proposal in the Response Strategy.

### **10. LEGAL IMPLICATIONS**

- 10.1 Fire and rescue authorities have a responsibility to make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents. In support of this, the 'Fire and rescue national framework for England' ('the National Framework' is statutory guidance issued under the Fire and Rescue Services Act 2004) requires each fire and rescue authority to produce an Integrated Risk Management Plan, which includes an assessment of foreseeable fire and rescue related risks.

10.2 The approach to the consultation has complied with the National Framework requirements by ensuring that consultation is undertaken at appropriate points in the IRMP development process; and that the IRMP reflects effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners.

10.3 The outcomes of the consultation are not binding on the Authority. However, it is required to have regard to them in reaching decisions associated with the IRMP.

## **11. EQUALITY AND DIVERSITY IMPLICATIONS**

11.1 Equality Impact Assessments have been completed for each of the strategies and the consultation process. All three strategies are underpinned by our Equality, Diversity and Inclusion Objective to improve our service delivery by knowing the communities we serve through partnerships and a risk-based approach.

## **12. RISK IMPLICATIONS**

12.1 The Strategies are underpinned by updated risk analysis, which has been used to inform the proposals for consultation.

## **13. CONSISTENCY WITH DUTY TO COLLABORATE**

13.1 In the delivery of its Services, Royal Berkshire Fire and Rescue Service works in collaboration with blue light partners both locally and nationally as required.

## **14. PRINCIPAL CONSULTATION**

14.1 The statutory officers and Senior Leadership Team has been consulted in the preparation of the report.

## **15. BACKGROUND PAPERS**

15.1 [Corporate Plan and Integrated Risk Management Plan 2019-23](#)

## **16. APPENDICES**

16.1 Appendix A – Strategies for Prevention, Protection and Response Consultation Summary Report

16.2 Appendix B - Prevention Strategy and Underpinning Risk Analysis

16.3 Appendix C - Protection Strategy and Underpinning Risk Analysis

16.4 Appendix D - Response Strategy and Underpinning Risk Analysis

## **17. CONTACT DETAILS**

17.1 Katie Mills, Head of Corporate Services 0118 938 4605

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## ROYAL BERKSHIRE FIRE AUTHORITY



<b>COMMITTEE</b>	<b>FIRE AUTHORITY</b>
<b>DATE OF MEETING</b>	<b>25 JUNE 2020</b>
<b>SUBJECT</b>	<b>ANNUAL PLAN 2020/21</b>
<b>LEAD OFFICER</b>	<b>KATIE MILLS</b>
<b>LEAD MEMBER</b>	<b>N/A</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>FOR DECISION</b>

### 1. **EXECUTIVE SUMMARY**

- 1.1 The Annual Plan will provide direction for the organisation for the next year within the context of the Corporate Plan and IRMP 2019-23. It will define the scope of the organisations activities in terms of what it will and will not do. It will match the activities of the organisation to the environment in which it operates so that it maximises opportunities and minimises threats, and will synchronise the organisations activities to its resource capacity.
- 1.2 The Annual Plan has been drafted to take into account, as far as possible, the likely impacts of the COVID-19 pandemic.

### 2. **RECOMMENDATION**

- 2.1 **APPROVE** the Annual Plan 2020/21 for publication.

### 3. **REPORT**

- 3.1 The annual corporate planning process will align a number of interrelated planning processes to support service delivery. This Plan reflects the Fire Authority's Strategic Commitments, by highlighting the areas of focus for a single year and stating the measures of success and setting associated targets to achieve them. It will be available on the intranet to provide a single access point for all managers to timely, accurate information to assist with planning and decision-making. In addition, it will be published on the RBFRS website for the public.

## Agenda Item 18

- 3.2 The Plan has links to a number of other planning tools and processes which will bring the focus of managers to a single location and will create a more joined up approach to planning.
- 3.3 The planned component parts of the Annual Plan to consider:
- Annual Objectives 2020/21
  - Delivery of the Annual Objectives
  - Corporate Measures
  - Priority Programmes
  - Risk Management
  - Assurance
  - HMICFRS.
- 3.4 The draft Plan was originally intended to be considered by the Audit and Governance Committee in March, prior to being recommended to the Fire Authority for approval. However due to COVID-19 the Audit and Governance Committee meeting was cancelled. To expedite approval and publication, the Plan is now presented directly to the Fire Authority. The draft Plan has been updated to take into account the likely impacts of COVID-19 as far as possible. This includes amending some of our Corporate Measure targets where activity has been suspended or heavily curtailed.

### **4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

- 4.1 The Annual Plan supports the delivery of the six Strategic Commitments.

### **5. FINANCIAL IMPLICATIONS**

- 5.1 There are no issues with compliance with standing orders or financial regulation.

### **6. LEGAL IMPLICATIONS**

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

### **7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1 There are no direct impacts from this report.

### **8. RISK IMPLICATIONS**

- 8.1 There are no direct impacts from this report.

### **9. CONSISTENCY WITH DUTY TO COLLABORATE**

- 9.1 There are no direct collaboration issues arising from this report.

**10. PRINCIPAL CONSULTATION**

- 10.1 The Senior Leadership Team, Chief Fire Officer, Chief Finance Officer and Monitoring have been consulted in the preparation of this report.

