



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

Thursday, 27th April, 2023

At

6.30 pm

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

For further information regarding this meeting, please contact:

Committee Team

0118 938 4611

E-Mail at committeeteam@rbfrs.co.uk

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



MEETING: Royal Berkshire Fire Authority Meeting

DATE AND TIME: Thursday, 27th April, 2023 at 6.30 pm

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

S U M M O N S

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

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

GRAHAM BRITTEN
Monitoring Officer

To: Members of the Royal Berkshire Fire Authority:

Councillor Christine Bateson	Councillor Jo Lovelock
Councillor Dennis Benneyworth	Councillor Sandra Malik
Councillor Tricia Brown	Councillor Morag Malvern
Councillor Jeff Brooks	Councillor Tina McKenzie-Boyle
Councillor David Cannon	Councillor Biyi Oloko
Councillor Haqeeq Dar	Councillor Mike Smith
Councillor Colin Dudley	Councillor Dexter Smith
Councillor Paul Gittings	Councillor Rachelle Shepherd- DuBey
Councillor Pauline Helliard-Symons	Councillor Dave McElroy
Councillor Tony Linden	Councillor Simon Werner

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

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AGENDA

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

Purpose:

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

- 3. Minutes of the meeting held on 15 February 2023 (Pages 7 - 18)**

Recommendation:

That the Minutes of the meeting and any recorded actions held on 15 February 2023, be confirmed as a correct record and signed by the Chair.

- 4. Issues arising from the Audit and Governance Committee**

Recommendation:

That it be noted that no reports have been referred by the Audit and Governance Committee.

- 5. 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.

6. Receipt of Announcements

Purpose:

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

7. Recommendations of Committees

Purpose:

To note item 16 (Member Development Strategy) was recommended from Audit and Governance Committee on 28 March 2023.

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. London Fire Brigade (LFB) Culture Review Audit (Gap analysis) Presentation

Purpose:

To receive a presentation on London Fire Brigade (LFB) Culture Review Audit (Gap analysis).

11. Contaminants Presentation

Purpose:

To receive a presentation on works carried out on contamination at stations and progress made.

12. Serious Violence Duty Presentation

Purpose:

To receive a presentation on Service Violence Duty.

13. Corporate Plan and Community Risk Management Plan 2023 - 2027 Consultation Report (Pages 19 - 160)

Purpose:

To conscientiously take into account the feedback from the Corporate Plan and

Community Risk Management Plan (CRMP) consultation and agree the recommendations of the report.

14. The Charter for Families Bereaved through Public Tragedy (*Pages 161 - 164*)

Purpose:

To agree the Charter for Families Bereaved through Public Tragedy and be attested by the signatures of the Chair of Royal Berkshire Fire Authority and Chief Fire Officer.

15. 2023/24 Corporate Calendar (*Pages 165 - 170*)

Purpose:

To agree the 2023/24 Corporate Calendar.

16. Member Development Strategy 2023 - 27 (*Pages 171 - 184*)

Purpose:

To approve the Member Development Strategy 2023-27.

17. Water Rescue Capability (*To Follow*)

Purpose:

To agree water rescue capability in the east of the County.

18. Lead Member and Champion Annual Reports (*Pages 185 - 234*)

Purpose:

To note the Annual Reports from Lead Members and Member Champions below:

- a) Budget and Income Generation Lead – Councillor Jeff Brooks
- b) Collaboration Lead – Councillor Simon Werner
- c) Community Risk Management Plan Lead – Councillor Paul Gittings
- d) Strategic Assets and Sustainability Lead – Councillor Dave McElroy
- e) Equality, Diversity and Inclusion Champion – Councillor Morag Malvern
- f) Community Safety Champion – Councillor Jo Lovelock
- g) Safety, Health, Fitness and Wellbeing Champion – Councillor Mike Smith

- h) Honorary Armed Forces Champion – Councillor Rachelle Shepherd-DuBey

19. Forward Plan (*Pages 235 - 236*)

Recommendation:

That the Forward Plan be noted.

20. Minutes of the Standing Committees

Recommendation:

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

21. Date of the next meeting

Thursday 8 June 2023 (Annual meeting), 6.30pm at Royal Berkshire Fire and Rescue Service (RBFRS) Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire RG31 7SD.

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



Held on Wednesday, 15th February, 2023 at 6.30 pm

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

- Members:** (*present)
- * Councillor Christine Bateson
 - * Councillor Dennis Benneyworth
 - * Councillor Tricia Brown
 - * Councillor Jeff Brooks
 - * Councillor David Cannon
 - * Councillor Haqeeq Dar
 - * Councillor Colin Dudley
 - * Councillor Paul Gittings
 - * Councillor Pauline Helliar-Symons
 - * Councillor Tony Linden
 - * Councillor Jo Lovelock
 - * Councillor Sandra Malik
 - * Councillor Morag Malvern
 - Councillor Tina McKenzie-Boyle
 - * Councillor Biyi Oloko
 - * Councillor Mike Smith
 - Councillor Dexter Smith
 - * Councillor Rachelle Shepherd-DuBey
 - Councillor Dave McElroy
 - * Councillor Simon Werner

- In Attendance:**
- Mark Antell (Communication and Engagement Lead, C&E Lead)
 - Mark Arkwell (Deputy Chief Fire Officer, DCFO)
 - Wayne Bowcock (Chief Fire Officer, CFO)
 - Paul Bremble (Head of Corporate Services, HCS)
 - Graham Britten (Monitoring Officer, MO)
 - Conor Byrne (Head of Finance and Procurement, HF&P)
 - Noosha Churchill (Built Environment Programme Manager)
 - Lucy Greenway (Senior HR Adviser)
 - Abdifatar Hassan (Democratic Support Assistant, DSA)
 - Becci Jefferies (Head of Human Resources and Learning and Development, HHR&L&D)
 - Andy McLenahan (Head of Facilities, Fleet and Equipment, HFF&E)
 - Katie Mills (Assistant Chief Fire Officer, ACFO)
 - Jim Powell (Area Manager, Collaboration and Policy, AM C&P)
 - Christian Riley (Communications and Engagement Assistant)
 - Nikki Richards (Deputy Chief Executive, Dep ChEx)
 - Fayth Rowe (Democratic Support Lead, DSL)
 - Tregear Thomas (Area Manager, Prevention and Protection, AM P&P)

56. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Dave McElroy and Dexter Smith.

Action

Councillor McKenzie-Boyle was present virtually.

57. DECLARATIONS OF INTEREST

There were no Declarations of Interest received from Members or Officers.

58. MINUTES OF THE MEETING HELD ON 19 DECEMBER 2022

The recorded actions on pages 12 and 15 were confirmed as complete.

Subject to an amendment to the Minutes on page 12, third to last paragraph by Councillor Linden, which should be read as, 'he stated, he felt the CRMP document had missed out '*state on state risk of a wider wartime conflict, resulting from the Ukraine conflict or others, whilst the risk is low, we have to be prepared for civil defence as well as terrorism and cyber-crime*'.

RESOLVED that the Minutes of the meeting held on 19 December 2022, be approved as a true record and signed by the Chair.

59. ISSUES ARISING FROM THE AUDIT AND GOVERNANCE COMMITTEE

There were no issues arising from the Audit and Governance Committee.

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

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

61. RECEIPT OF ANNOUNCEMENTS

Passing of Firefighter Barry Martin

- On Friday, 27 January, we received the news that Barry Martin, a Firefighter for Scottish Fire and Rescue Service, tragically passed away due to serious injuries he sustained at an incident.
- We extend our deepest condolences and our thoughts are with Barry's family and friends at this difficult time. We also stand shoulder to shoulder with all our colleagues at Scottish Fire and Rescue Service, who are grieving the loss of their colleague and friend.
- Members observed a minute's silence for Barry who made the ultimate sacrifice while on duty, in the service of his community.

Revised Pay Offer from Fire and Rescue Service Employers

- Following talks within the National Joint Council on 8 February, the arrangement in place that negotiates terms and conditions, including pay on behalf of the fire and rescue sector, the announcement of industrial action has been postponed following a revised pay offer from Fire and Rescue Service employers.
- The offer is as follows:
 - A 7 per cent increase on all basic pay rates and Continual Professional Development payments with effect from 1 July 2022 for all grey book roles including control.
 - A 5 per cent increase on all basic pay rates and Continual Professional Development payments with effect from 1 July 2023 for all grey book roles including control.
- The Fire Brigades Union (FBU) will now consult its members and this revised pay offer will be put to a ballot, which will end on the 6th March.
- The notification of strike action will not take place during this consultation period.
- This is a developing situation which we are monitoring closely and we will provide more information in due course.

Arrival of Wholetime Firefighter Apprentices

- At the start of the month, we welcomed 24 new firefighter apprentices. The apprentices spent two days at Whitley Wood and Headquarters where they were given an introduction to the Service, how we operate and some of the equipment they will be using in their roles.
- Currently, they are away on a training course at the Fire Service College in Gloucestershire. However, they will return to Berkshire to complete the final few weeks of their training course, before graduating in May.
- I'm sure all Members will join me in wishing the new firefighter apprentices the best of luck with their training programme.

Fire Safety (England) Regulations 2022

- New fire safety regulations took effect from 23 January 2023 and will impose significant new legal requirements of responsible persons for multi-occupied residential buildings.
- The Fire Safety Regulations 2022 were introduced to meet the Grenfell Tower Inquiry's Phase 1 recommendations.
- The Regulations require responsible persons of high-rise residential buildings to provide information on their building to their local fire service.
- The information to be shared includes details of the construction of the external walls, floor and buildings plans, and information on known faults with key firefighting equipment.
- It is really important that responsible persons for multi-occupied residential buildings are aware and have prepared for these changes. Further information about the new fire safety regulations can be found on the Service's website.

Car Washes at Slough and Maidenhead Fire Station

- Following the devastating earthquakes in Turkey and Syria, firefighters at Slough Fire Station have decided to host a car wash to raise money for all those impacted.
- The event will take place on Saturday, 18 February between 10am and 4pm, with donations being split between the Turkey-Syria Earthquake Appeal and the Fire Fighters Charity, who provide health and wellbeing support to the fire service community.
- A card reader will be available for payments and the suggested minimum donation is £5.
- Firefighters from Maidenhead Fire Station will also be hosting a charity car wash between 10am and 3pm on Sunday, 19 February to raise money for the Fire Fighters Charity.
- If you are able to attend either of these events, please do. I would like to extend my thanks to all those organising these events for good causes.

Crowthorne Recognised by Parish Council

- Our on-call firefighters at Crowthorne were recently thanked by Crowthorne Parish Council during a competition ran by a local business. In a competition run by the cafe Two Sisters on Facebook, Crowthorne Fire Station was nominated by Crowthorne Parish Council for its work in the community.
- As well as responding to incidents, the council highlighted all the events that firefighters have been involved with, including the Summer of Fun, carnival and late night shopping.
- The crew was provided with a breakfast pastry box in recognition of their contribution. Sadly they had to rush out for a call when the delivery arrived, but hopefully they were able to enjoy it after they returned to station! Well done to everyone at Crowthorne.

Farewell to Tregear Thomas

- In March, Tregear Thomas, our current Area Manager for Prevention and Protection will retire from the Service.
- We are immensely grateful for all Trig's contributions to Royal Berkshire Fire and Rescue Service, which he has made in a number of roles.
- Trig joined RBFRS in March 1993, and served at Wokingham Road, Maidenhead, Sonning, Whitley Wood and Dee Road before being promoted to Station Commander in 2006.
- Trig became a Group Manager in 2014 in Community Safety before becoming an Area Manager for Service Delivery in 2021.
- Throughout his career, Trig has demonstrated an unwavering commitment to public safety. He has been particularly instrumental in promoting the adoption of sprinkler systems throughout the county and worked tirelessly to ensure the safety of residents living in high rise buildings following the tragic Grenfell Tower fire. Trig has also worked hard to reduce community risk, such as by promoting water safety and awareness of the risk of wildfire during periods of heightened risk.

- Thank you Trig for your years of Service and all the best for your retirement.

62. RECOMMENDATIONS OF COMMITTEES

Item 12 (Pay Policy Statement) had been recommended from Audit and Governance Committee on 23 January 2023, and items 11 (Annual Budget) and 13 (23/24 Member Scheme of Allowance Review) were recommended from Management Committee on 7 February 2023.

63. QUESTIONS FROM MEMBERS UNDER STANDING ORDER 30

There were no questions from Members under Standing Order 30.

64. NOTICES OF MOTION UNDER STANDING ORDER 44

There were no notices of motion under Standing Order 44.

65. HMICFRS INSPECTION REPORT

Katie Mills, Assistant Chief Fire Officer (ACFO), presented the outcome of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) third round of inspection of Royal Berkshire Fire and Rescue Service (RBFRS).

HMICFRS published their third report on their inspection findings on 20th January 2023 and graded the Service 'good' across all three pillars. She stated they made 12 areas for improvement which was welcomed and accepted by the Service. The inspection was held over six weeks and included staff focus groups, control and station visits and desktop reviews.

The Service received two positive special mentions on its culture, behaviour and values. Matt Parr, HM Inspector of Fire and Rescue Services stated he was pleased to see significant progress across the Service. Katie Mills thanked all those who supported the inspection process, in particular, Angela Smith, Programme Officer and Inspection Lead.

Paul Bremble, Head of Corporate Services (HCS), reported the next round of inspection will be held at the end of 2023. This round of inspection will last 10 weeks and focus on 11 judgement criterias. A new judgement grade of 'inadequate' had been introduced. He reported he would keep Members updated on the process.

In referring to page 29 of the report, Councillor Mike Smith identified the Services' Safe and Well (S&W) visits were around half the national average. Tregear Thomas, Area Manager Prevention and Protection (AM P & P), reported the Service targeted S&W visits to people that were most vulnerable. He added,

in some cases, the Service engaged with people who had complex needs which took longer for S&W visits to be completed.

Councillor Linden congratulated officers on the positive inspection result and stated he was pleased the Service made improvements on diversity, for example, the recruitment of summer interns, Leonard Cheshire interns and female firefighters. Councillor Linden asked a question on an area of improvement identified on page 64 relating to staff understanding and application of the performance development (PDR) review process. Nikki Richards, Deputy Chief Executive (DcHEX) reported there were no concerns around the process, however, improvements will be made to staff training.

In response to a question from Councillor Helliar-Symons on the media attention received on the culture of London Fire Brigade (LFB) and Dorset and Wilshire Fire and Rescue Service (DW FRS), Wayne Bowcock, Chief Fire Officer (CFO), confirmed HMICFRS had written to all Fire and Rescue Services (FRSs) and requested data returns from values and culture investigations within the last 12 months. He added, RBFRS made a gap analysis based on the recommendations made from the LFB culture report, which will be brought to the EDI Steering Group for review. An update will be provided to the Fire Authority at a later date. He stated he believed the majority of staff were good public servants, and wanted to ensure all staff felt safe and were able to bring their whole self to work.

The Chair thanked all those involved in the inspection process. Councillor Dudley, added his congratulations to Senior Leadership Team and staff. He stated, he felt the people of Berkshire were getting value for money.

RESOLVED that the findings of His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services report on the performance of Royal Berkshire Fire and Rescue Service 2021/22, be noted.

66. ANNUAL BUDGET 23/24, MEDIUM TERM FINANCIAL PLAN & STRATEGIC ASSET INVESTMENT FRAMEWORK AND TVFCS BUDGET

Councillor Brooks, Budget and Income Generation Lead Member introduced the report by stating he was pleased to be presenting a balanced budget, without the use of reserves. He added the budget had been modelled on the most recent National Joint Council (NJC) for Grey Book staff pay offer of 7% for the forthcoming year and was especially pleased that no services had been cut. The recommendation of the report was seeking an £5 increase to council tax, subject to Members approval. The additional income would leave the Authority in a good financial position for 2023/24. He stated he will move the recommendation and the Chair will second.

Conor Byrne, Head of Finance and Procurement (HF&P), stated there had been further development regarding the NJC Grey Book pay offer since 7 February.

An offer had been made of 7% in 2022/23 and 5% in 2023/24. The Medium Term Financial Plan (MTFP) included three funding streams received from council tax, government grants and business rates. The Government has provided the flexibility to raise council tax by up to £5 per annum in 2023/24 without the need for a referendum. It is anticipated council tax will increase in year 2024/25 to 2.99%, and in year 2025/26 to 1.99% in line with current inflation.

In terms of Government funding, revenue Support Grant will increase by 10.1%. Business rates notified by Berkshire Unitary Authority's had been confirmed as an additional £6,000. The total funding for 2023/24 is £41,975m. The uplift in funding was welcome but insufficient for pay pressures.

Conor Byrne reported £1.261m of savings has been generated to fund budget bids. He listed the budget pressures outlined in the report, namely pay pressures (Grey and Green Book) and unavoidable non-pay pressures like Utilities costs were due to increase.

In referring to Appendix C, Draft Efficiency and Productivity Plan, Conor Byrne reported efficiencies had been broken down into three categories; changes to what we do, new ways of working, reduced contractual spend and disestablishment of vacant posts. He outlined invest to save projects, such as £84,000 per annum payback from electricity costs in three years from the installation of LED lighting across the estate.

Appendix D, Strategic Asset Management Investment Fund (SAIF) outlined the framework on how the Service intend to invest in Estates, Fleet and Information Communication Technology (ICT) over the next decade. Conor Byrne stated borrowing costs and green technologies for a diverse workforce had been built in.

In discussing Appendix E, Draft Reserves Policy, Conor Byrne reported Local Government Act 2003, section 42a require the Service to maintain general reserves of revenue budget and, maintain budget contingency reserves. He stated that he would be looking to replenish the Development Fund, and there was a deficit from the budget contingency fund due to the Grey Book pay award.

Appendix F, Draft Treasury and Investment Strategy 2023/24, he reported two changes were made to the policy, 1) was the upper limit of 2.5% of the maximum ratio of financing costs to net revenue stream in years 2023/24 – 2026/27. This would be reviewed on an annual basis. 2) The ethical dimension to invest in countries rated 'free' by Freedom House.

Appendix H, Thames Valley Fire Control Service (TVFCS) budget recommended from the Joint Committee. The pay assumption is set at 5% in 2023/24. Each partner will continue to set aside £50,000 each financial year towards capital replacement costs.

In discussing the responses received from the public consultation on £5 for fire, Conor Byrne reported although it had been recognised as a squeeze on

household budgets, the majority of respondents supported the £5 increase.

Councillor Dudley confirmed the Conservative Group will support the recommendation. He stated, he spent the last three years lobbying government to allow the increase to the precept without going to referendum (£5 for fire). This worked out as 10 pence per week, per household. He also stated that members should not play politics by voting against or abstaining and felt all members should exercise the right to vote on this report. He thanked Conor Byrne, his team and members of Budget Working Party for their work on the budget.

Councillor Linden reported he was grateful the government allowed the Authority to increase its precept by £5. He stated, he hoped the Service would consider collaborative ventures with Unitary Authorities and discussed a possible partnership agreement with Newbury Fire Station and West Berkshire Council as an example.

The Chair stated £70 per year, per household was good value for money and acknowledged 87% of respondents had supported the £5 increase. He added, he was pleased with the ethical stance of the Authority's investment in rated 'free' countries by Freedom House. He commented on the need to continue to lobby the government to fund the Service to bridge the funding gap. He also commended Councillor Brooks and Budget Working Party for the report.

Councillor Brooks stated he was grateful for the cross party support received and moved the recommendation, which was seconded by the Chair.

It was unanimously **RESOLVED**:

- 1) That an increase in the band D council tax precept of £5 for 2023/24 by adopting the formal resolution in Appendix A, be approved;
- 2) That the Medium Term Financial Plan in Appendix B, be approved;
- 3) That the Efficiency and Productivity Plan in Appendix C, be approved;
- 4) That the Strategic Asset Investment Framework (SAIF) in Appendix D be approved;
- 5) That the Reserves Policy in Appendix E be approved;
- 6) That the Prudential Indicators, Treasury Strategy and Investment Strategy in Appendix F be approved;
- 7) That the fees and charges be approved for 2023/24 as set out in Appendix G;
- 8) That it be approved, the TVFCS revenue and capital budgets for 2023/24 as set out in Appendix H, as well as the contribution to the TVFCS

Renewals Fund of £50,000.

67. ROYAL BERKSHIRE FIRE AUTHORITY - PAY POLICY STATEMENT 2023/2024

Lucy Greenway, Senior HR Adviser, 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. She confirmed the report was a recommendation from Audit and Governance Committee on 23 January 2023, and outlined the areas that had been updated in paragraphs 3.5 to 3.10.

RESOLVED that the Pay Policy Statement for 2023/2024 (Appendix A) be approved for publication subject to any further amendments considered appropriate.

68. 2023/24 MEMBER SCHEME OF ALLOWANCE REVIEW

Graham Britten, Monitoring Officer (MO), reported the Authority was required to make a Scheme of Allowances before the beginning of the financial year under the Local Authorities (Members Allowances) (England) Regulations 2003 regulations 10 and 19 (2). He stated historically, the Scheme had been linked to the Green Book Pay Award, however, this year, the National Joint Council (NJC) made a flat rate increase to Green Book Pay instead of a percentage increase.

The recommendation from Management Committee on 7 February 2023, is the proposed NJC allowance increase of 4.04% be uplifted into the Scheme of Allowances.

Councillor Dudley reminded members that in addition to the requirement of the Authority to review Scheme of Allowances on an annual basis, the Authority commissions an Independent Review to be held on the Scheme every four years. He felt members should support the recommendation.

The Chair moved the recommendation, which was seconded by Councillor Brown.

On being put to the vote, Councillors Werner and Malvern were against.

RESOLVED that:

- 1) It be approved, the Scheme of Allowances is indexed to the annual local government increase for allowances;
- 2) It be approved, the new rates for allowances, uprated by 4.04% be backdated to 1 April 2022;
- 3) The recommendations of each of the six unitary authority Independent Remuneration Panels (IRPs) be noted.

69. EMERGENCY SERVICES SUSTAINABILITY CHARTER

Andy McLenahan, Head of Facilities, Fleet and Equipment (HFF&E), advised the report was seeking the Authority to sign up to the Emergency Services Sustainability Charter. The Charter was made up of blue light partners (Police, Ambulance and Fire and Rescue Services). It was a high-level strategic document to be used as a tool for the Service to improve sustainability as outlined in the Strategic Asset Investment Framework (SAIF). Subject to the Authority's approval, the signed Charter would demonstrate the Authority's intent to improve sustainability.

Councillor Helliar-Symons queried the report did not identify any financial implications, and asked whether a future cost would be applied.

Andy McLenahan confirmed there were no financial implications to the Authority in signing up to the Charter. He reported recommendations on sustainability improvements would be presented within the SAIF and brought to the Authority for approval.

Mark Arkwell, Deputy Chief Fire Officer (DCFO) confirmed a meeting will be held with the Property Development Working Group in mid-March to review its Terms of Reference and the SAIF in greater detail.

Councillor Oloko queried the reason why there were no equality, diversity and inclusion (EDI) implications. Andy McLenahan reported EDI implications will be developed as part of specific projects, for example by the development of Equality Impact Assessments (EIA) per project. He added the Charter attached as Appendix A provided an overarching intent.

In response to a comment received on the social value of contracts, Mark Arkwell confirmed the Service will continue to seek value for money and will develop a methodology of how social value can be measured. Councillor Brooks requested the Service find ways to reduce its carbon footprint ensuring it is affordable and provide value for money. Councillor Dudley expressed his support in the Charter.

The Chair moved the recommendations which was seconded by Councillor Mike Smith.

RESOLVED that it be agreed to sign up to the Emergency Services Environment and Sustainability Group Charter.

70. BUILT ENVIRONMENT PROGRAMME CLOSE DOWN REPORT

Noosha Churchill, Built Environment Programme Manager, reported 46 recommendations for Fire & Rescue Services and other stakeholder groups were made following the Grenfell Tower Inquiry. The Authority provided investment and support to ensure the Service was able to respond appropriately

to recommendations. An independent review was held in December 2022 as part of the internal audit plan for 2022/23 and a positive audit opinion was given. A full report of this opinion will be presented to the next Audit and Governance Committee in March 2023. The review confirmed RBFRS had developed actions and established a framework to monitor progress to address gaps identified against the Grenfell Tower Inquiry (phase 1). In addition, the Service carried out a staff survey and 91.3% stated they felt more confident in attending incidents in high rise buildings.

In answer to a question from Councillor Bateson on who would pay for cladding on buildings, Tregear Thomas, Area Manager Prevention and Protection (AM P & P) explained the legislation required developers to remedy cladding on buildings 18 meters and over. This was something that will need to be resolved by the Responsible Person.

Councillor Linden commended the Service on their work on the Built Environment Programme and the robustness of the Secretary of State. Councillor Bateson stated she was impressed with the number of high rise buildings (187) the team reviewed.

In response to a question from Councillor Mike Smith on whether the Service got involved in the design of buildings, Tregear Thomas advised there was a New Building Safety Regulator that sat under the Health and Safety Executive (HSE) Regulatory body. Their role is to oversee the safety and standards of all buildings.

RESOLVED that the Built Environment close down report be noted.

71. INDUSTRIAL ACTION UPDATE

Mark Arkwell, Deputy Chief Fire Officer (DCFO), provided a verbal update on Industrial Action (IA). He reported there was a likelihood of a reduction in the risk of IA due to the recent pay offer of 7%. He stated the Fire Brigade Union (FBU) Executive Council will put the offer to its members for ballot from 20 February to 6 March. Work towards IA had been scaled back. Members will continue to be kept updated on the result of the ballot.

72. FORWARD PLAN

RESOLVED that the Forward be noted.

73. MINUTES OF THE STANDING COMMITTEES

RESOLVED that it be noted Minutes of recent meetings were published on RBFRS website.

74. DATE OF THE NEXT MEETING

Thursday 27 April 2023, 6.30pm at Royal Berkshire Fire and Rescue Service Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

75. EXCLUSION OF THE PUBLIC

RESOLVED 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 Paragraphs 1, 2, 3 and 4 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.

76. PART II MINUTES OF MEETING ON 4 OCTOBER AND 19 DECEMBER 2022

There were no recorded actions.

RESOLVED that the Minutes of the meeting held on 4 October and 19 December 2022, be approved as a true record and signed by the Chair.

(The meeting concluded at 20:14)



ROYAL BERKSHIRE FIRE AUTHORITY REPORT

COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	27 APRIL 2023
SUBJECT	CORPORATE PLAN AND COMMUNITY RISK MANAGEMENT PLAN 2023- 2027 CONSULTATION REPORT
LEAD OFFICER	PAUL BREMBLE, DIRETOR OF CORPORATE SERVICES AND TIM READINGS GROUP MANAGER CRMP
LEAD MEMBER	COUNCILLOR PAUL GITTINGS
EXEMPT INFORMATION	NONE
ACTION	FOR DECISION

1. **EXECUTIVE SUMMARY**

- 1.1 Royal Berkshire Fire and Rescue Authority (RBFA) is required to set out its understanding of the risk it is responsible for mitigating in the community. The document that describes how RBFA intends to accomplish this is the Corporate Plan & Community Risk Management Plan.
- 1.2 These plans propose change in line with the requirements of the Fire and Rescue Service National Framework for England 2018.
- 1.3 The proposed changes affect all areas of Royal Berkshire Fire and Rescue Service and are based on a range of evidence.
- 1.4 The plans are critical to shaping the success of the organisation and set out strategic objectives to ensure measurable progress towards improving the safety of stakeholders.
- 1.5 The proposed Corporate Plan and CRMP has been subject to a 11 week public consultation, of which a report has been produced to enable the Fire Authority to conscientiously take in to account the feedback, when approving the plan.

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2. RECOMMENDATION

That the Fire Authority:

- 2.1 **AGREE** that RFBFRS has carried out a thorough public consultation and conscientiously take in to account the feedback from the consultation to inform the Corporate Plan and CRMP 2023-27;
- 2.2 **AGREE** the revised strategic commitments of RBFA following the consultation;
- 2.3 **AGREE** the revised Corporate Plan & CRMP priorities are appropriate and suitable measures to mitigate fire and rescue related community risk in Royal Berkshire; and
- 2.4 **AGREE** to update the Corporate Plan and CRMP 2023-27 with the revised Strategic Commitments and Priorities and publish via RBFRS external website

3. REPORT

Public Consultation

- 3.1 RBFRS followed its own Consultation Strategy 2023-2027, which has been supported by The Consultation Institute, to ensure that the consultation meet with the requirements of the Fire and Rescue National Framework 2018. To be transparent and accountable to communities for their decisions and actions and to; provide the opportunity for communities to help plan their local service through effective consultation and involvement.
- 3.2 RBFRS, when carrying out consultation follow the four Gunning Principles which specifies how public bodies should consult, these are:
 1. Consultation should be carried out when proposals are at the formative stage
 2. Sufficient information is provided to allow intelligent consideration of the proposals
 3. Adequate time is given for response
 4. Responses are conscientiously taken into account before decisions are taken
- 3.3 RBFRS held a public consultation on the Draft Corporate Plan and CRMP 2023-27 over a 11 week period from 9th January 2023 till 27th March 2023.
- 3.4 RBFRS used learning from positive consultation experiences of recent years to develop a consultation that would reach as many groups within our communities as possible, as well as focusing on key stakeholders
- 3.5 RBFRS ensured that the consultation was accessible to all by conducting a thorough equality assessment and stakeholder analysis.

- 3.6 The service utilised all its existing and embedded communication channels and provide focused community engagement through the Service Delivery Hubs to ensure we maximised involvement across Royal Berkshire.
- 3.7 RBFRS have taken in to account the feedback from the consultation and revised the strategic commitments and priorities to reflect this where appropriately, to ensure that the plans are clear and can be understood by the public and staff.
- 3.8 The outcome of the consultation will be presented to Fire Authority meeting on the 27th April 2023, to enable members to conscientiously consider the views of stakeholders when making a decision.
- 3.9 The full consultation report can be found in appendix A.
- 3.10 Should members take a decision in April 2023 to adopt the Corporate Plan & CRMP following the consultation, the service will conduct an exercise to allocate resources and support to the delivery of the CRMP priority work streams.

Revised Strategic Commitments

- 3.11 **Prevention.** We will reduce the risk to our communities through our partnership duties and prevention education activities, ensuring that our services are accessible to all.
- 3.12 **Protection.** We will support those with responsibility for premises to understand their duties in ensuring the safety of all people using buildings covered by the Building Safety Act 2022 and Regulatory Reform (Fire Safety) Order 2005, whilst ensuring that our services are accessible to all.
- 3.13 **Response.** We will ensure that our people are trained, and resources are located to provide the most effective response and to have a positive impact on incidents in our communities.
- 3.14 **Resilience.** We will ensure our resilience and work with our partners to promote and build resilience in the communities we serve.
- 3.15 **Sustainability.** We will ensure that we provide a financially sustainable, and environmentally friendly service to our communities.
- 3.16 **People.** We will support our staff by providing a safe and inclusive environment for them to thrive in, building a diverse organisation that is engaged with, and accessible to, our communities.

Revised Corporate Plan & CRMP Priorities

- 3.17 **Priority 1.** We will develop our Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire due to climate change, societal and technological shifts.
- 3.18 **Priority 2.** We will develop a Risk Based Prevention Programme, in collaboration with our partner agencies, to target those most vulnerable and at risk from emergency incidents.

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- 3.19 **Priority 3.** We will develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring that it is aligned to the risks identified, sustainable and provides value for money
- 3.20 **Priority 4.** We will review the incidents that do not form part of our core statutory responsibilities, to better understand the implications for the service in attending these incidents.
- 3.21 **Priority 5.** We will develop our Fire Protection service to support the resilience of businesses and the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear.
- 3.22 **Priority 6.** We will maintain 19 frontline fire appliances, and a baseline service provision of 14 frontline fire appliances, utilising our Wholetime and On-Call staff as effectively as possible.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 The proposed Draft Corporate Plan & CRMP for consideration by the Fire Authority contains a revised set of strategic commitments.

5. FINANCIAL IMPLICATIONS

- 5.1 The Corporate Plan & CRMP programme has substantial cost implications and each priority work stream will be costed and monitored through existing service governance procedures.
- 5.2 Changes to service delivery will be accommodated in the Medium Term Financial Plan.
- 5.3 The intent of the Corporate Plan & CRMP is to ensure the provision of an efficient and effective service to stakeholders in Royal Berkshire. Work streams will identify efficiency savings where possible.

6. LEGAL IMPLICATIONS

- 6.1 As a strategic risk management document the Corporate Plan & CRMP affects the delivery of the statutory functions of RBFA, including but not limited to those contained in;
- 6.2 The Fire and Rescue Services Act 2004
- 6.3 The Policing and Crime Act 2017
- 6.4 Civil Contingencies Act 2004
- 6.5 The Fire and Rescue Services (Emergencies) (England) Order 2007
- 6.6 Regulatory Reform (Fire Safety) Order 2005

- 6.7 The Fire and Rescue National Framework for England requires RBFA to conduct a public consultation. This will be conducted in line with the common law Gunning Principles (R v London Borough of Brent [1985] 84 LGR 168).

7. EQUALITY DIVERSITY AND INCLUSION IMPLICATIONS

- 7.1 A full stakeholder analysis and equality impact assessment had been conducted prior to the launch of the consultation.
- 7.2 An equality impact assessment will be completed for the Corporate Plan & CRMP based on the feedback from the consultation.

8. RISK IMPLICATIONS

- 8.1 If there is a delay or challenge to our adoption of the Corporate Plan & CRMP, this could lead to significant legal challenge, additional cost and delay to change programmes.

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 The Corporate Plan & CRMP reflect the community risk in Berkshire. We have consulted on our proposals with partner agencies to ensure all relevant parties are able to comment.
- 9.2 The work streams from the Corporate Plan & CRMP will consider collaborative opportunities as they are developed.
- 9.3 There are no proposals to stop or limit existing collaborative activities.

10. PRINCIPAL CONSULTATION

- 10.1 Chief Fire Officer
- 10.2 Chief Finance Officer
- 10.3 Senior Leadership Team
- 10.4 Clerk and Monitoring Officer

11. BACKGROUND PAPERS

- 11.1 [Fire and Rescue National Framework for England 2018](#)
- 11.2 [Fire Standard \(2021\) for 'Community Risk Management Planning'](#)
- 11.3 [RBFRS Draft Corporate plan and CRMP 2023-27](#)

12. APPENDICES

- 12.1 Appendix A – Consultation report

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13. **CONTACT DETAILS**

13.1 Paul Bremble, Head of Corporate Services bremblep@rbfrs.co.uk

13.2 Tim Readings, Group Manager CRMP readingst@rbfrs.co.uk



Corporate Plan and Community Risk Management Plan 2023 - 2027 Consultation

Summary Report



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Consultation Headlines

 **Total Responses**
662

 **Total number of comments received**
584

 **Average approval rating across the six priorities**
90.4%

Resident responses by Authority:

Bracknell Forest	10.1%
Reading	16.5%
Slough	6.4%
West Berkshire	28.1%
Windsor and Maidenhead	9.3%
Wokingham	11.3%
Outside of Berkshire	12.0%

 **59,327** reached on Facebook, Twitter and Linked In.

2,798 Engagements

 **1,625** website page views

149 intranet page views

11 virtual briefing sessions

 **31.5%** of respondents said they are employees

 **54.1%** of respondents identified as Berkshire residents

 **18.8%** of respondents said they work in Berkshire

 **9.5%** of respondents were responding on behalf of an organisation

 **66.3%** increase in responses overall compared to our last IRMP consultation

 **150%** increase in responses from organisations and groups compared to our last IRMP consultation



Introduction

Royal Berkshire Fire Authority is required to produce an Integrated Risk Management Plan (now known as a Community Risk Management Plan, CRMP) by the **Fire and Rescue National Framework for England 2018**. The Framework requires that the CRMP must:

1. reflect up-to-date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the Authority;
2. demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
3. outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
4. set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
5. cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
6. reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
7. be easily accessible and publicly available.