**11. BACKGROUND PAPERS**

- 11.1 [Corporate Plan and Integrated Risk Management Plan 2019-23](#)

**12. APPENDICES**

- 12.1 Appendix A – Annual Plan 2020/21

**13. CONTACT DETAILS**

Katie Mills  
Head of Corporate Services  
0118 938 4605

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# ANNUAL PLAN

2020 - 2021





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## INTRODUCTION

Royal Berkshire Fire and Rescue Service (RBFRS) provides Prevention, Protection and Response services across the County of Berkshire. There are 12 wholetime and six on-call fire stations from Langley in the East to Lambourn in the West. They serve a diverse population of 914,859, 24-hours a day, 365 days a year.

Our highly-trained fire crews respond to incidents ranging from road and rail accidents to fuel and chemical spills, aviation and waterway accidents, collapsed buildings, large animal rescues and, of course, fires.

The role of RBFRS within local communities is evolving. As well as responding to incidents, RBFRS provides a wide range of services including safety and protection advice to our residents and businesses. We work alongside teams in the six unitary authorities of Berkshire, as well as, Thames Valley Police, South Central Ambulance Service (SCAS), Public Health, and other public service providers in Berkshire. In doing so, RBFRS is helping to reduce community risk and contribute to the overall safety of the communities we serve, whilst still providing a value-for-money service to the local taxpayer.

In 2018, Royal Berkshire Fire Authority published the [Corporate Plan and IRMP 2019-2023](#), demonstrating how, over the next four years, RBFRS will deliver its services, in order to achieve the Fire Authority's six Strategic Commitments.

The Annual Objectives for 2020/21 (which include the six Strategic Commitments), have been updated to include specific areas of focus for the year ahead in support of our Vision for 2023 and beyond, and to ensure RBFRS utilises and maximises its available resources to deliver a quality service to the people of Royal Berkshire.

## COVID-19 Pandemic

This Annual Plan cannot be presented without recognising that we are operating in challenging and unprecedented times. On 18 March 2020, RBFRS, in line with government guidance, suspended non-essential activities in order to protect our community, staff and our critical functions. As we move through 2020/21, we have seen some easing of the restrictions imposed due to COVID-19, but these are limited and we recognise that the situation remains fluid and changeable. Whilst our Annual Plan 2020/21 sets out our intent, we recognise that the circumstance related to COVID-19 may pose challenges to some areas of delivery and we may need to further adapt areas throughout the year. In accepting the circumstances in which we operate may be changeable, we remain committed to delivering this Annual Plan for the people of Royal Berkshire.



## ANNUAL OBJECTIVES 2020 - 2021

In order to achieve the [Strategic Commitments](#) we have made to the people of Royal Berkshire, we have set the following 10 Annual Objectives for 2020/21, and highlighted areas of focus in achieving these Objectives. This is further supported by our Corporate Measures (outlined on page 10) which are directly aligned to the Annual Objectives and our core duties and responsibilities.

### 1) We will provide education and advice on how to prevent fires and other emergencies.

- Commence delivery of the new Prevention Strategy.
- Deliver an effective fire, road and water safety education programme, aligned to the National Fire Chiefs Council guidance.
- Continue to deliver Safe and Well Visits for the vulnerable in Berkshire, in line with the Prevention Strategy, and introduce a new risk-based programme of follow-up Visits for the most vulnerable cases (subject to the outcome of the Prevention Strategy consultation).

### 2) We will ensure a swift and effective response when called to emergencies.

- Commence delivery of the new Response Strategy.
- Continue to focus on the sustained availability of the on-call duty model.
- Implement a pilot to help assess the feasibility of dynamic risk-based daytime nucleus crewing in the West of the County (subject to the outcome of our Response Strategy consultation).
- Carry out a review of specialist water rescue capability (subject to the outcome of our Response Strategy consultation).

### 3) We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.

- Commence delivery of the new Protection Strategy.
- Promote and influence the fitting of sprinklers in both new and existing buildings where appropriate.



- Through our built environment programme, we will implement any learnings from the phase one Grenfell report and other legislation changes, enabling us to adapt quickly to the changing local and national position.

**4) We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.**

- We will work as part of the Local Resilience Forum to support communities both during the COVID-19 pandemic and aiding recovery to a new normal.
- Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe (subject to the outcome of our Prevention Strategy consultation).
- Maintain a focus on making high quality safeguarding referrals to other agencies.

**5) We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.**

- Deliver the 2020/21 requirements of the [Strategic Asset Investment Framework](#).
- Complete the rebuild of Crowthorne Fire Station to provide a fit-for-purpose tri-service community fire station.
- Commence the build of a brand new 24/7 fire station in Theale to provide a community focused blue light hub for all three emergency services and offering an improved operational response into West Berkshire and along the key M4/A4 corridor.
- Ensure we have the resources to deliver the Prevention, Protection and Response Strategies and develop proposals to balance the budget.

**6) We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.**

- Continue to influence and encourage greater flexibility in the setting of Council Tax locally to ensure our service delivery effectively meets local risk.
- Proactively engage and respond to relevant consultations and opportunities to shape fire and rescue services in England.
- Continue to engage with key work streams of the National Fire Chiefs Council, including the Protection Board and Programme Office.



**7) We will recruit, train and develop our people to ensure we create a safe, professional and capable workforce that are supported to become the best public servants they can be for the residents of Berkshire.**

- Design and consult on the People Strategy 2021-23 to align with the current iteration of the Corporate Plan and IRMP.
- Ensure workforce planning leads to the right people, in the right positions, with the skills required.
- Engage with the organisation to shape the recruitment of the future leadership team.
- Establish Development and Assessment Pathways for Fire Safety Inspecting Officers and other Green Book staff.
- Deliver the 2020/21 requirements of the Health, Safety and Wellbeing Action Plan.