The development of the draft 2023-27 CRMP was undertaken to meet the requirements of the Framework. This report considers the outcomes of a public consultation on the draft CRMP priorities. It is intended to support Royal Berkshire Fire Authority's conscientious consideration of the matters at hand in line with the principles set out in the RBFRS Consultation Strategy 2023-2027.

The Fire and Rescue Authority should give due regard to the professional advice of the Chief Fire Officer while developing the Community Risk Management Plan and when making decisions affecting the fire and rescue service.

Executive Summary

The 2023-2027 Corporate Plan and Community Risk Management Plan consultation has concluded. This report highlights the key messages from public feedback. Some of the headlines are:

- We held an 11-week public consultation from January to March 2023.



- We had 662 responses to the consultation from members of the public, stakeholders and employees.
- Our Strategic Commitments received an approval rating of 90.5%.
- Our six key CRMP priorities received an average approval rating of 90.4%.
- This report contains quantitative and qualitative analysis of the consultation data.

Feedback gathered during the consultation has led to changes in the proposed wording of the Strategic Commitments and CRMP Priorities. This consultation report and the draft Corporate Plan and Community Risk Management Plan 2023-2027 will be presented to Royal Berkshire Fire Authority on 27 April 2023.

What We Consulted On

We held an 11-week public consultation from January to March 2023 on the Royal Berkshire Fire Authority draft Corporate Plan and Community Risk Management Plan 2023 – 2027. The CRMP identifies and outlines how we will mitigate community risk from fire and rescue related incidents in the County of Berkshire. The consultation sought feedback from a wide range of stakeholders on our new Strategic Commitments and six key priorities for the next four years. These commitments and priorities have been developed to address areas of risk that has been identified through our CRMP process.

New Strategic Commitments

<p>PREVENTION</p> <p>We will reduce the risk to our communities through our partnership duties and prevention activities, ensuring that our services are accessible to all.</p>	<p>PROTECTION</p> <p>We will support those with responsibility for premises to understand their duties in ensuring the safety of all people using buildings covered by the Building Safety Act 2022 and Regulatory Reform (Fire Safety) Order 2005, whilst ensuring that our services are accessible to all.</p>	<p>RESPONSE</p> <p>We will ensure that our people are trained and resources are located to provide the most effective response and to have a positive impact on incidents in our communities.</p>	<p>RESILIENCE</p> <p>We will ensure our resilience and work with our partners to promote and build resilience in the communities we serve.</p>	<p>SUSTAINABILITY</p> <p>We will ensure that we provide a financially sustainable and environmentally friendly service to our communities.</p>	<p>PEOPLE</p> <p>We will support our staff by providing a safe and inclusive environment for them to thrive in, building a diverse organisation that is engaged with, and accessible to, our communities.</p>



CRMP Priority Proposals

Priority 1. We will develop our Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire due to climate change, societal and technological shifts.

Priority 2. We will develop a Risk Based Prevention Programme to target those most vulnerable and at risk from emergency incidents.

Priority 3. We will develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring that it is sustainable and provides value for money.

Priority 4. We will review the incidents we attend and reconsider whether we should continue to go to those that do not form part of our core statutory responsibilities.

Priority 5. We will develop our Fire Protection service to support the resilience of businesses, to ensure the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear.

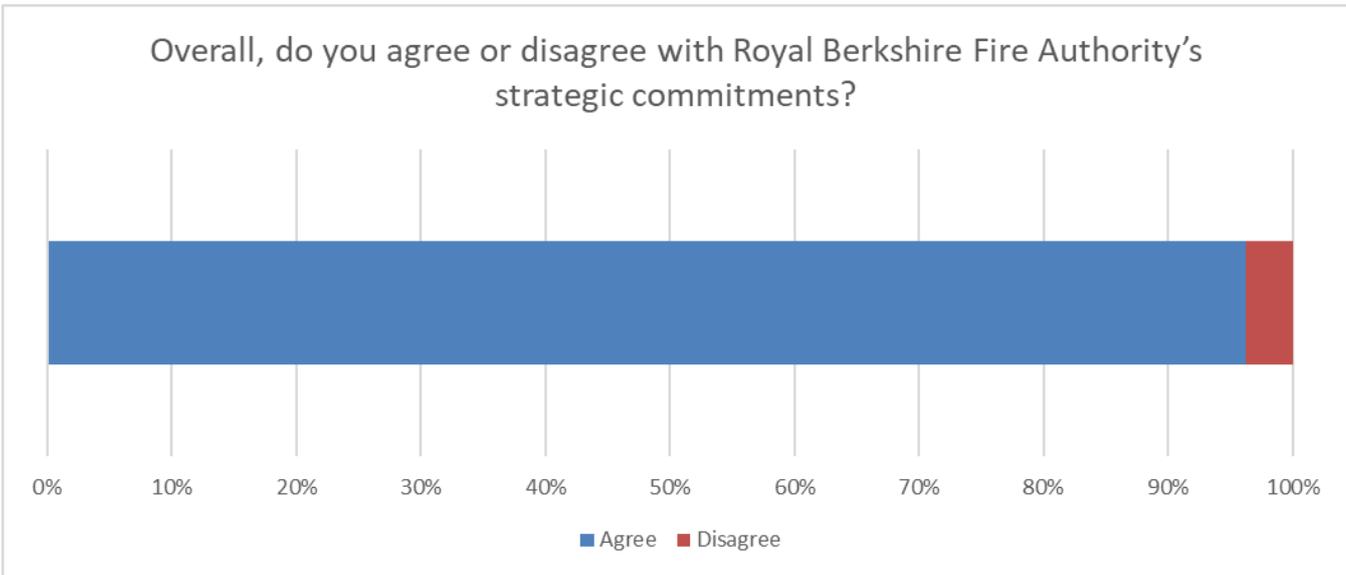
Priority 6. We will provide a minimum of 14 frontline fire appliances utilising our wholetime and on-call staff as effectively as possible.

Part 1: What the consultation tells us

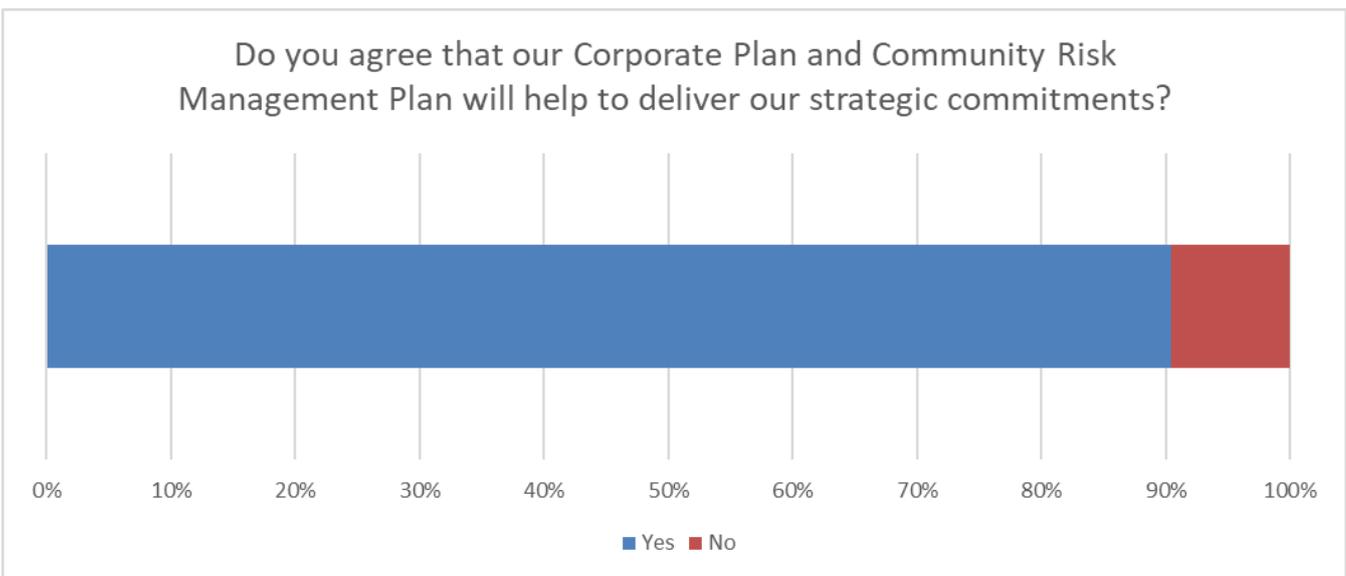
Strategic commitments

We asked whether, overall, whether respondents agreed or disagreed with Royal Berkshire Fire Authority's strategic commitments and whether the CRMP will help deliver the strategic commitments.

399 people responded to this question, with 96.2% responding that overall, they agree with the Strategic Commitments. Agreement was high (over 94%) for all respondent groups.



90.5% of our respondents agreed that our Corporate Plan and CRMP would help deliver our strategic commitments.



	Employee	Resident or works in Berkshire	Group or organisation
Common themes	Importance of people focus	EDI and behaviour focus	Importance of education
	Staff retention & lean model	Organisational and community resilience	Partnership working



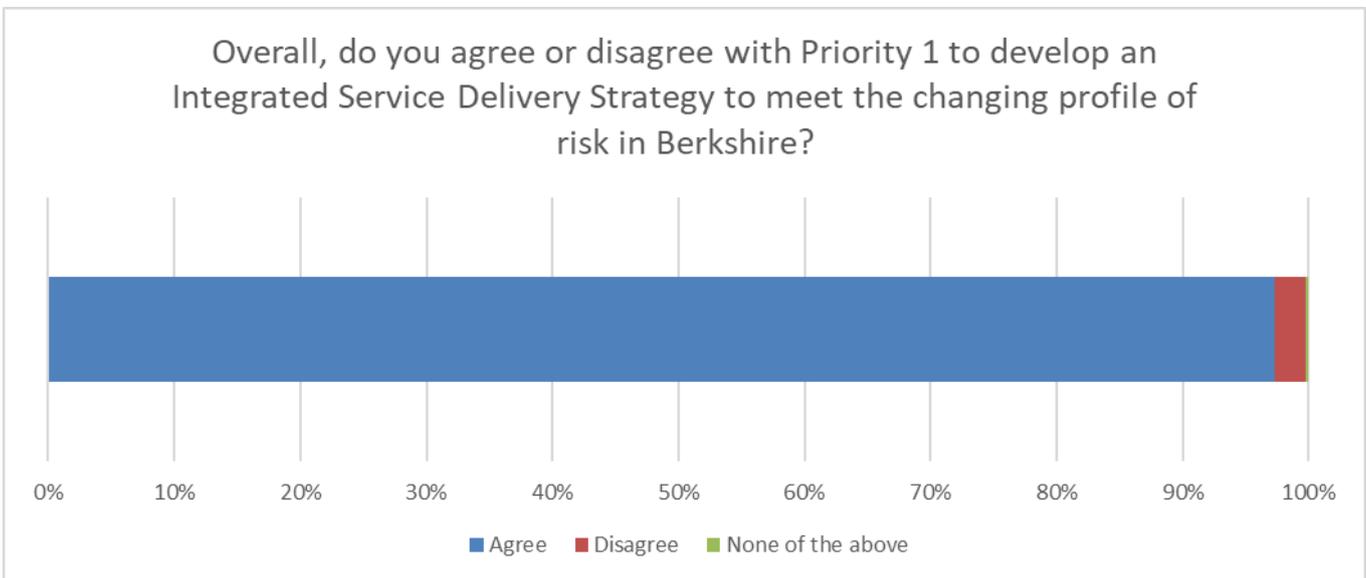
	Sustainability	Funding	Organisational learning
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	Issues raised	Response
Confidence	<p><i>“No, these are excellent commitments”</i></p> <p><i>“I believe that your commitments make sense and are achievable for the service.”</i></p> <p><i>“They should be implemented immediately”</i></p> <p><i>“Thank you for all your great work”</i></p>	<p>The proposed strategic commitments received strong levels of approval amongst respondents.</p> <p>The importance of EDI issues, culture and people is clearly expressed by non-employee respondents. This survey was conducted within two months of the Independent Culture Review of the London Fire Brigade, and concerns around culture and behaviours appear to have resonated with respondents.</p>
Concern	<p><i>“Given the problems with behaviors that I read about in the news people should be at the top of your list.”</i></p> <p><i>“Education of residents and partners seems like an important commitment to include more explicitly, as it links to a number of wider issues. It is also known that continued substantial partnership working will be required to achieve the priorities. Partnerships are referenced within the strategic commitments but we suggest that this is further considered and included throughout the plan.”</i></p> <p><i>“It is essential that RBFRS is an active member of the Local Resilience Forum to ensure it can achieve a number of these priorities. The prioritisation of multi agency working needs to be maintained even in the event of a challenging financial environment. Staff need to be provided with dedicated time and capacity to ensure the effective working of the LRF. There is also a need to learn from other major incidents nationally (e.g. Manchester arena / Grenfell as recent examples)”</i></p>	<p>Concerns from employees were limited and related in the main to the staff retention and lean operating model preventing the workforce from achieving its potential.</p> <p>Groups and organisations that responded to the consultation all agreed with the proposed strategic commitments and emphasised the need for ongoing community education and a desire to work collaboratively with RBFRS to further our mutual aims and objectives.</p> <p>As a service we continually look to improved and learn from national incidents as this helps ourselves to be prepared for these types of incidents. We are an active member of the LRF, attending and chairing meetings where needed.</p>



	<p><i>“I would prefer to see a stronger relationship in language between your commitments and your statutory duties as a FRS and public service.”</i></p> <p><i>“I want to see a more diverse and inclusive workforce, on every Protected Characteristic measure as defined by the Equalities Act 2010.”</i></p>	
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Priority One



- 477 responses
- Overall agreement – 97.3%

We received 56 qualitative comments in relation to Priority 1, 51 came from those who agreed with this priority and 5 from those who disagreed.

	Employee	Resident or works in Berkshire	Group or organisation
Common themes	Impact of climate change – spate conditions and incident types	Climate change - preparedness	Climate change – changing risk profile
	Crewing levels	Water Safety & Flooding	Adapting to legislative change



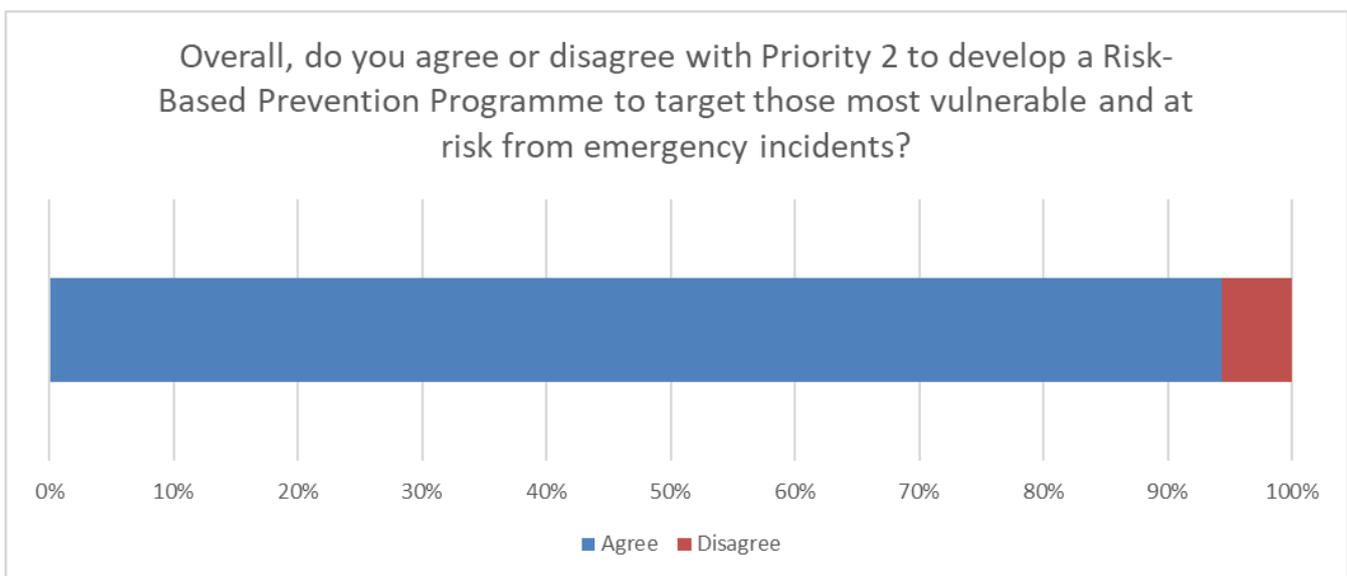
	Staff retention	Council tax increases	Flooding risk
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	Issues raised	Response
Confidence	<p><i>"I believe that this priority makes perfect sense in response to climate change, especially in responding to wildfires and flooding incidents"</i></p> <p><i>"Climate change is a big issue. The for service should be prepared for it"</i></p> <p><i>"It's a good idea to adapt to changing risk in Berkshire and I'm pleased to see that climate change is being highlighted as an area of concern after the severe weather of 2022."</i></p> <p><i>"Agree very much. However , 1) Much better conversations needed on how to extinguish electric car fires - or not, as seems to be a move away from the large quantities of contaminated water. 2) Better deployment of resources at a small wildfire, and effective operational effectiveness controls a small fire and stops the big fire. I feel improvements with incident management at wildfires are needed."</i></p>	<p>The intent of this priority is to adapt to changes in existing risks and prepare for emerging risks.</p> <p>An integrated service delivery strategy will be designed to account for community risk and present RBFRS with a comprehensive ability to use its functions (Prevention, Protection, Response and Resilience) as efficiently and effectively as possible.</p> <p>Our understanding of risk will help us develop station level plans that address the risk within their respective community. This is important as hazards are not distributed evenly across Berkshire.</p> <p>Understanding that risk can be highly localised means that it may be necessary to ensure resources are deployed in a manner that supports the mitigation of community risk.</p>
Concern	<p><i>"But do not use it as an excuse to cut front line appliances and crews"</i></p> <p><i>"I agree that we should be changing our priorities however this means money shifted into "projects" when frontline staffing during the summer was run on barebones and without the amount of staff taking overtime it would have been extremely dangerous. I.e. Fund recruitment more than projects."</i></p> <p><i>"It's just a smokescreen to try and bleed more money out of hard pressed"</i></p>	<p>It is not the intention of this priority to reduce front line resources. This priority is designed to facilitate the use of RBFRS' understanding of community risk, developed during this CRMP process, to ensure that the service is fit for purpose in a changing risk environment.</p> <p>The other proposed CRMP priorities are designed to support the delivery of this priority. For example, in order to implement an integrated service delivery strategy the response model must align. Consideration should be</p>



	<p>taxpayers”</p> <p>“Prevention activities for Water Rescue? Given what occurred last summer?”</p>	<p>given to how the priorities will work as a package of measures.</p> <p>Feedback from those who responded as members of RBFRS staff noted the need to be aware and plan for crewing levels and resource to meet the demand of a changing risk profile. There was also a degree of concern from staff that there may be a reduction in frontline resource to meet the changing risk profile.</p> <p>Qualitative feedback from residents and people who work in Berkshire focused on preparedness for climate change, the changing risk profile and operational challenges that may be associated with increased adoption of new technologies.</p> <p>This group also expressed concern about increasing tax burdens and the risks presented by flooding.</p>
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Priority Two





- 444 responses
- Overall agreement – 94.4%

We received 54 qualitative comments in relation to Priority 2, 44 came from those who agreed with this priority and 10 from those who disagreed.

	Employee	Resident or works in Berkshire	Group or organisation
Common themes	Crewing levels	Better targeting of communities	Collaboration with partners
	Efficiency	Efficiency	Partnership working
	Better targeting of communities	Equality of access	Build community resilience

	Issues raised	Response
Confidence	<p><i>“Developing innovative approaches delivered in partnership with other key agencies is critical to use FRS skills effectively to help reduce risk to the most vulnerable. You must be prepared to do new work in order to have maximum benefit for your communities.”</i></p> <p><i>“Excellent idea to continue working with health & social partners to give an integrated service.”</i></p> <p><i>“This aligns to the developing national expectation that risk should be aligned to local demographics as described in the UK Resilience Framework published in December 2022. This requires close working with multi agency partners to identify and share an understanding of vulnerable individuals across cat 1, cat 2 and non cat responders”</i></p> <p><i>“It makes sense to better target communities that are most at risk. We have difficulties in reaching communities</i></p>	<p>Support for this priority is high amongst respondents. It is important to note that it was not unusual for respondents to agree with the proposal but raise questions in the free text section.</p> <p>A number of comments we received related to ensuring that developing a risk based inspection programme is cost and resource effective and efficient. Some feedback also referred to a suggestion to work more closely with the community and other organisations to support vulnerable people.</p> <p>A number of responses from RBFPS staff in particular expressed a need to review the current way people are identified as being at risk.</p> <p>The intention of this priority is to develop existing partnerships and mechanisms for fire prevention referrals. Community fire safety</p>

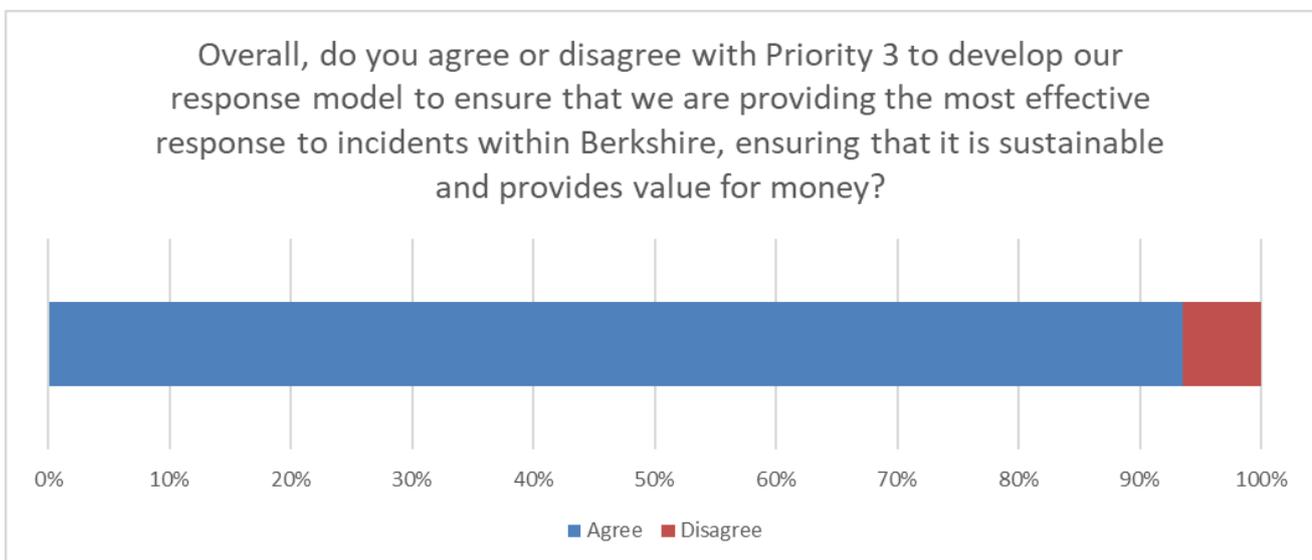


	<p><i>in Slough so it makes sense for us to use more resources in this area.”</i></p>	<p>education is a statutory duty for RBFRS and the service needs to ensure that it is deploying its resources in an effective and cost efficient manner.</p>
<p>Concern</p>	<p><i>“I don't think this will be achievable. Operational crews are happy to aid in prevention, but if front line crews keep coming off the run due to crewing shortfalls, due to the very lean model, front line appliances won't be available to take part in prevention activities.”</i></p> <p><i>“The way in which the most vulnerable is prioritised doesn't work. Crews are sent to perform safe and well visits to people with linked alarm systems, whilst their are young families with small children that don't have working smoke alarms. Yet they are not deemed vulnerable. This needs to change”</i></p> <p><i>“It is not clear whether the reference to working with partner agencies such as health and social care commits to the existing processes, or new mechanisms. Further detail and exploration would be welcomed. Continued and enhanced partnership working with the Berkshire Resilience Group (BRG) and/or TVLRF should be considered as a priority. Specifically in relation to wider Business Continuity Promotion and Community Resilience activities across Berkshire in order to build resilience across the area and therefore reduce the impact of any emergency incident.”</i></p> <p><i>“The Safe & Well Technicians role is at the forefront of directly reducing risk in the Community addressing RBFRS's biggest concern - Fires in the Home. This role however does have suitable and sufficient</i></p>	<p>Protection teams prioritise their work by developing and maintaining a risk based inspection programme for fire safety audits. This proposal will support the development of a risk based prevention programme to help target resources to those at greatest of fire in the home.</p> <p>Introducing this programme will also help RBFRS identify where areas of high risk are under resourced and where new partnership links need to be developed.</p> <p>This proposal is intended to support the development of more nuanced station level community safety planning.</p>



	<p><i>training to actually carryout the job effectively. This includes a distinct lack of training to even include basics such as Fire Behavior & Development, IOSH, Risk assessment. Targeted campaigns such as residential sleeping risks over commercial premises. Revisit inspection strategy for high risk residential homes.”</i></p> <p><i>“Having lived in other fire durisdictions I know others do much more about educating others on risk. One of the ones which worries me most is balcony fire safety - you need to do what others like manchester fire have done with teaming up with balcony specialists.”</i></p>	
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Priority Three



- 430 responses
- Overall agreement – 93.5%

We received 85 qualitative comments in relation to Priority 3, 66 came from those who agreed with this priority and 19 from those who disagreed.



	Employee	Resident or works in Berkshire	Group or organisation
Common themes	Crewing levels	Concerned by the standard	Prioritise response time
	Risk based approach	Invest in response	Partnership working
	Response standard	Sustainability	Proportionality

	Issues raised	Response
Confidence	<p><i>“To achieve this we need all appliances available for the maximum amount of time, more investment to support our On Call stations and more recruitment of Wholetime to maintain our establishment to stop Wholetime pumps coming off the run with the degradation policy.”</i></p> <p><i>“Important that we have sufficient resources to respond effectively. Water rescue should be a key consideration.”</i></p> <p><i>“The cost of living crisis is still having a really big impact. My council tax is really expensive so it's right that you make sure you are spending wisely.”</i></p> <p><i>“The response model should be developed in consultation with multi agency partners to best understand the range of capabilities they offer and where services can be streamlined but equally where services are required.”</i></p> <p><i>“The current response model is very weak in the support of larger scale incidents or incidents that require the FRS to support partner agencies. Staff need to be able to respond and also train within their normal working hours without an over reliance on overtime to crew normal response. The plan should include an analysis of items such as who provides training on</i></p>	<p>The intent of this priority is to facilitate the development of a new response model based on understanding of risk. This review will consider how resources are deployed in line with risk and will consider appliances (both frontline and special appliances), officer cover, technical specialisms and capability to respond to beyond normal risk events.</p> <p>The qualitative feedback from RBFRS staff reflected comments that the response model should be risk based and not just derived from response time.</p> <p>The foremost concern for staff was that the current headcount is too low to support effective response. Concerns around on call were also expressed, both in support of the system and suggesting it should be replaced with wholetime resources. There were also suggestions that RBFRS should measure a second appliance attendance time and that the measure does not reflect local attendance times as it averaged across the County.</p> <p>Residents and public expressed concern with the response standard.</p>

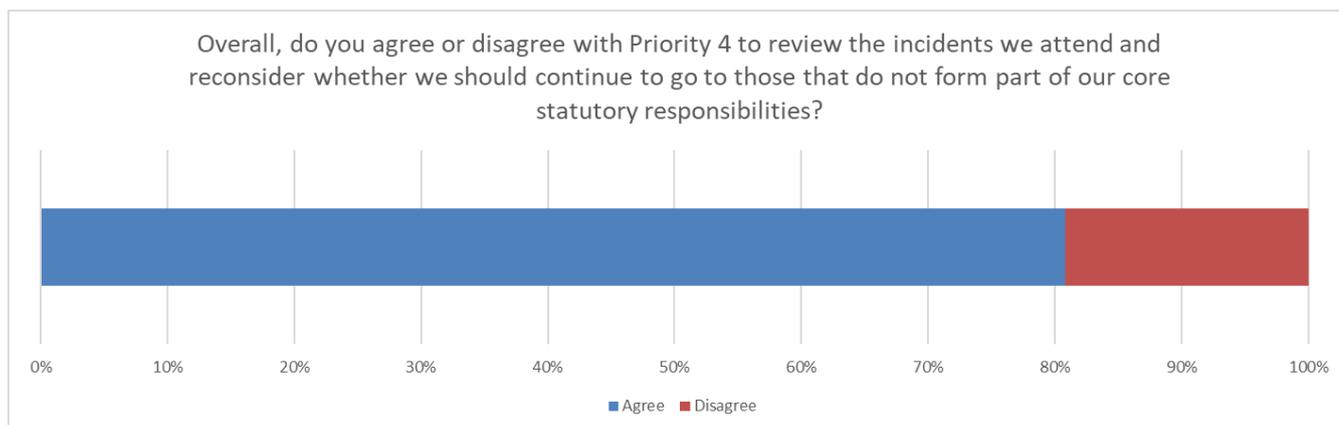


	<p><i>elements such as specialist vehicles (e.g. ALP, HVP etc.) and specialist response (MTA, Hazmat etc.). The model also needs to take account of the service commitment to national assets and capabilities and how these will be supported without degrading normal incident response.”</i></p> <p><i>“I think the Fire Service has been under-invested in for years, so completely support this priority and trust public money will be spent wisely.”</i></p> <p><i>“But, you should avoid cutting the service you provide. Efficiency gains should be made first! “</i></p> <p><i>“If you are planning on becoming more sustainable you'll need to invest in clean vehicles and efficient buildings. Is there a plan for how to find AND deliver this in line with government zero carbon targets?”</i></p> <p><i>“Need to tackle areas of cost wastage like amount of sick leave and other non-productive activity”</i></p>	<p>Some respondents feel that 10 minutes is not quick enough.</p> <p>There were calls from residents and the public for investment in response resources and a resistance to budget cuts in service delivery.</p> <p>Residents and the public are interested in ensuring that RBFRS is sustainable, both from an environmental perspective and in terms of organisational resilience.</p> <p>There were fewer responses from groups and organisations, but their focus was that response times should be prioritised, that our response model seems proportionate and that future development should involve partner agencies to help identify efficiencies.</p> <p>Some respondents asked that cost wastage be considered. This was reflected in responses that focused on seeking collaborative opportunities, preventing unnecessary mobilisations and effective management of sickness absence and extractions for training.</p>
<p>Concern</p>	<p><i>“I believe that this should not just be response based, this should also be risk based too”</i></p> <p><i>“Response time not very reassuring, more resources seem to be needed to improve risk response.”</i></p> <p><i>“a first pump attendance of 75% in 10 minutes is fine but the second and third pump attendance should also be measurable, that is what leads to speedy resolution and lives saved”</i></p> <p><i>“Crewing levels are too lean. The crews are struggling to keep appliances on the</i></p>	<p>Some had concerns about the number of Firefighters reducing year on year, the service has seen a number of personnel transfers to other service or leave for other reasons, over the past few years. We continually review the number of leavers and recruit to fill the gaps that are created.</p>



	<p><i>run during a time in the year when leave figures are showing single figures.”</i></p> <p><i>“But, you should avoid cutting the service you provide. Efficiency gains should be made first!”</i></p> <p><i>“Number of firefighters has reduced year on year and nothing seems to be done to prevent people leaving the service. Changing shift patterns will only make this situation worse”.</i></p> <p><i>“The best way of achieving this is through raising establishment which we do not achieve. Changing shifts will lead to worse staff retention. Training courses and leave should be managed better. wholtime staff where available should be detached to on call stations, this includes training centre staff, hub managers, those running 'projects even down to FF's”</i></p>	
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Priority Four



- 422 responses
- Overall agreement – 80.8%

We received 124 qualitative comments in relation to Priority 4, 73 came from those who agreed with this priority and 51 from those who disagreed.

	Employee	Resident or works in Berkshire	Group or organisation



Common themes	Moral/public expectation	Continue animal rescue	Risk of creating a capability gap
	Seek funding	Seek funding	Need for ongoing communication/consultation
	Reducing attendance at AFAs	Moral/public expectation	Continue to attend non-statutory incidents

	Issues raised	Response
Confidence	<p><i>“Absolutely. I think focusing on your core service should help to strengthen and improve the overall service you deliver to the community. It would be interesting to see how you go about withdrawing from duties that don't form a part of your core statutory responsibilities, without it leaving a gap or groups of people vulnerable.”</i></p> <p><i>“Yes that priority should be core services however the fure service is best placed to help search for missing people as appropriate especially in areas where the other services are less equip and stranded animals. I agree that fire alarms maybe should be re prioritise”</i></p> <p><i>“Review is necessary. Automatic fire alarms DEFINATLY Smell of burning – Defiantly needs adjusting to 1 pump PDA – Better information gathering from control is required. There is a clear difference between someone on the street smelling burning and seeing smoke coming from a house vs someone in the house, can smell burning, but can't see smoke or fire. I feel we should attend all water rescue incidents, including sub surface to stop others from getting into the water, and also lock ins / lock outs, as these do a lot of good with limited demands on resources, and can lead to lots of good work carrying out fitting of smoke alarms and information gathering for future incidents / improving public relations.”</i></p>	<p>The intent of this priority was for RBFRS to undertake a review its statutory duties and identify work undertaken in addition to those duties.</p> <p>The purpose of this exercise is to understand the time and cost impact of non-statutory work and to ensure that focus is maintained on delivering core duties to a high standard.</p> <p>The drivers for this proposal are various, and comprise understanding the cost to the taxpayer of different types of activity, ensuring organisational focus, supporting response modelling and assessing current and future capability requirements.</p> <p>The feedback we received from residents in Berkshire was supportive of the need to review the work undertaken by RBFRS. However this group also reflected a concern about community safety if RBFRS were not to attend incidents that weren't part of the statutory duties</p> <p>Employees, residents and people who work in Berkshire commented on the importance of animal rescue. Some respondents spoke about the tension between this priority's reference to water rescue as a non-statutory</p>



	<p><i>“Whilst I agree, it is unfair to expect the public to accept a reduction in service they are paying for and have come to expect. Maybe you shouldn't have started providing the service in the first place! Government should be clear about your role and evolve it in the same way you as a Service would like to. The fire service should be properly funded for the services it provides as identified in its risk management plan.”</i></p> <p><i>“Need funding for extra duties like water rescue”</i></p> <p><i>“Although I agree with this action, I would hope that onward communication with other services or volunteer organisations, will be part of the process and that no distress will be caused.”</i></p> <p><i>“Suggest that the organisation only respond to incidents required under statutory duties to improve performance in these areas”</i></p> <p><i>“Good this is being reviewed. Automatic alarms should be checked initially by the owner of the property first not sending a crew, especially from a busy station.”</i></p>	<p>response and Priority 1’s mention of flooding as a risk associated with climate change.</p> <p>It was also common for respondents from these groups to suggest that the Fire Authority should lobby government for funding for these duties.</p> <p>Equally there were a number of comments that suggested that a focus on strict legal duties overlooked an implied moral and ethical duty that RBFRS has to deliver humanitarian aid.</p> <p>Groups and organisations were concerned about the potential for this priority to create a capability gap and the need for ongoing communication and consultation around future plans.</p> <p>The concern expressed around this priority was not with the suggested review, but with potential outcomes and consequences of the, as yet, uncompleted review.</p> <p>This report notes that concerns around the role of Fire and Rescue Services have been recognised at a national level. The HMICFRS identified this in the State of Fire and Rescue: The annual assessment of Fire and Rescue Services in England 2022 report.</p>
<p>Concern</p>	<p><i>“It’s important that the fire service continue with large animal rescue, as a farmer in rural Berkshire this is critical”</i></p> <p><i>“If your aren't funded for this work why are you not lobbying for change?”</i></p> <p><i>“We agree with the review but we do not agree that the RBFRS should not attend non-statutory incidents”</i></p> <p><i>“Whilst money and resources are tight, there is a moral obligation on all Cat 1</i></p>	<p>The Government White Paper on Reforming Our Fire and Rescue Service may provide clarity on the role of Fire and Rescue Services and influence implementation of this CRMP priority.</p>