**8) We will manage RBFRS in accordance with best practice, understanding and continuous improvement, learning from events and being transparent in our compliance.**

- Ensure a robust internal and external Audit Programme, and actively engage with the Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services' Inspection Programme.
- Seek learning from our response to the COVID-19 pandemic, including by engaging with the Local Resilience Forum learning group.
- Work in accordance with the [Fire and Rescue National Framework for England](#).
- Proactively engage with and respond to relevant and emerging legislation and regulation, and monitor this through the Corporate Risk Register.

**9) We will be strong and visible in our leadership in developing a diverse and inclusive 'one team' culture where everyone's contribution is valued and positive behaviours are recognised.**

- Review and consult on the [Equality, Diversity and Inclusivity \(EDI\) Objectives](#) and Action Plan.
- Deliver the 2020/21 requirements of the [People Strategy](#).
- Achieve Investors in People accreditation.
- Succession Planning and Talent Management for Leadership Roles.



- Embed the use of the Behavioural Competency Framework across RBFRS.

**10) We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.**

- Continue to explore and pursue opportunities to collaborate in the use of our property and estates and in the procurement of goods and services.
- Work collaboratively with our Thames Valley Fire and Rescue partners to ensure the equipment we use supports closer working. This includes working towards standardisation of Breathing Apparatus and Fire Appliances
- Evaluate and implement National Operational Guidance and learning to align our policy, guidance and training to the wider fire and rescue sector, where appropriate.
- Evaluate delivery of some functions via a partnership approach where improved efficiency or effectiveness can be achieved.
- Continue to support Thames Valley Fire Control Service, which is a collaborative fire control service for the residents of Berkshire, Oxfordshire and Buckinghamshire.
- Explore collaborative opportunities with all partners and continue to champion the work of the [Fire and Rescue Indemnity Company Limited](#) to reduce the frequency and cost of risk related incidents through improved risk management.
- Work in partnership with other Fire and Rescue Services to develop a Value for Money assessment that can be used across the sector.



## DELIVERY OF THE ANNUAL OBJECTIVES

Our Annual Objectives will be delivered through Service Plans. Projects will also be overseen by the Programme Board.

### Service Plans

Heads of Service produce an annual Service Plan to assist in the management of day-to-day business. Service Plans include both business as usual and project activity and help to predict the resource levels, both for individual activities, and for the service as a whole. The delivery of Service Plans is further supported by individual employee objectives which are agreed with every member of staff and set out how each member of staff will help towards achieving the organisational goals.

### Local Safety Plans

We serve our communities through three Service Delivery Hubs, aligned to Unitary Authorities to strengthen local partnership working. The Hubs include dedicated Prevention, Protection and Response teams. This model allows our staff to develop their understanding of risk at a local level and ensure resources are targeted accordingly. Each Unitary Authority area has a dedicated annual Local Safety Plan, which sets out localised risk and how resources will be targeted to meet that risk.



### Programme Board

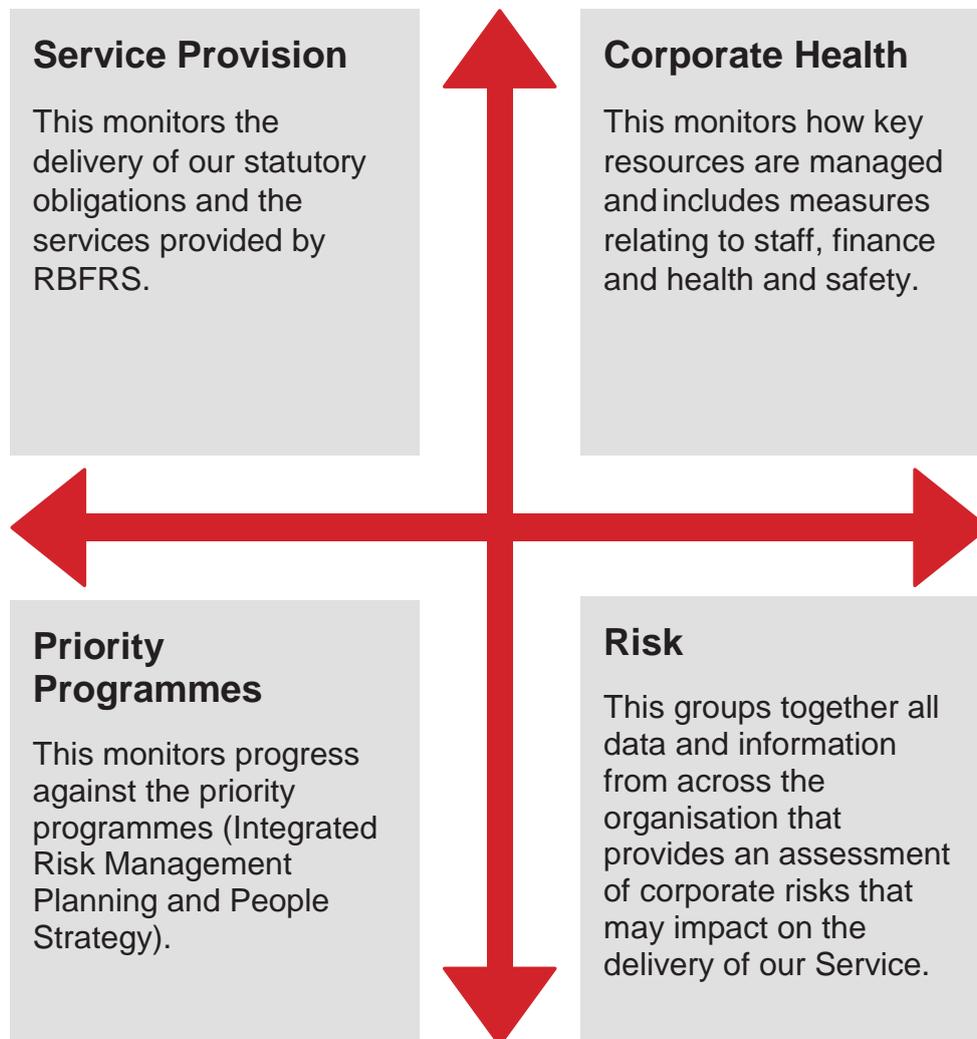
Our priority projects are overseen by the Programme Board. The primary focus of the Programme Board in 2020/21 will be to oversee the delivery of projects of strategic importance including, but not limited to, the [IRMP](#) and [People Strategy](#).