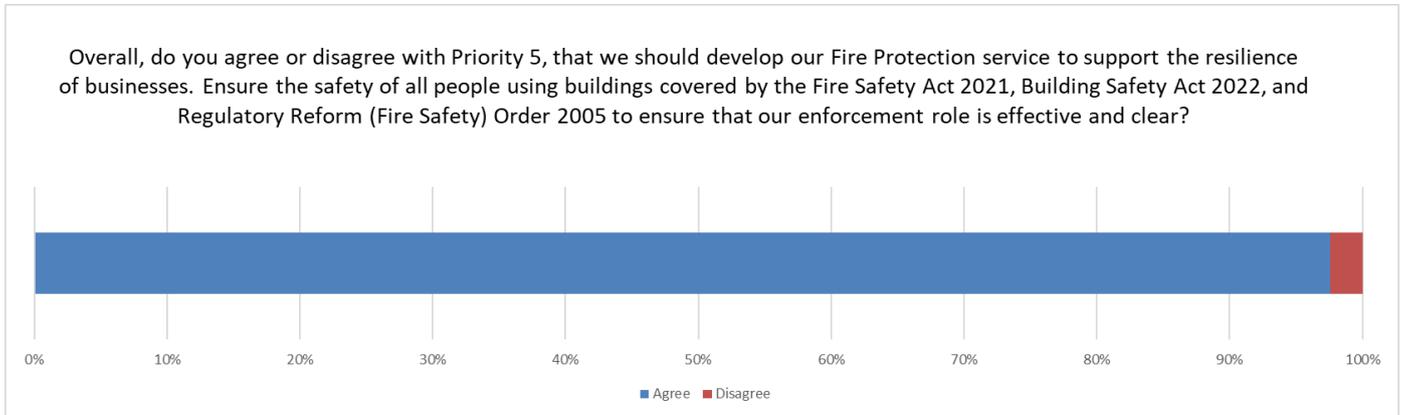
	<p><i>responders to attend incidents outside of their statutory responsibilities. This has been custom and practice and communities expect this to continue. Fine to review those that you are really not required to attend but consideration must be given to 'if not the F&RS, then who' question"</i></p> <p><i>"It is important to consider in the context of TVP and wider partner long term changes too, there is a risk of emergency resourcing gaps. Also, it is relevant to further explore the responses to non-statutory incidents to identify what may be prioritised. The voluntary sector could be key partners in this and are not included within the plan. Setting clear expectations with the public through communications, engagement and education would be essential if some responses are to be reduced. It is unclear if the assessment of incidents to attend are fixed for the plan period, or if there will be an ongoing review mechanism and flexible attendance to some incidents"</i></p> <p><i>"Automatic fire alarm responses should be undertaken by the dedicated person in charge of the building. Animal rescues and missing people requires specialist equipment, not necessarily available in the volunteer sector - some Lowland rescue organisations have the ability to respond to missing people, but the politics within some of these organisations takes over from what should be the priority, the missing person, in that personal preferences in the use of equipment and resources overrides the key decision making process. Animal rescues requires just the equipment you have available (i.e. lifting gear) for large animals - would you let these animals just die as there doesn't seem to be a practical alternative in the volunteer sector"</i></p>	
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	<p><i>“Who will rescue animals or go to floods if your don't?”</i></p> <p><i>“I am concerned about reducing what you do. Who will help us if the fire service doesn't??”</i></p> <p><i>“I agree a review over the incidents that you attend, but missing person or automatic fire alarms as non-statutory should be attended”</i></p> <p><i>“Disagree with not going to animal rescues as other people will try to help and you will end up with more casualties”</i></p> <p><i>“However, in times of need the Fire and Rescue Service has always been there when people need us, regardless of whether it is our legal duty. When there is no-one else to call we are usually the ones stepping forward. Should we stop initiatives such as safe spaces because it isnt a legal obligation, or should we do what is morally right?”</i></p> <p><i>Can you look at establishing wider links in the community to still be a part of community planning for such events?</i></p>	
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Priority Five



- 414 responses
- Overall agreement – 97.6%

We received 47 qualitative comments in relation to Priority 5, 44 came from those who agreed with this priority and 3 from those who disagreed.

	Employee	Resident or works in Berkshire	Group or organisation
Common themes	Do more to promote sprinklers	Do more to promote sprinklers	Increase number of inspections of businesses
	Protection staff retention	Concerned about high risk premises: tall buildings, cladding and HMOs	Willing to collaborate
	Advice and guidance to local businesses	Reduce burden of AFAs	Beware of emerging risk in protection

	Issues raised	Response
Confidence	<p><i>“We support the priority to target this area where there are still many business owners who do not fulfil the responsibilities required of them under the RR(FS)O. An audit by an external enforcement agency is required with subsequent actions”</i></p> <p><i>“The only aspect that is for debate here appears to be the reduction of UWFs. If</i></p>	<p>This priority was proposed in the CRMP consultation as delivery of fire safety regulation is a statutory duty and the legislative landscape has shifted over recent years. In the post-Grenfell world the CRMP has identified shifting patterns of residential development that require RBFRS to be live to the potential for</p>

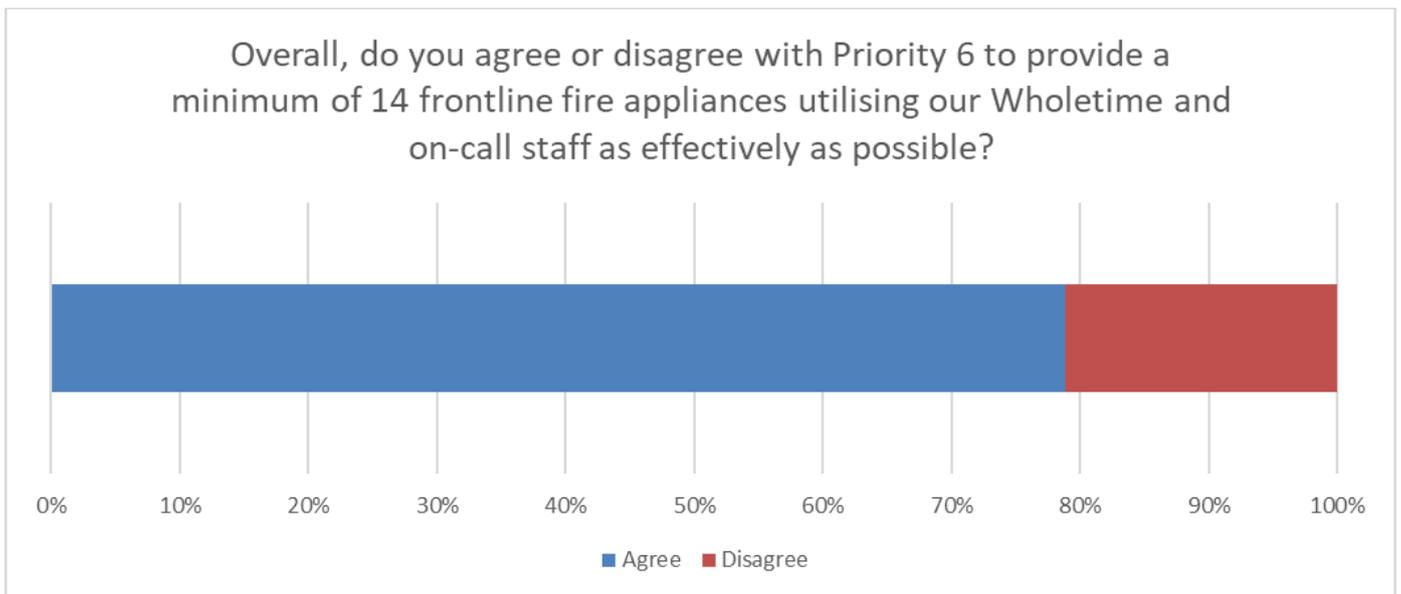


	<p><i>capacity is limited then reducing this demand more significantly seems sensible.”</i></p> <p><i>“Would be nice to have more building inspections. They tend to focus on high rise and HMO's but not businesses.”</i></p> <p><i>“Your efforts in this area are actually well appreciated by those involved in design and use of buildings!”</i></p> <p><i>“Strongly agree. Most businesses want to do right by the fire service and any advice that can be given to lessen any unwanted impact on the fire service is good in my opinion.”</i></p> <p><i>“Upskills front line operational staff to carry out safety inspections instead of continually employ more non ops staff for such tasks”</i></p> <p><i>“Could this be expended to support the promotion of Business Continuity planning by businesses especially SME”</i></p> <p><i>“Sprinklers are hugely important, are often unpopular with developers/ planning officers - anything you can do to remedy this this will be a massive achievement”</i></p> <p><i>“Also, there needs to more building fire safety education available to the public. Enforcement and regulation is important, but in an increasingly complex regulatory environment reliable advice is vital.”</i></p>	<p>increased demand on protection services and the need to consider how business safety education can be delivered alongside legal enforcement.</p> <p>Support amongst respondents was high. It is interesting to note the frequency of comments around the need to support wider adoption of sprinklers to increase public safety.</p> <p>There were comments from staff members, groups and organisations about wider engagement with the business community, both in terms of audits and the provision of advice. There was also a call for increasing the specialist protection knowledge of operational staff.</p> <p>Residents expressed concern about tall buildings, and respondents called for wider inspection of residential premises. These are generally beyond the ambit of the Fire Safety Order and when these comments are considered in the light of the comment about the need for better engagement may suggest a need for ongoing education around fire safety responsibilities. These are complex and technical; increasing public understanding may help to improve clarity and perception of the role of the Fire and Rescue Service in regulation and enforcement.</p>
<p>Concern</p>	<p><i>“The cladding scandal still hasn't been fixed. The fire brigade should be helping make residents lives safer”</i></p> <p><i>“Much better relationships and engagement is required with businesses owned by ethnic minority groups who ate</i></p>	<p>There was concern as to the number of inspectors available to carry out inspections. We have recently been provide extra funding from the Home Office for additional posts linked to the Building Safety Regulations.</p>



	<p><i>often disproportionately impacted by enforcement orders”</i></p> <p><i>“Please can flats, residential homes etc also be a priority”</i></p> <p><i>“How will you achieve this when there are fewer inspectors out inspecting than ever before?”</i></p>	
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Priority Six



- 411 responses
- Overall agreement – 78.8%

We received 133 qualitative comments in relation to Priority 6, 64 came from those who agreed with this priority and 69 from those who disagreed.

	Employee	Resident or works in Berkshire	Group or organisation
Common themes	Crewing too lean	14 Appliances is not enough	Collaborate and communicate around change
	Good to recognise on call FFs	Fund and crew all 19 appliances	What is the impact on response times?



Don't pick a number – align to risk	Recruit more staff	14 Appliances is not enough
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	Issues raised	Response
Confidence	<p><i>“This seems sensible providing the level of service provided by both types of crew is comparable.”</i></p> <p><i>“You are the professionals so I rely on your assessment that this will give you enough staff to keep the public safe and the firefighters safe.”</i></p> <p><i>“Will be good for on-call to play a big part if they are available.”</i></p> <p><i>“This seems like sensible use of all your resources. However, you must guard against allowing this becoming the new normal minimum.”</i></p> <p><i>“Caveat that you are happy that 14 frontline appliance is sufficient in the the event of a large emergency - AWE, terrorist attack etc”</i></p> <p><i>“I completely agree with recognising the on-call with regards to minimum of 14”</i></p> <p><i>“Improve the relationship between WT & On call & over the border crews. Increase crewing to ride 5 on each appliance.”</i></p>	<p>The intent of this priority is to recognise that RBFRS has 19 frontline appliances and to maintain the baseline service provision of 14 available appliances at any one time.</p> <p>The proposed change is to utilise the on call appliances to maintain fire cover. This is only intended to happen where an on call unit is available for the entire shift in question. From a response perspective, there is no difference in the qualification or competence between on call and wholetime members of staff.</p> <p>There was a higher degree of concern about the implications of this priority when compared to other proposals.</p> <p>There were concerns amongst staff about the leanness of the response establishment. Residents expressed concern that 14 appliances was too few to provide sufficient cover. It may be that public perception about the size of organisation does not match the reality. However this can only be inferred and is not an objective finding.</p>
Concern	<p><i>“14 is too few when 19 is the standard”</i></p> <p><i>“Will service levels be openly communicated to partners and public ?”</i></p> <p><i>“I agree with the number of appliances but not with utilising the on call to maintain this number. 14 should be maintained with whole time appliances”</i></p> <p><i>“14 is unfortunately not realistic after many years of cuts to staffing, last year”</i></p>	<p>Some employees expressed a concern that the provision of appliances was based on an arbitrary number. The full consultation document and evidence base were both published alongside the survey. It may be necessary to undertake more work to raise awareness of these documents. This should be</p>



	<p><i>we struggled to get 8/10 appliance in the summer months”</i></p> <p><i>“This is not directly solving the crewing issue. By incorporating the on-call as part of the 14 that is not value for money for the people of Berkshire and not directly dealing with the crewing issues within RBFRS.”</i></p> <p><i>“We need to address staff retention first and aim to keep all pumps available.”</i></p> <p><i>“With an increasing population, thus denser building and travel time limitations due to volume of traffic, reducing the number of appliances available is just wrong and likely to lead to an increase in deaths, whether this be through delays getting to a fire where people are trapped, or delays getting to road accidents where people need cutting out whilst suffering potential life changing or limiting injuries - more response vehicles, not less should be your proposal to reach your targets.”</i></p> <p><i>“A minimum of 14 for engines just doesn't seem like enough. How will you guarantee that it doesn't drop below that? Perhaps you need to recruit more staff.”</i></p> <p><i>“It's a minimum, but doesn't seem like enough for the million residents in Berkshire.”</i></p> <p><i>“We feel 14 frontline fire appliances is too low”</i></p> <p><i>“You either need 19 frontline appliances or you don't. If part time staff are trained to the same standard as wholtime firefighters then there is something wrong with the wholtime training regime.”</i></p> <p><i>“We can neither agree nor disagree as it is not clear what the previous operating</i></p>	<p>captured for future learning as part of an evaluation of this consultation.</p> <p>Some employee respondents support further integration of on call firefighters as a frontline asset, others pushed back against this citing concern around perceived competence and response times. These were expressed as barriers to the provision of a professional response capability.</p> <p>Due to the way the survey questions were configured, and the need for anonymity, it is not possible to differentiate between employment statuses among the respondents. The report infers that there are cultural barriers that persist amongst wholtime and on call colleagues that should be addressed if they are not to hinder implementation of this priority.</p> <p>Groups and organisations are keen that future change is clearly communicated and expressed concern around the impact on response times. Some organisational respondents also expressed concern around the minimum provision of 14 appliances.</p> <p>Some respondents to this question felt they did not have enough information to form an opinion about whether a minimum provision of 14 appliances was sufficient. Rationale, including dwelling fire risk, appliance travel times and appliance utilisation was published within the CRMP evidence base document.</p>
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	<p><i>levels were, and what the impact of 14 frontline fire appliances would mean compared to 19. It is not clear which areas of the county this would affect the most and to what extent.”</i></p>	
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Organisations, groups and business responses

The consultation team contacted a wide range of stakeholder organisations, groups and businesses in order to solicit as wide a range of responses as possible. Two schools, a local authority, a care provider and an adult social care department responded but did not specify the name of the organisation.

Organisational or group responses in writing are included in full in Annex 1.

This table provides a breakdown of organisations, groups and businesses that responded to the consultation.

Arborfield Parish Council	NHS Buckinghamshire, Oxfordshire and Berkshire West ICB
Berkshire Lowland Search & Rescue	NHS Frimley ICB
Bracknell Forest Council	Optalis
British Transport Police	Orange Business
Buckinghamshire Council (Resilience Service)	Oxfordshire Fire and Rescue Service
Buckinghamshire Fire and Rescue Service	Pang Valley Flood Forum
CLASP Wokingham	Reading Borough Council
Dorset and Wiltshire Fire and Rescue Service	Royal Borough of Windsor and Maidenhead
Federation of Small Businesses	Surrey Fire and Rescue Service
The Fire Brigades Union	Thames Valley Fire Control Service
Great Western Railway	Thames Valley Local Resilience Forum



Hampshire and Isle of Wight Fire and Rescue Service	Thames Valley Police
Hexham Community Association	West Berkshire Neighbourhood Watch

Thames Valley Fire Control Service

Two in person consultation sessions were held with Thames Valley Fire Control Service (TVFCS). Five responses were received from employees. Priorities 1, 2, 3 and 5 received 100% approval. Priority 4 had 2 disagree replies. The qualitative comments mentioned the moral pressure TVFCS can feel when resourcing incidents and that lobbying for funding should be pursued. Priority 6 had one disagree reply. This respondent suggested that the 14 minimum level appliances should always be crewed by wholetime staff as it is currently.

Neighbouring Fire and Rescue Services

Buckinghamshire Fire and Rescue Service (BFRS)

BFRS agreed to all proposals. BFRS provided qualitative answers to all of the proposed priorities. The response is included in full in Annex 2.

Oxfordshire Fire and Rescue Service (OFRS)

OFRS provided a full qualitative response to the consultation survey. The response is included in full in Annex 3.

Dorset and Wiltshire Fire and Rescue Service (DWFRS)

DWFRS agreed to all proposals and provided no qualitative answers.

Hampshire and Isle of Wight Fire and Rescue Service (HIWFRS)

HIWFRS agreed to all proposals and provided qualitative answers to priorities 1, 4 and 6.

Priority 1

“Recognise the changing nature of risks across every fire and rescue service. We cannot be static.”

Priority 4

“We (HIWFRS) are also mapping what is and isn't a statutory function to determine whether responding to such an incident is the most appropriate use of our resources.”



Priority 6

“We (HIWFRS) would be keen to discuss this with you to identify if this changes how we currently work together and our own risk profile.”

Surrey Fire and Rescue Service (SFRS)

SFRS agreed to all proposals and provided qualitative answers to priorities 3, 4 and 6.

Priority 3

“It would be useful to understand what your definition of value for money is”

Priority 4

“Will there be further consultation around which incidents you will not respond to?”

Priority 6

“Is there an impact on the response standard for RBFRS?”

Representative Bodies

We are pleased to have received a detailed response from the Fire Brigades Union as a key organisational stakeholder. The FBU response was a considered and balanced document. RBFRS will provide a response in writing.

The response from the Fire Brigades Union is included in full in Annex 4.

Unitary Authorities

Reading Borough Council provided a response in writing to the consultation. It is included as Annex 5.

Proposed amendments to CRMP Priorities based on feedback

Following initial consideration and feedback of the public consultation by the Royal Berkshire Fire Authority and professional advice of the Chief Fire Officer this report suggests that the Strategic Commitments and CRMP priorities be amended.



The changes are proposed to the Fire Authority in order to improve the clarity of the priorities. The changes also reflect a shift in emphasis based on insight gained from the consultation.

The proposed new wording is highlighted in red:

Strategic Commitments

There is one proposed minor change to the Royal Berkshire Fire Authority's Strategic Commitments following consideration of the feedback from the public consultation and professional advice of the Chief Fire Officer. This is suggested to ensure the Authority's commitment to the statutory duty to provide education about fire safety is clearly communicated.

Prevention

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

Protection

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

Response

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

Resilience

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

Sustainability

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

People

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

Priority1

No change

We will develop our Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire due to climate change, societal and technological shifts.



We anticipate that climate change and technological adaption will change the types of emergency incidents we attend. The summer heatwave of 2022, saw RBFRS attend a very large number of fires across the county. Increasingly wet winters are also predicted and we anticipate more frequent flooding. As society adapts, through increased use of alternative and renewable energy systems in vehicles, homes and businesses, we must adapt what we do to mitigate the risk. The hazards we manage are changing and we must keep pace with these changes.

We will develop our prevention activities and response model to reduce the impact of wildfires and to support our response to flooding. These changes will improve the resilience of RBFRS and the community.

We will develop our prevention activities and response model to reduce the impact of incidents from alternative fuel sources, both to the Service and the people of Berkshire.

Through our annual review of risk we will continue to monitor developments in new technology.

Priority 2

We will develop a Risk Based Prevention Programme, in collaboration with our partner agencies, to target those most vulnerable and at risk from emergency incidents.

We will **work with our partner agencies to develop and implement** a Risk Based Prevention Programme which helps us identify those that are most at risk in the community. To enable us to carry out early intervention activities, preventing them from becoming vulnerable to risk. We will ensure that we use our resources and capability in the most efficient and effective way.

We will identify those most vulnerable through our various partnerships such as safeguarding referrals, to ensure that we are targeting our prevention interventions most effectively.

We will better understand our communities by using data and local knowledge to reduce the likelihood and severity of emergency incidents across Berkshire.

Priority 3

We will develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring **that it is aligned to the risks identified**, sustainable and provides value for money.

We recognise that we are entrusted with public money and have a duty to spend it wisely. **We will review the number of operational staff and ensure that they are utilise effectively to deliver our response model.** Ensuring we provide our services efficiently and provide good value for money.

We will develop our response model to ensure its effectiveness in responding to incidents. We will match our resources to the risks within the county by ensuring our fire appliances, specialist vehicles and staff, are best placed to respond to incidents.



We will continue to maintain our response standard of the first fire appliance arriving at the incident within 10 minutes on 75% of occasions.

Priority 4

We will review the incidents that do not form part of our core statutory responsibilities, to better understand the implications for the service in attending these incidents.

We will work with our partners to develop the most effective approach to resolving incidents that currently are not part of our statutory duties, through our targeted prevention activities and our response model.

We will fully understand the impact and costs of responding to incidents, identified as risks through our detailed risk analysis, which do not currently form part of our core statutory responsibilities. This will support our other priorities, particularly those focused on public value and efficiency.

Better understanding this information will provide the evidence to support our work with the sector to lobby government for clarity and recognition of the evolved role of Fire and Rescue Services in public safety and the appropriate funding required to resource incidents that currently do not form part of our core statutory responsibilities.

Priority 5

No change

We will develop our Fire Protection service to support the resilience of businesses and the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear.

We will develop and build upon our Risk Based Inspection Programme to ensure we are targeting those premises with the greatest risks and using our inspecting officer's skills to regulate where they are most needed.

We will work with businesses to educate them on their responsibility under the Regulatory Reform (Fire Safety) Order 2005. Fire Safety Order 2005 to reduce the impact of unwanted fire signals (automatic fire alarms) on our operational crews.

Sprinkler systems within buildings are an effective initial intervention in reducing the impact of fires in commercial buildings, we will strengthen our campaign for introducing these in buildings where it is not currently a requirement.

We will work with the Building Safety Regulator within our capacity under the new Building Safety Act 2022.



We will develop our way of working to be able to enforce the Regulatory Reform (Fire Safety) Order 2005.

Priority 6

We will maintain 19 frontline fire appliances, and a baseline service provision of 14 frontline fire appliances, utilising our Wholetime and On-Call staff as effectively as possible.

We will aim to crew all 19 of our frontline appliances, whenever possible. As a baseline service provision, where it is not possible to crew all 19 appliances due to training and unforeseen short term staff absences, **we will provide 14 frontline fire appliances through local management of our policies.**

We will continue to maintain our response standard of the first fire appliance arriving at the incident within 10 minutes on 75% of occasions.

We recognise that we are entrusted with public money and have a duty to spend it wisely. In order to ensure we provide our services efficiently we will seek to ensure that we deliver good value for money.

Part 2: Consultation Methodology

The second part of this report explains how RBFRS undertook the CRMP consultation on behalf of the Fire Authority. This information is intended to support the Fire Authority in reaching a decision as to whether the 2023-2027 Corporate Plan and CRMP meets the requirements set out in the Fire and Rescue National Framework for England. It is equally important that the Fire Authority are satisfied that the consultation meets or exceeds the standards for consultation as set out in the RBFRS Consultation Strategy.

Analysis of Data

The Fire and Rescue Services Act 2004 provides the statutory instrument that requires fire and rescue services (FRS) to have due regard to the Fire and Rescue National Framework for England. The Framework provides guidance on Community Risk Management Planning (CRMP), and suggests that a CRMP should:

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



[Government consultation guidance principles](#) suggest that the length of consultation should be proportionate to the nature and impact of the proposals. This consultation period ran for 76 days from 11 January 2023 – 27 March 2023.

RBFRS also followed the legal principles which specify how public bodies should consult. Known as the 'Gunning Principles'; they specify that:

- ✓ Consultation should be carried out when proposals are at the formative stage;
- ✓ Sufficient information is provided to allow intelligent consideration of the proposals;
- ✓ Adequate time is given for response; and
- ✓ Responses are conscientiously considered before decisions are taken.

This consultation has also sought to adhere to the [2018 consultation principles](#) published by the Government. These principles are that;

- ✓ Consultations will be clear and concise
- ✓ Consultations will have a purpose
- ✓ Consultation will be informative
- ✓ Consultations are only part of a process of engagement
- ✓ Consultations should last for a proportionate amount of time
- ✓ Consultations should be targeted
- ✓ Consultations should take account of the groups being consulted
- ✓ Consultations should be agreed before publication
- ✓ Consultations should facilitate scrutiny
- ✓ Responses should be published in a timely fashion; and

We will also consider appropriate times to launch consultations

You can access [RBFRS' Consultation Strategy](#) online for full details of the consultation framework that we follow.

It is the opinion of this report that the consultation met the principles set out above and contained within the Consultation Strategy. The following sections provide detail about the conduct of the consultation.



Overview of Consultation Responses

The majority of the data was gathered via an online survey conducted using Survey Monkey. Additionally, some hard copies of the survey were completed by the local community during engagement activity. These have been entered into our online survey to ensure all data is accessible. All data collected was anonymised in line with good practice.

We asked about:

- Whether respondents agreed with the proposals and if they had any comments that they would like to make. This qualitative data was analysed to look at responses from different stakeholder groups to seek further insight.
- Equality and diversity information to analyse the demographic profile of respondents.
- An indication of the capacity in which the respondents were replying, such as an individual resident of Royal Berkshire or on behalf of an organisation.

Open-ended questions were used to enable respondents to provide individual and specific feedback on the consultation proposals.

Open-ended questions were analysed using coding methodology; common themes in the feedback were highlighted and patterns in responses form the basis of the analysis in Part 1 of this report.

In order to remain transparent and impartial, we have ensured that due consideration was given to all feedback collected, analysing comments and considering the range of comments including those which do not support our proposals. An anonymised copy of all the free text responses is included as in Annex 1 of this document.

We received 662 responses to the consultation in total.

- 659 responses were entered on our online survey
- 3 responses were received separately by email

In comparison to the 2019-2023 Corporate Plan and IRMP consultation 662 responses represents a 66.3% increase in returns.

Within our data reporting, we have noted the number of questions that were answered and percentage of agreement with the proposals. We have presented our data including publishing all consultation comments in order to be as transparent as possible. We felt that it was important that respondents did have the option to skip questions, in order to encourage participation and a higher response rate. If we were not to allow respondents to skip questions, we may have achieved a lower response rate or missed an opportunity to collect data and feedback about our proposals across the survey.



The intention was to encourage completion, however this freedom places constraints on our ability to analyse demographic data. This decision should be reviewed during consultation evaluation to ensure its appropriateness.

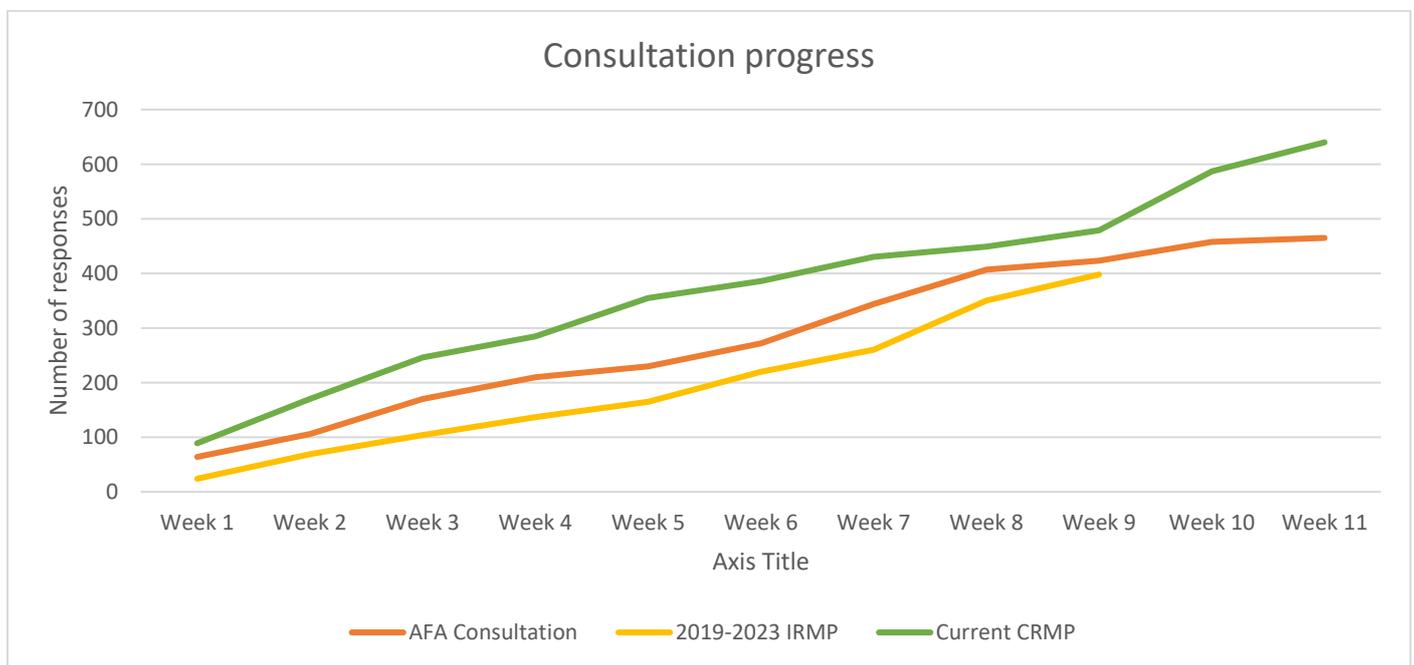
An activity tracker was maintained to monitor engagement. However, attendee numbers and engagement levels were not captured for all activities which makes it challenging to understand the full reach of the consultation. For clarity a copy of the activity tracker can be found in Annex 6.

The tables and figures in this section of the report illustrate the demographic profile of respondents who gave feedback through our Survey Monkey platform.

Benchmarking

The 2023-2027 Corporate Plan and Community Risk Management Plan was compared to CRMP consultations carried out by other Fire and Rescue Services using data provided by the NFCC. This benchmarking exercise showed us that our consultation utilised a wide range of communication channels and that the response rate was high in relation to other FRS’s consultations. See Appendix B.

Internal benchmarking against previous RBFRS consultations shows an improved rate of response and suggests that RBFRS is developing an increasingly effective consultation programme.



Consultation Resources

The Corporate Plan and Community Risk Management Plan consultation was widely publicised across the Service’s digital channels, including social media platforms, website, intranet (available



to RBFRS staff) and online and local media. This promotion was delivered, alongside in-person community engagement activity led by our teams across the County. Consultation materials were made available via a number of accessible methods.

These included:

- ✓ Online via rbfrs.co.uk/haveyoursay
- ✓ Social media
- ✓ Local and online media
- ✓ Hard copies of leaflets and posters were distributed to every fire station and made available to download from the website
- ✓ Information about the consultation was sent via email
- ✓ Engagement events and activities
- ✓ Signposting via email.

In order to improve engagement with the consultation, specific community and business stakeholders were identified and contacted directly.

Communications

The overarching priority of our communications plan was to engage with as many stakeholders as possible, to gain the most representative response from residents, partners and our staff.

An extensive stakeholder mapping exercise was completed to ensure that we would reach all those groups identified as being potentially interested in or impacted by the proposals outlined.

Following this, various channels of communications were considered to reach these stakeholders effectively, as outlined in this report. This included emails, letters, leaflets and posters, social media and articles for local magazines and newsletters.

In order to evaluate the effectiveness of our communications several objectives were set at the beginning of the consultation:

- Increase total number of responses to the consultation, with a target of 500.
- Increase engagement with underrepresented groups, particularly in Slough where the response rate is typically lower.
- Engage with staff across the Service, with a series of internal briefings to encourage them to take part and to share details of the consultation in their communities.



Regular updates were posted across our communications channels throughout the duration of the consultation in support of these objectives.

Website

A section was created on the RBFRS website on the 'Consultation' page. This included:

- An overview of what the consultation was focusing on.
- An animated video, which explained what a Community Risk Management Plan is, what it covers and how it is produced.
- A link to the consultation documents, comprising:
 - The consultation document
 - The evidence base
 - An accessible version of the document, built in HTML so that people using accessible technology such as screen reading software can access the whole document.
 - An 'Easy Read' version of the consultation document and survey.
 - A large text format version of the consultation document.
 - A paper form of the survey; and
 - A promotional poster and leaflet for local groups to use to promote the consultation.
- A link to the online survey to provide feedback.
- Information on other ways that people could take part in the consultation. This included by email, postal address and telephone number to provide alternative methods of response.
- Details on accessibility for people requiring alternative formats or languages.

We had a total of **1,625 visits** to the website page during the time the consultation was running and it was the **16th most popular** page on the RBFRS website.

Throughout the course of the consultation, updates were added to the RBFRS website to remind people take part, with the consultation remaining on the homepage banner for the entire duration.

Media and Partners

A press release was issued to media contacts at the beginning of the consultation on 11 January 2023, which provided details of the consultation and how to get involved, outlining the reasons for the consultation and the importance of residents having their say. Following this, the Communications and Engagement Team actively engaged with local media by phone and at local events to encourage coverage and promote the consultation to residents.

Tim Readings, Group Manager for CRMP took part in an interview with Greatest Hits Radio on 13 January. Coverage was also received in [Bracknell News](#), [Planet Radio](#) and the [Reading Chronicle](#).



Partner authorities in Berkshire also shared details of the consultation, such as the [Royal Borough of Windsor and Maidenhead](#) in their newsletter to residents on 24 February 2023, Slough and Wokingham shared the consultation on social media. [Cox Green Parish Council](#) shared details of the consultation on their website, [Reading Voluntary Action](#) shared the consultation and Reading University shared the consultation with students internally. The consultation was also shared in the Thames Valley Local Resilience Forum newsletter.

Social Media

To complement the channels above, social media was used throughout the consultation programme to enable respondents to share the information and to encourage engagement.

Information was posted on RBFRS' Facebook, Twitter, Instagram, YouTube and LinkedIn pages at regular intervals, to encourage people to participate in the consultation. Information about the consultation was 'shared' in over 60 Facebook community groups.