## Performance Management

Ongoing analysis of performance data supports decision making across the organisation. Monthly reports are produced against the service provision performance measures and Local Safety Plans and monitored by management teams. The Strategic Performance Board monitors performance in all four quadrants (as set on the next page) on a quarterly basis. The Strategic Performance Report is then reviewed by the Senior Leadership Team and scrutinised by the Audit and Governance Committee.

## Reporting is structured into four quadrants





## CORPORATE MEASURES

### Service Provision

Service Provision monitors the service we provide to the public. Performance is monitored in relation to attendance at incidents, types of incidents, Prevention activities and fire safety in commercial buildings. Targets for 2020-21 are below. As set out earlier in this plan, COVID-19 and the need to protect our communities, staff and critical functions have affected many of our services, and this will have an impact on our ability to meet our targets in these areas this year. In some cases, where we know there will be a significant impact, we have removed our target and will instead monitor activity dependent on COVID-19 risk and our capacity, reintroducing local monthly targets in due course. These measures are marked with an asterisk in the table below.

ID	Measure	2019/20 Target	2020/21 Target
1	Number of fire deaths in accidental dwelling fires	0	0
2	Number of non-fatal fire casualties in accidental dwelling fires	20 max	20 max
3	Number of deliberate primary fires	Reduce	Reduce
4	Number of deliberate secondary fires	Reduce	Reduce
<b>Prevention</b>			
5	Number of Safe and Well Visits (S&Ws) delivered to those with individual characteristics making them at higher risk of death in the event of an accidental dwelling fire	7000	Monitor*
6	Number of S&Ws delivered to those who live in households with demographic characteristics associated with higher risk of injury in accidental dwelling fires.	2500	Monitor*
7	Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours.	100%	100%
<b>Protection</b>			
8	Total Number of Full Fire Safety Audits carried out in premises in Berkshire	1400	Monitor*
9	Percentage of Fire Safety Audits with a 'Broadly Compliant' result.	50% max	60% max
10	Percentage success when cases go to court	4:1	80%



11	Percentage of statutory fire consultations completed within the required timeframes.	95%	95%
12	The number of Automatic Fire Alarm calls received.	NA	Monitor
13	Percentage of Automatic Fire Alarm calls where RBFRS did not attend	NA	Improve

ID	Measure	2019/20 Target	2020/21 Target
Response			
14	Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	75%	75%
15	Percentage of full shifts where there is adequate crewing on all wholetime frontline pumping appliances	100%	100%
16	Percentage of hours where there is adequate crewing on retained frontline pumping appliances (based on 24/7 crewing)	60%	60%
Customer Experience			
17	Percentage of domestic respondents satisfied with the overall service	100%	100%
18	Percentage of commercial respondents satisfied with the overall Service	95%	95%
19	Percentage of respondents satisfied with the services with regards to Fire Safety Audits	90%	90%
20	% of domestic respondents satisfied with the service regards their Safe and Well Visit	100%	100%
21	Number of complaints received	NA	Monitor
22	Number of compliments received	NA	Monitor

Definitions of measures are available in Appendix A.



### Corporate Health

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

ID	Measure*	2019 20 Target	2020 21 Target
Human Resources and Learning & Development			
23	Percentage of working time lost to sickness across all staff groups	3%	4%
24	Percentage of eligible operational staff successfully completing fitness test	100%	100%
25	Percentage of eligible staff with Personal Development Appraisals	100%	100%
26	Percentage of eligible operational staff in qualification	100%	100%
27	Number of formal grievances	n/a	monitor
Health and Safety			
28	Number of RIDDOR accidents	Maintain	Max 6
Finance and Procurement			
29	Percentage of spend subject to competition	85%	85%
30	Compliant spend as a percentage of overall spend	100%	100%
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	0

Definitions of measures are available in Appendix A.



## PRIORITY PROGRAMMES – KEY DELIVERABLES

### Integrated Risk Management Planning

RBFA is required to publish an Integrated Risk Management Plan (IRMP). In 2018, we consulted on and published an [IRMP for 2019-23](#), which reflects the priorities and requirements of the [Fire and Rescue National Framework for England](#).

In 2020/21, our key IRMP deliverables will include:

#### Project 1: Risk Analyses

- Further development of our existing Risk Methodology and Risk Modelling capability to ensure we have an even better understanding of all foreseeable Fire and Rescue related risks, working with academic partners to peer review and validate our work.
- Continue to maintain a theoretical response model for the Thames Valley, in collaboration with our Thames Valley Fire and Rescue partners to ensure our Risk Methodology and Risk Modelling aligns to theirs.
- Continue to engage with and drive the [National Fire Chiefs Council](#) (NFCC) work to develop national best practice in this area.

#### Project 2: Prevention

- Continue to work towards the delivery of our 'Risk to Individuals' and 'Risk to Household' Safe and Well Visits, working in collaboration with our Berkshire partners to identify the most vulnerable people in our society.
- Develop a programme of follow up Safe and Well Visits to the most vulnerable (subject to the outcome of our Prevention Strategy consultation).
- Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe (subject to the outcome of our Prevention Strategy consultation).
- Carry out targeted road safety activity for motorcyclists (subject to the outcome of our Prevention Strategy consultation).
- Continue to pilot an Adult FireSafe programme to fully understand the implications and potential benefits of this activity (subject to the outcome of our Prevention Strategy consultation).
- Further develop local safety initiatives, campaigns and events to target risk at a



local level.

### **Project 3: Protection**

- Develop our risk-based inspection programme to ensure that we are identifying and targeting our resources at the areas of highest risk, in line with our Protection Strategy (subject to the outcome of our Protection Strategy consultation).
- Support the delivery of our Protection Strategy to improve the efficiency of our processes and policies.
- Increase our access to specialist qualified Fire Safety staff and engineers to ensure that we have the expertise to deliver an effective and efficient Protection function.
- Respond to and learn from recommendations relating to the Grenfell Tower fire and align our Protection Strategy, policies and processes to these recommendations.

### **Project 4: Response Resource Deployment**

- Continue to evaluate future developments in housing and infrastructure to ensure that our resource deployments match predicted future demands.
- Undertake a review of our specialist water rescue capability to ensure it continues to be aligned to local risk and reflects national best practice (subject to the outcome of our Response Strategy consultation).
- Commence a project to consider the feasibility of introducing dynamic risk-based daytime nucleus crewing in the West of the County to improve emergency incident response times (subject to the outcome of our Response Strategy consultation).

### **Project 5: Response Safe Systems of Work Development**

- Align our systems of work and training to National Operational Guidance and National Operational Learning.
- Conclude the procurement and take delivery of our new Aerial Ladder Platform and continue our roll out of latest generation fire appliances.
- Work with the NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.



## PEOPLE STRATEGY

The purpose of our [People Strategy 2018-2021](#) is to support RBFRS staff to become the best public servants they can be, creating a workforce that can deliver efficient and effective service on behalf of the Fire Authority, to manage all foreseeable fire and rescue related risks that could affect the people of Berkshire. In addition to those actions that are identified in the annual objectives for this year, we will also be undertaking the following activities under each of these objectives in 2020/21.

**Objective 1: Recruit, train and develop people to ensure we create a safe, professional and capable workforce, who can provide a fit for purpose service, 24/7, 365 days a year.**

- Review our recruitment lifecycle from attraction through to joining the organisation.
- Review the delivery mechanisms of the Learning and Development and implement findings.

**Objective 2: Increase the diversity of our workforce to better represent and therefore serve our local communities.**

- Integrate and embed EDI objectives in our everyday activities.
- Continue to support the Leonard Cheshire Change 100 programme to work with disabled graduates on a 100-day intern programme.

**Objective 3: Develop people and recruit talent to take personal responsibility for leadership in the organisation to ensure a public service ethos, support collaboration and effectively deliver service improvement.**

- Develop talent management systems for development of high potential staff.
- Create a framework for coaching and mentoring.

**Objective 4: Develop a diverse and inclusive 'one team' culture where everyone's contribution is valued and positive behaviours are used to describe how we work together.**

- Continue to deliver the Fire Authority Member Development Programme.
- Review the Communications and Engagement Strategy.
- Implement programme of staff engagement following the staff survey results.



**Objective 5: Change policies, processes and systems to ensure they enable and support the delivery of a fit-for-purpose, efficient and effective service to the community.**

- Learn and adapt to different ways of working during and after the COVID-19 pandemic.
- We will ensure efficiency through the implementation of digital resources for Prevention services.
- We will explore the options for use of digital resources for our Protection services.

**Objective 6: Continue to support both the physical and mental health and wellbeing of our people.**

- Ensure the wellbeing of our staff is maintained throughout and after the COVID-19 pandemic.
- Deliver the requirements of the 2020/21 Mental Health Action Plan.



## RISK

### Corporate Risk Register

Achievement of the objectives set is influenced by a number of internal and external factors, which in turn create a level of uncertainty and risk. RBFRS has developed 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.

Each risk, including one-off project risks, is scored on a Matrix (1-25) and recorded on the Risk Register. All strategic risks, and any project or service plan risks with a current score of 17 or above, are escalated to the Corporate Risk Register, monitored fortnightly by the Senior Leadership Team and reported to the Audit and Governance Committee on a quarterly basis. One or more treatments will be identified to minimise the likelihood or impact of the risk and the risk will be reviewed regularly to monitor progress.

The number of strategic risks has increased over the past 12 months as new risks have been identified. Mitigations and treatments have been identified for each of these risks.

The Organisational Risk Management Policy does not address health and safety risk or community risk. These are addressed separately through both occupational health and safety management and the IRMP Programme. Further detail and information on the IRMP process can be found in the [Corporate Plan and IRMP 2019-2023](#). A summary of the Corporate Risk Register is available in the quarterly Strategic Performance Report and updated on a quarterly basis at [rbfrs.co.uk](http://rbfrs.co.uk).