During the consultation, the following videos were shared:

- Animated video with an outline of the Community Risk Management Plan.
- An overview of the Fire Authority's proposed strategic commitments by Paul Gittings, Chair of Royal Berkshire Fire Authority.
- An explanation of the proposed direction of the CRMP as set out by Wayne Bowcock, Chief Fire Officer.
- Each of the six priorities explained by a different member of staff in separate videos. The staff members selected represented different areas of the Service (such as Protection, Prevention, Response and Resilience) and different areas of Berkshire.

These videos were published on our social media channels and in Facebook community groups, alongside a selection of social media cards that highlighted the key messages of the consultation.

Trialling New Methods of Communication

In order to continue to develop and evolve the way we communicate consultations to the public and our staff, we trialled new methods this year to see if they supported better engagement and responses.

Ahead of the consultation we set up a Consultations Hub on our website. These pages provide an opportunity for people to find out about and register to receive updates on our consultation activity. We also attended several events in the summer of 2022 to encourage people to join our mailing list. Following this two online briefing sessions were set up to brief our subscribers on the CRMP consultation. We received a good level of engagement from participants and were able to make some useful connections in the local community.

We also held three rounds of online engagement sessions with our staff, ahead of the consultation going live. Due to the shift patterns worked by operational firefighters, we held sessions for each



watch, and one specifically for on-call firefighters, who usually meet on Mondays. The first set of engagement sessions was designed to brief staff on the areas that we were looking at and the approach that we were following to produce the CRMP. The second set of engagement sessions took place during the consultation and we encouraged staff to directly provide their feedback during the call.

We spent £127.28 on paid-for promotion on Facebook and Instagram to target areas of the county that had the lowest response rate. Initially this was Wokingham and Slough but as we received more responses from these areas, we also included Bracknell in the paid promotional activity. This resulted in 25,316 people being reached and 529 people clicking the link to complete the survey.

This year, in an effort to make the consultation more accessible to users with disabilities, we built a HTML version of the entire CRMP consultation document. This version was more accessible to people with sight loss, since screen reading technology could be used to read the document. Building the pages in HTML also enabled users to translate our materials into any of the languages supported by Google Translate, benefiting those who do not have English as their first language.

Analytics

We saw positive engagement through the analytics for Facebook, Twitter, LinkedIn, YouTube and Instagram.

Impressions refers to the number of times your content is displayed, no matter if it was clicked or not. Reach refers to the number of unique users who saw your content. Engagements refers to numbers of clicks, shares or comments on our posts.

- Our Facebook posts resulted in 36,065 people being reached and 1,877 engagements.
- Using paid-for Facebook posts, we reached 25,316 people and there were 529 clicks on these posts.
- From the over 60 community groups we posted in, they have approximately 400,000 members, which we may have reached. Due to the page set up, there no way of formally tracking the engagement or reach of this so the above figure is indicative.
- On Instagram, we used Insta stories to continually promote the consultation throughout.
- In total, our Twitter posts received 16,728 impressions and had 563 engagements.
- Our LinkedIn posts achieved 6,534 impressions and 358 engagements.
- Our five videos posted throughout the duration of the consultation, including the animated video, received a combined total of 15,853 views on Facebook and YouTube.

Consultation Activity

Throughout the consultation period, community engagement activity was carried out by teams across the Service to support responses:



- Letters and emails were sent to 1,373 community contacts across a broad range of organisations, from schools to faith groups and disability organisations. This wide range of contacts was used in order to encourage as many areas of our community as possible to take part in our consultation – particularly those who have been under-represented in our consultations in previous years.
- Details of the consultation were shared with local authorities to include in their residents’ newsletters.
- Letters were sent to partner agencies and contacts, including neighbouring Fire and Rescue Services, the Leaders of the unitary authorities, the Thames Valley Police and Crime Commissioner, MPs and Town and Parish Councils. Representative bodies including the Fire Brigades Union, Fire Officers Association, National Fire Chiefs Council and Unison were all sent letters and invited to respond.
- A variety of engagement activities were undertaken at a Hub level throughout the period of the consultation. There were 69 separate actions completed by Service Delivery staff from Prevention, Protection and Response, as well as, RBFRS volunteers. The activities comprised visits to local businesses and trading estates, contact with schools and promotion through fire station social media accounts.
- Fire crews took the opportunity to promote the consultation while carrying out their usual duties and often combined this work with activities such as risk information gathering.
- An activity tracking document was maintained during the consultation. It is attached to this report, see Annex 6.

The consultation team has attempted to reach out to a wide set of stakeholders. An analysis of organisations, businesses, community groups, agencies and charities was carried out at an early stage of the process. This analysis focused on seeking diversity of experience and opinion within the community and was intended to build on RBFRS’s previous experience of conducting public consultation.

This table represents a sample of organisations, businesses and groups that were included in the RBFRS community contact list. All were contacted during the consultation.

Alzheimer’s and dementia support groups	11	Joint Emergency Planning Unit	NA
Apprentices for Fire & Security	NA	Leisure Centres	24
Berkshire School Of English	NA	The Lexicon	NA
The Bridge Trust Thames Valley	NA	Libraries	34
Buckinghamshire CC rangers	NA	Licensing Bodies	6
Building Control and Planning	12	Fire Sector Federation	NA
High profile businesses	16	Museums	5
Care Homes	28	National Institute for African Studies	NA
Carer support groups	11	National Security Inspectorate	NA
The Centre	NA	Neighbourhood Action Group	NA
Charities	119	Online Forums	5
Children’s Centres	47	Newbury College	NA
Community Groups/Centre	192	Policy Groups/Think tanks	6
Creative/Arts Groups	40	Positive Prevention Plus	NA



Dentists	30	RBWM One Borough Group	NA
Employment Support organisations	3	Schools/Colleges	409
Ethnic Minority Achievement Service	NA	Scouts/Guides	8
Faith Groups	50	Shaw Trust	NA
Financial Support Providers	1	Slough Borough Councillors	NA
Foodbank	1	SBC Emergency Planning	NA
General Practitioners	68	Slough Business Community Partnership	NA
Health Groups	3	Sports Clubs & Sports Centres	45
Health Service	6	Thames Valley Positive Support	NA
Hospitals	5	Victim/Witness Support	3
Housing/Homelessness Support	24	West Berkshire Muslims	NA
Independent Fire Engineering and Distributors Association	NA	Wildlife & Environmental organisations	4
Institute of Fire Engineers	NA	Wokingham Outreach Support	NA
Internal Representative Bodies	3	Worker's Educational Association (Slough)	NA
Military and Veteran Charities	26		

Businesses and organisations

The consultation team identified a further range of stakeholder organisations that it considered would have an interest in the proposals. These organisations were contacted by email. TVLRF partners were engaged in a number of ways, by email, through pre-consultation sessions, an item in the LRF newsletter and a presentation to members of the LRF.

Thames Valley Police	Thames Valley LEP	Chiltern Railway
South Central Ambulance Service	Insurance Providers	National Highways
Berkshire Lowland Search and Rescue	Slough Estates	Heathrow Airport
Forestry England	Connect Reading	Broadmoor
Community Safety Partnerships	Vodafone	AWE
Thames Valley Local Resilience Forum	O2	Windsor Racecourse
Neighbourhood Action Groups	SSE	Newbury Racecourse
Highways England	National Grid	Ascot Racecourse
Crown Estate	UK Power Network	Farmers Union
The Forestry Commission	Thames Water	Country land and business association
The Environment Agency	Southern Gas Networks	Women's institute
Berks, Bucks & Oxs wildlife trust	Cadent Gas	Fire safety association
South East Wildfire group	Affinity Water	IFE
Country land and business association	South East Water	BAFE



Berkshire local nature partnership	Network Rail	Climate Change in Berkshire
Federation of Small Businesses	Cross Country Trains	Fire Protection Association
CBI	Great Western Railway	Reading Climate Change Network
Chambers of Commerce	South Western Railway	Chiltern Railway

Focus Groups and Engagement Sessions

The consultation team facilitated a series of focus groups online. These sessions were scheduled during the pre-consultation phase, to help shape our priorities, and during the consultation to inform and seek feedback. There were eight sessions in total attended by members of the public, representatives of organisations and RBFRS employees.

Engagement activity was undertaken by Hub based personnel following briefings by the Hub Managers and staff were encouraged to reach out to their networks of contacts within the communities they serve to broaden the reach of the consultation. Details of activities undertaken can be found in Annex 6.

Equality, Diversity and Inclusion

RBFRS recognises the importance of Equality, Diversity and Inclusion (EDI) and operates in accordance with our [EDI Objectives](#). The Objectives for 2022-2026 were published following a public consultation.

In line with consultation best practice, at the beginning of our consultation process, we created an Equality Impact Assessment (EIA) for the CRMP and the public consultation which we have reviewed and updated where needed.

Our EIAs ensure that we are aware of the risks and impact of our work on individuals or groups who are protected under the nine protected characteristics in the Equality Act 2010 and the methods we can undertake to mitigate these risks. The intent of the EIA is to ensure that we are aware of the risks and impacts of our work on individuals or groups who share protected characteristics, and other non-statutory social characteristics identified within our documentation (such as rurality, homelessness and those with caring responsibilities).

We are seeking continuous improvement and for this consultation we intended to build on our previous experience. We felt it was extremely important to ensure our documentation and survey could both be accessible in multiple formats to support engagement from as many individuals as possible.



For this, we worked with an external organisation who created an Easy Read version of our consultation document. This document made our information more accessible to people with learning disabilities by using short, simple sentences with pictures. This document was presented to a focus group of individuals who also had a learning disability and adapted based on their feedback to ensure they were understandable and accessible.

Google Translate is a built in function on our website. This makes the consultation material, including the full CRMP document, available in up to 108 languages. Further translations of the consultation document could also be made available upon request.

The CRMP webpage and documentation was assessed for readability and was suitable for use with screen reading technology.

During the consultation process, we were also able to analyse our ongoing response rate from various groups through the EDI data we collected through Survey Monkey. This enabled us to assess where we needed to target more specific communications and to adapt our strategy as the consultation progressed. As a result, we completed targeted activities in an attempt to increase the response rate from Slough as this was consistently low.

We seek to continually improve our consultations and will utilise learning from this experience, to improve our processes and our approach to consultation. So that we can improve our engagement with those from all areas of the community.

Equality and Diversity Monitoring

In Appendix A, we have presented the raw data comparison of EDI data from this consultation and the Corporate Plan and IRMP 2019-2023 consultation. This data is provided to show how we have changed and modified the way in which we collect EDI data through more inclusive answer options. Our intention is to represent the diversity within the communities we serve. As such, making direct comparisons is challenging as the questions asked and options offered have changed over time.

Within this consultation, we also expanded the opportunity for respondents to self-describe. This has been offered to increase the inclusivity of the consultation, ensuring that all respondents are able to describe themselves in the language they wish to use, whilst simultaneously indicating where we may have missed opportunities to add sufficient options to represent the fullest range of possible answers. For this consultation, the [NFCC Equality of Access documents](#) were reviewed to ensure that due consideration was given to how we could engage with different groups of people across the County to make a positive difference. For future consultations, we will be considering how we can continue to develop the accessibility and inclusivity in line with good practice and the NFCC Equality, Diversity and Inclusion Project Team national guidance.

We are continually working to improve the way in which we reach and engage with different groups across Royal Berkshire. We will be considering further the pre-engagement work we may be able to do with different groups within our County to inform our consultation activity and



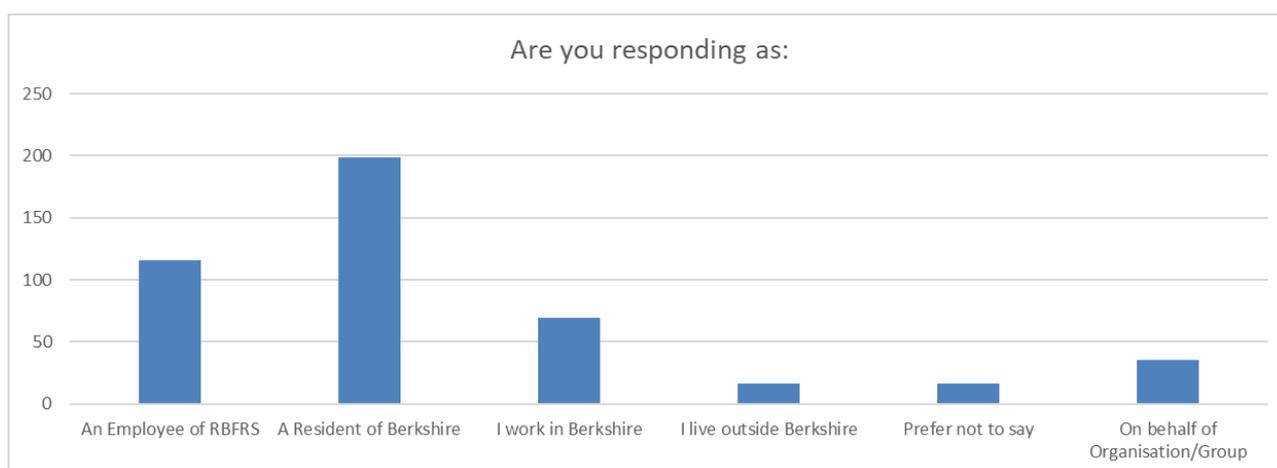
promote inclusivity within our work with the public. We continue to be committed to promoting diversity and inclusion across the work that we do at Royal Berkshire Fire and Rescue Service.

Respondents Profile

The figures below illustrate the demographic profile for all responses via the Survey Monkey questionnaire. RBFRS is committed to promoting equality and diversity; by collecting this information we are able to monitor the response rate to our consultation across a range of communities and backgrounds. This enables us to continually evaluate our work and to improve efforts to engage a representative sample of people within Royal Berkshire.

Figures used for representation of the population of Berkshire are taken from the most recent [National Census in 2021](#), as well as The Office for National Statistics.

Respondent Group



Answer Choices	Number of Responses	Percentage of Respondents
An Employee of RBFRS	116	31.5%
A Resident of Berkshire	199	54.1%
I work in Berkshire	69	18.8%
I live outside Berkshire	16	4.3%
Prefer not to say	16	4.3%



On behalf of an Organisation/Group	35	9.5%
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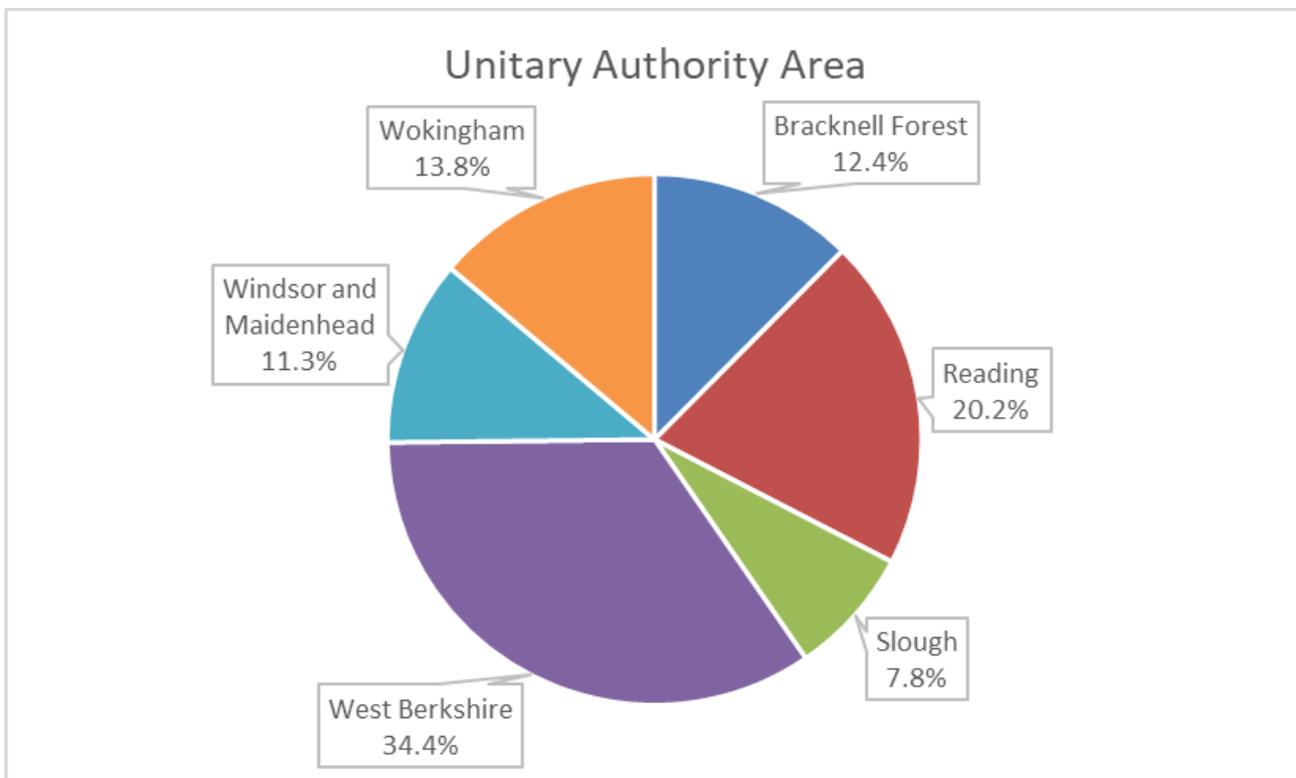
Respondents were able to choose more than one group. 368 respondents answered this question. The figures above give the total number of responses, and the percentage of our respondents choosing each group, therefore these add to more than 100%.

- 84 respondents indicated they are both residents and employees
 - 38 of those live in West Berkshire
- 51 respondents who work in Berkshire are also Berkshire residents.

There were 35 responses on behalf of Organisations or Groups, ten of these respondents also identified themselves as one of the other groups above (e.g. an employee or a resident).

Local Authority Area

We asked respondents to tell us which Unitary Authority area they live in. 345 people answered this question, although 22 of these said they preferred not to identify their local area, and 41 told us that they live outside Berkshire. The chart below shows the area the remaining respondents live in.