## ASSURANCE

### Audit Plan

Audits are an important part of providing the Fire Authority and the public with the 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. The audits contribute towards the annual Statement of Assurance, which demonstrates compliance with the standards set out in the [Fire and Rescue National Framework for England](#).

Our Internal Annual Audit Plan is developed in collaboration with our auditors, RSM, and approved by the Audit and Governance Committee at the start of the year. The plan includes call off audits, to be agreed by Audit and Governance in response to changing circumstances.

The core audits already agreed for 2020/21 are:

- Key Financial Controls
- Risk Management and Governance
- IT Environment
- Firefighter Pension Administration
- Payroll Provider

### Statement of Assurance

The RBFRS annual [Statement of Assurance](#) is available on the RBFRS website. The Statement of Assurance is produced on an annual basis to formally confirm to Government, stakeholders and the communities we serve that there are adequate arrangements for the effective management of financial, governance and operational matters in RBFRS. Furthermore, the statement confirms the extent to which the requirement of the [Fire and Rescue National Framework for England](#) have been met. This includes information about our assurance arrangements regarding Prevention, Protection and Response and how we ensure local and national resilience.



## **HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS)**

HMICFRS have completed the first round of inspections of all Fire and Rescue Services. All the reports have now been published on the HMICFRS website and the report for RBFRS can be found [here](#).

HMICFRS awarded us with 'Good' across all three areas of Efficiency, Effectiveness and People. Actions for improvements identified in the findings have been incorporated into our plans and we continue to work to deliver the necessary changes. The next inspection of RBFRS was due to take place in February 2021, but has been suspended due to the COVID-19 pandemic. We will continue to work with HMICFRS to prepare for the next inspection cycle. For more information on the inspection of Fire and Rescue Services, please visit the HMICFRS [website](#).



## APPENDIX A: MEASURE DEFINITIONS

### Service Provision

ID	Measure	Definition
1	Number of fire deaths in accidental dwelling fires	The number of deaths that occur as a result of an accidental dwelling fire, even when the death occurs weeks or months later.
2	Number of non-fatal fire casualties in accidental dwelling fires	The number of non-fatal casualties that occur as a result of an accidental dwelling fire. This includes a person or persons whose injuries may be slight or serious and require hospital treatment and which are attributed to the accidental dwelling fire.
3	The number of deliberate primary fires	The total number of primary fires, where it has been identified that the fire was started deliberately.
4	The number of deliberate secondary fires	The total number of secondary fires, where it has been identified that the fire was started deliberately.
<b>Prevention</b>		
5	Number of Safe and Well Visits (S&Ws) delivered to those with individual characteristics making them at higher risk of death in the event of an accidental dwelling fire	A Safe and Well Visit is a free service that we provide to eligible residents. Safe and Well Visits are tailored to individual needs, relating to health and wellbeing, as well as fire risk reduction. A Safe and Well Visit will take place in the home and can be arranged at a convenient time.
6	Number of Safe and Well Visits (S&Ws) delivered to those who live in households with characteristics associated with higher risk of injury in accidental dwelling fires.	A Safe and Well Visit is a free service that we provide to eligible residents. Safe and Well Visits are tailored to individual needs, relating to health and wellbeing, as well as fire risk reduction. A Safe and Well Visit will take place in the home and can be arranged at a convenient time.
7	Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours	When RBFRS are made aware of the threat or incidence of arson against an individual(s) a Safe and Well Visit should be conducted, wherever possible, within 48-hours.



ID	Measure	Definition
Protection		
8	Total Number of Full Fire Safety Audits carried out	A Fire Safety Audit is carried out to enforce the Regulatory Reform Order (RRO) 2005, which applies to virtually all non-domestic premises and covers nearly every type of building, structure and open space. This is the total number of Full Fire Safety Audits carried out in premises in Berkshire. This is calculated once the service has been closed by RBFRS and only includes the initial Full Fire Safety Audit.
9	Percentage of Fire Safety Audits with a 'Broadly Compliant' result.	This is 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.  This target has been reviewed this year and amended from 50% max to 60% max to ensure it is both stretching and realistic. National performance was 67% in 2018/19.
10	Percentage success when cases go to court	This is the percentage of successful prosecutions following Fire Safety Audits.
11	Percentage of statutory fire safety consultations completed within the required timeframes	Statutory fire consultations have a legally defined timeframe in which they must be completed and include: <ul style="list-style-type: none"> <li>• Licensing</li> <li>• Building regulations</li> <li>• Building regulations approved supplier</li> </ul>
12	The number of Automatic Fire Alarm calls received	Automatic Fire Alarm calls are calls from Alarm systems and have a higher likelihood of being a false alarm.
13	The percentage of Automatic Fire Alarm calls where RBFRS did not attend.	This is the number of Automatic Fire Alarm calls received where we did not attend. In some circumstances we are able to seek confirmation that this is not a false alarm, before attending.



ID	Measure	Definition
Response		
14	Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from the time the emergency call was answered	This measure looks at the time taken from when the Fire Control Room Operator answers the phone until the time the first fire engine (appliance) arrives at the scene of the emergency incident, and on how many occasions RBFRS does this in under 10 minutes.
15	Percentage of full shifts where there is adequate crewing on all wholetime frontline pumping appliances	This is the percentage of shifts (day or night) where there is sufficient minimum qualified firefighters (four personnel) on all wholetime pumping appliances (fire engines). A wholetime frontline pumping appliance is available 24/7, 365 days a year.
16	Percentage of hours where there is adequate crewing on retained frontline pumping appliances (based on 24/7 crewing)	This is the percentage of hours where there is sufficient minimum qualified firefighters (four personnel) on retained pumping appliances (fire engines). Retained frontline pumping appliances are crewed mainly by on-call fire fighters who are based at stations in more rural locations, and are ready to leave their place of work or home and attend emergencies from the local retained station, when they receive the call.
Customer Feedback		
17	Percentage of domestic respondents satisfied with the overall service	Results are from a customer feedback questionnaire which is sent to those who have experienced a dwelling fire asking about their satisfaction and experience with the service they received from RBFRS.
18	Percentage of commercial respondents satisfied with the overall service	Results are from a customer feedback questionnaire which 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.
19	Percentage of respondents satisfied with the services with regards to Fire Safety Audits	Results are from a customer feedback questionnaire which 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.



20	Percentage of domestic respondents satisfied with the service regards their Safe and Well Visit	Results are from a customer feedback questionnaire which 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.
21	Number of complaints received	The number of complaints made to RBFRS about any aspect of our service or staff.
22	Number of compliments received	The number of compliments received by RBFRS about any aspect of our service or staff.



## Corporate Health

ID	Measure	Definition
Human Resources and Learning & Development		
23	Percentage of working time lost to sickness across all staff groups	This measure looks at sickness across the whole organisation and the percentage of time lost, based on the number of working hours available to the organisation. This will not include COVID-19 related absences where an individual is isolating but not symptomatic.
24	Percentage of eligible operational staff successfully completing fitness test	The measure reflects the percentage of eligible operational personnel who have successfully completed their fitness test. Individuals who are not eligible, include those on long-term sick or light duties.
25	Percentage of eligible staff with Personal Development Reviews	This measure reflects the percentage of eligible employees who have had a Personal Development Review meeting. Eligible staff are those who have completed their initial probation period, before the end of the PDR period and who have not been absent for over 50% of the reporting period. Employees moving within the Organisation to new roles on trial or probation periods will still be eligible for a PDR.
26	Percentage of eligible operational staff in qualification	This measure examines performance in the key qualifications, outlined in the eight core areas of the <a href="#">Fire Professional Framework</a> , required by staff to maintain effective service delivery.
27	Number of formal grievances	The number of formal grievances raised by staff under the Grievance, Bullying and Harrassment Policy.
Health and Safety		
28	Number of RIDDOR accidents	RIDDOR ( <i>Reporting of Injuries Diseases and Dangerous Occurrences Regulations</i> ) are more serious injury accidents.



ID	Measure	Definition
Finance and Procurement		
29	Percentage of spend subject to competition	This measure looks at all items of expenditure over £10k as RBFA must obtain quotes or tenders for all these purchases. This excludes statutory payments such as local authority charges or HMRC.
30	Compliant spend as a percentage of overall spend	This measure calculates the supplier spend that is in a compliant contract as a percentage of the total spend to external bodies and suppliers (as per RBFA contract regulations).
Freedom of Information		
31	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Information Regulations or Data Protection Legislation)	RBFRS are required to conform to Data Protection and Freedom of Information legislation. The Information Commissioner is responsible for determining compliance and issuing advice or penalties. This measure includes only incidents where there is a finding of a breach (not complaints which are subsequently dismissed).



## CONTACT US

### 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](http://rbfrs.co.uk)



Email us at: [performance@rbfrs.co.uk](mailto:performance@rbfrs.co.uk)



Call us on: 0118 945 2888



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



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ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Agreed Additional Activities – tripartite agreement	Management Committee	21.07.20	Ad-hoc	Note	DCFO	N/A	Part I
National Fire Chief's Council Community Risk Programme presentation	Management Committee	21.07.20	Ad-hoc	Note	DSS	N/A	Part I
Annual Outturn	Management Committee	21.07.20	Annual	Note	HF&P	N/A	Part I
Q4 Appliance Availability	Management Committee	21.07.20	quarterly	Note	DCFO	N/A	Part I
Capital Project Update	Management Committee	21.07.20	Ad-hoc	Note	HCP&E	N/A	Part II
Internal Audit Report and Plan	A&GC	30.07.20	Annual	Agree	HF&P	N/A	Part I
External Audit Report	A&GC	30.07.20	quarterly	Note	HF&P	N/A	Part I
Q 3 and 4 Performance Report	A&GC	30.07.20	quarterly	Note	HCS	N/A	Part I
RBFRS Annual Report	A&GC	30.07.20	Annual	Note	HCS	N/A	Part I
Annual Report on Member Development and Action Plan	A&GC	30.07.20	Annual	Note	HCS	OD Champion	Part I
Complaints Policy	A&GC	30.07.20	Ad-hoc	Agree	HCS	N/A	Part I
Annual Report on Governance / Members attendance and allowances	A&GC	30.07.20	Annual	Note and Recommend	HCS	A&GC Chairman 19/20	Part I
Constitution / Handbook Update	A&GC	30.09.20	Ad-hoc	Agree	HCS	N/A	Part I
Contract and Financial Regulations Update	A&GC	30.09.20	Ad-hoc	Agree	HF&P	N/A	Part I
Annual Governance Statement	A&GC	30.09.20	Annual	Agree	HCS	A&GC Chairman	Part I
Pension Board Annual update	A&GC	30.09.20	bi annual	Note	Pension Board Chair	N/A	Part I
Internal Audit report	A&GC	30.09.20	Quarterly	Note	HF&P	N/A	Part I
External Audit Report	A&GC	30.09.20	Annual	Note	HF&P	N/A	Part I
Emergency Services Mobile Communications Programme	A&GC	30.09.20	Quarterly	Note	HBIS	N/A	Part I
Budget Monitoring Q1	Management Committee	21.10.20	Annual	Note	HF&P	Budget and Income Generation Lead Member	Part I
Appliance Availability Q1	Management Committee	21.10.20	quarterly	Note	DCFO	N/A	Part I
Internal Audit Report	A&GC	3.11.20	Quarterly	Note	HF&P	N/A	Part I
External Audit report	A&GC	3.11.20	Quarterly	Note	HF&P	N/A	Part I
Emergency Services Mobile Communications Programme	A&GC	3.11.20	Quarterly	Note	DCFO	N/A	Part I
Q1 Performance Report	A&GC	3.11.20	Quarterly	Note	HCS	N/A	Part I

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Budget and Medium Term Financial Plan Assumptions	A&GC	3.11.20	Annual	Note and Recommend	HF&P	Budget and Income Generation Lead Member	Part I
Gender Pay Gap	A&GC	3.11.20	Annual	Note	HHR&L&D	N/A	Part I
Lead Member Reports Six Month Update	Fire Authority	16.11.20	Bi-annual	Note	Lead Officers	Lead Members	Part I
Annual Treasury Report	Fire Authority	16.11.20	Annual	Note	HF&P	Budget and Income Generation Lead Member	Part I
FRIC Presentation	Fire Authority	16.11.20	Ad-hoc	Note	HF&P	N/A	Part I
LGA Guide - Leading the Fire Sector: Oversight of Performance - Presentation	Fire Authority	16.11.20	Ad-Hoc	Note	HCS	N/A	Part I
Lead Members Annual Reports	Fire Authority	16.11.20	Annual	Note	Lead Officers	Lead Members	Part I
TVFCS Joint Committee Annual Report 2019/20	Fire Authority	16.11.20	Annual	Note	ACFO	TVFCS Joint Cttee Members	Part I
Constitution / Handbook Update	Fire Authority	16.11.20	Ad-hoc	Agree	HCS	N/A	Part I
Contract and Financial Regulations Update	Fire Authority	16.11.20	Ad-hoc	Agree	HF&P	N/A	Part I
Member Champions Annual Reports	Fire Authority	16.11.20	Annual	Note	Lead Officers	Member Champions	Part I
Capital Projects Update	Fire Authority	16.11.20	Ad-hoc	Agree	HCP&E	Strategic Assets Lead	Part II
Annual Report on Governance - to include Member attendance, allowances and expenses	Fire Authority	16.11.20	Annual	Note	HCS	A&GC Chairman	Part I
Budget Monitoring Q2	Management Committee	7.12.20	Annual	Note	HF&P	Budget and Income Generation Lead Member	Part I
TVFCS Joint Committee six-month update	Management Committee	7.12.20	Bi-annual	Note	AM C&P	TVFCS Joint Cttee Members	Part I
Appliance Availability Q2	Management Committee	7.12.20	quarterly	Note	DCFO	N/A	Part I
Capital Project Update	Management Committee	7.12.20	Ad-hoc	Note	HCP&E	Strategic Assets Lead	Part II

**Categories of “Exempt Information”  
under Schedule 12A of the Local Government Act 1972**

	<b>Category</b>
	[For each of nos 1 - 7, see <u>Qualification 1</u> below]
1	Information relating to any individual
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information). [see <u>Qualification 2</u> below]
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority purposes: (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

**Qualifications:**

- (1) Information falling within paragraph 3 is not exempt information by virtue of that paragraph if it is required to be registered under -
  - (a) the Companies Act 1985;
  - (b) the Friendly Societies Act 1974;
  - (c) the Friendly Societies Act 1992;
  - (d) the Industrial and Provident Societies Acts 1965 to 1978;
  - (e) the Building Societies Act 1986; or
  - (f) the Charities Act 1993.
- (2) Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.
- (3) Information which -
  - (a) falls within any of paragraphs 1 to 7 above; and
  - (b) is not prevented from being exempt by virtue of the two preceding paragraphs

is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest

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in disclosing the information.

### **Interpretation:**

- (4) "*Employee*" means a person employed under a contract of service;
- (5) "*Financial or business affairs*" includes contemplated, as well as past or current, activities;
- (6) "*Labour relations matter*" means -
  - (a) any of the matters specified in paragraphs (a) to (g) of section 218(1) of the Trade Union and Labour Relations (Consolidation) Act 1992[10] (matters which may be the subject of a trade dispute, within the meaning of that Act);  
or
  - (b) any dispute about a matter falling within paragraph (a) above;and for the purposes of this definition the enactments mentioned in paragraph (a) above, with the necessary modifications, shall apply in relation to office-holders under the authority as they apply in relation to employees of the authority;
- (7) "*Office-holder*", in relation to the authority, means the holder of any paid office appointments to which are or may be made or confirmed by the authority or by any joint board on which the authority is represented or by any person who holds any such office or is an employee of the authority;
- (8) "*Registered*" in relation to information required to be registered under the Building Societies Act 1986, means recorded in the public file of any building society (within the meaning of that Act).

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