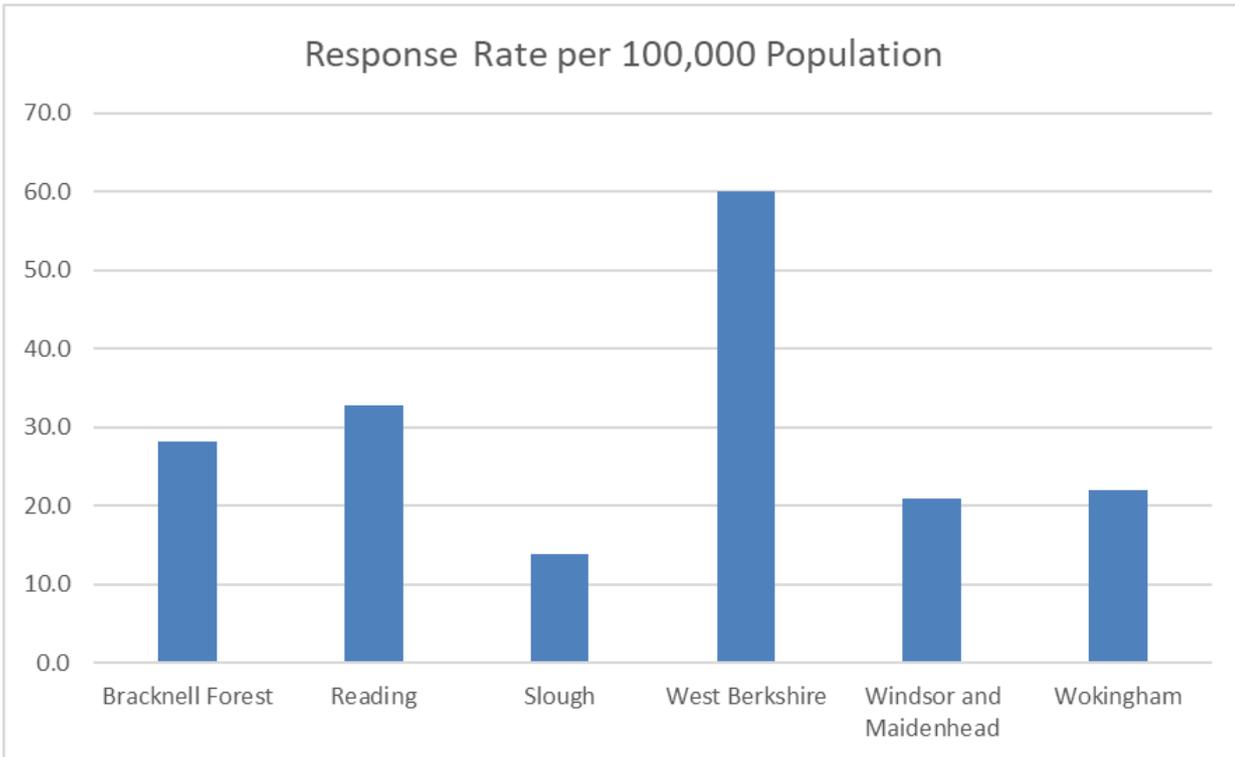


- Over a third of the responses from residents were from those living in West Berkshire.



- The smallest proportion of responses was from Slough.

The Unitary Authority areas in Berkshire have different size populations, so it is also helpful to compare the rate of response from each area, using data from the recent Census. The chart below confirms that our response rate is highest from West Berkshire, and lowest from Slough.

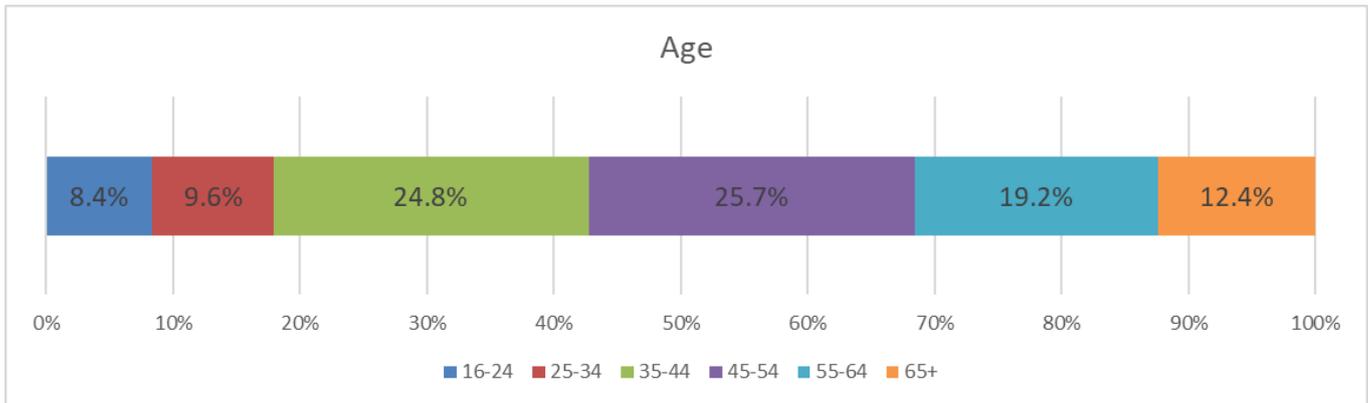


Response rate by Unitary Authority was monitored during the consultation. Where lag was identified targeted communications were utilised. Regular communications were also undertaken with Hub Managers in impacted areas in an attempt to foster increased Hub level activity.



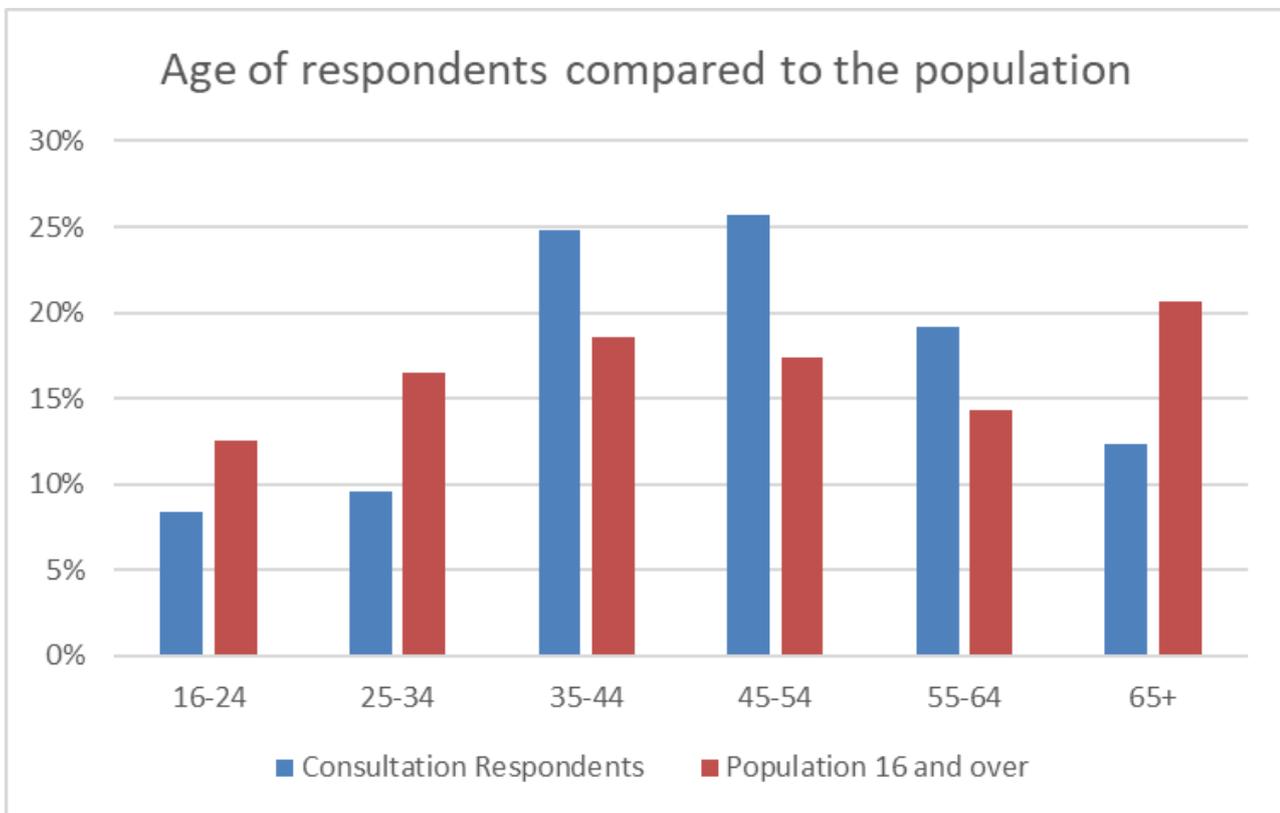
Age

323 of our Respondents told us their age group, shown in the chart below.



- Over half of the respondents who told us their age were between 35 and 54 years old.
- There were no responses from under 16 year olds.

The chart below compares the ages of our respondents with those of the Berkshire population of over 16 year olds in the 2021 Census. We have aligned our age categories to those of the Census to allow us to make this comparison.

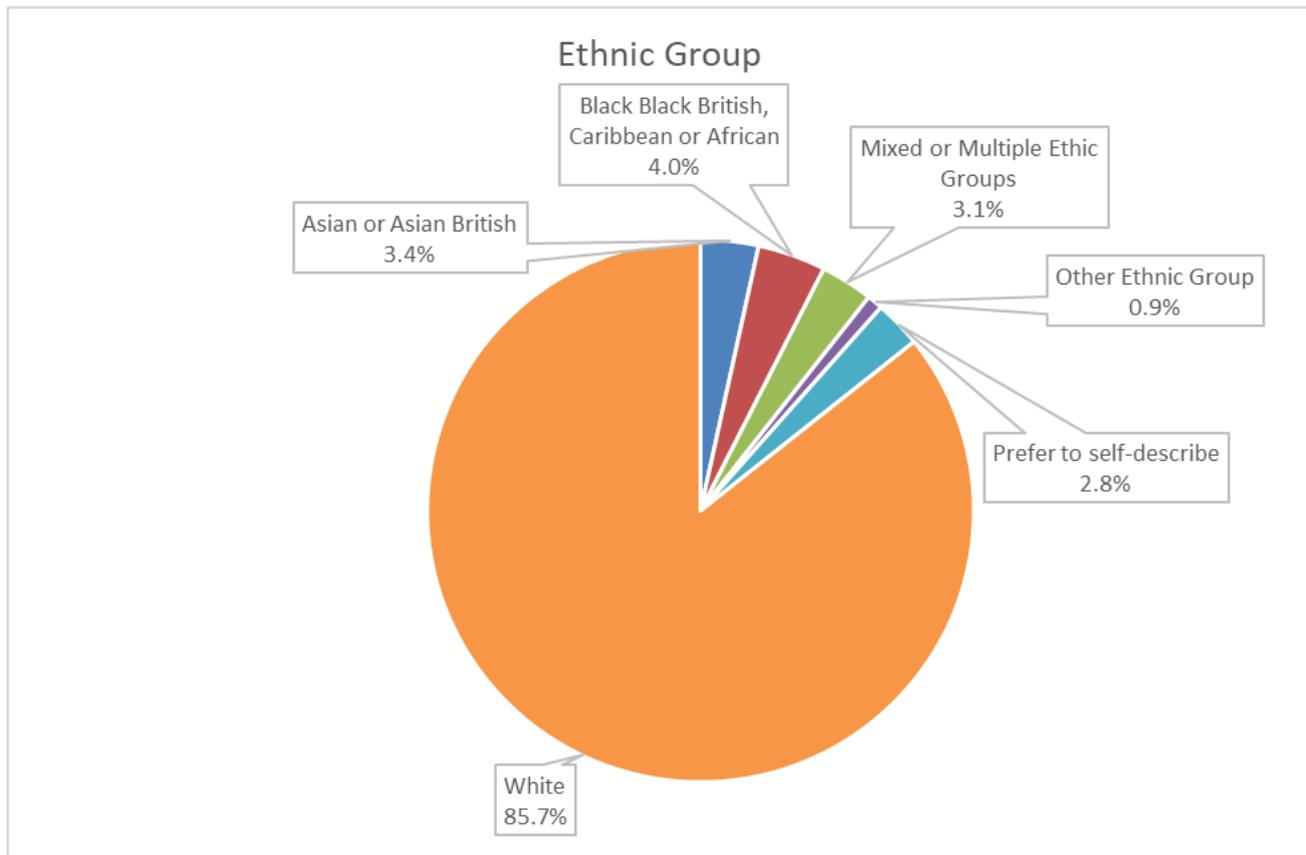




People under 34 and over 65 are underrepresented in our consultation respondents. Given changes to the ages bandings recorded in this consultation and the previous IRMP consultation it is difficult to draw comparisons to evaluate changes in response levels.

Ethnicity

360 respondents responded to our question about their ethnic group. However 38 of these (10.6%) said they preferred not to answer. The chart below shows the ethnicity of those who did answer, in order to allow comparison with the 2021 Census.



The 2021 Census found that just over 17% of Berkshire residents were from an Asian or Asian British group. This group is underrepresented in our consultation respondents. The Census also tells us that there is a larger population of those with Asian backgrounds in Slough. As we have already discussed, Slough residents were also underrepresented in the response. We have aligned our categorisation for this question with the groupings used in the Census, which allows us to more easily examine our progress.

	2019-23 CP IRMP	2023-27 CP CRMP
Asian/British Asian	0.9%	3.4%

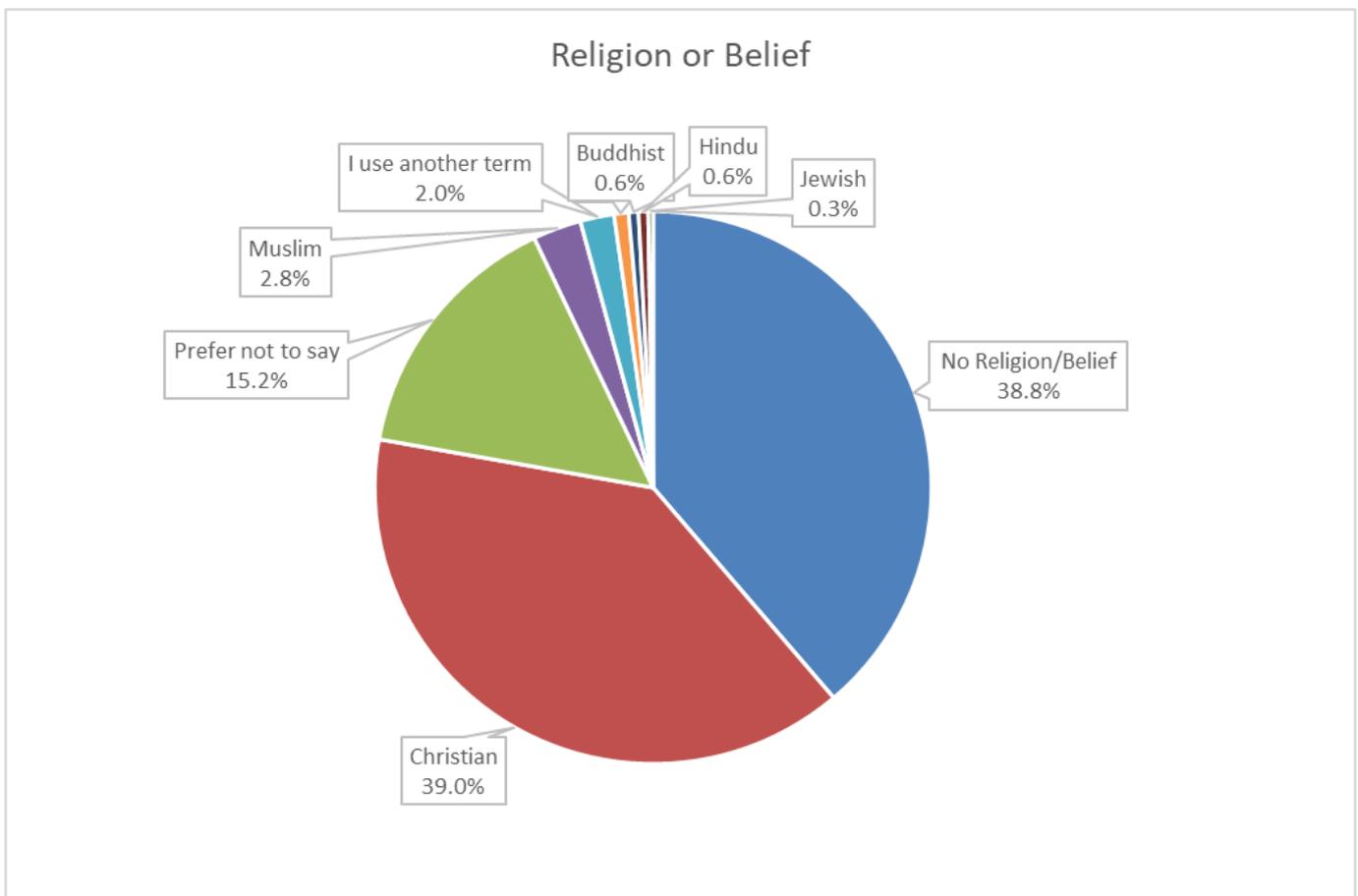


Black/British Black	0.6%	4.0%
Mixed Ethnicity	0.9%	3.1%

The proportion of those that prefer not to state their ethnicity has decreased compared to the previous IRMP consultation. This shows people either felt more able to describe themselves in the categories offered or were more willing to do so.

Note that the percentages expressed in the Ethnicity chart above differ from those in the comparison table below in Appendix A. This is due to the chart above excluding respondents who preferred not to state their ethnicity. Note that if those that chose not describe their ethnicity is included in response analysis the percentage of those that describe themselves as white has fallen from 85.7% to 65.8%.

Religion or Belief

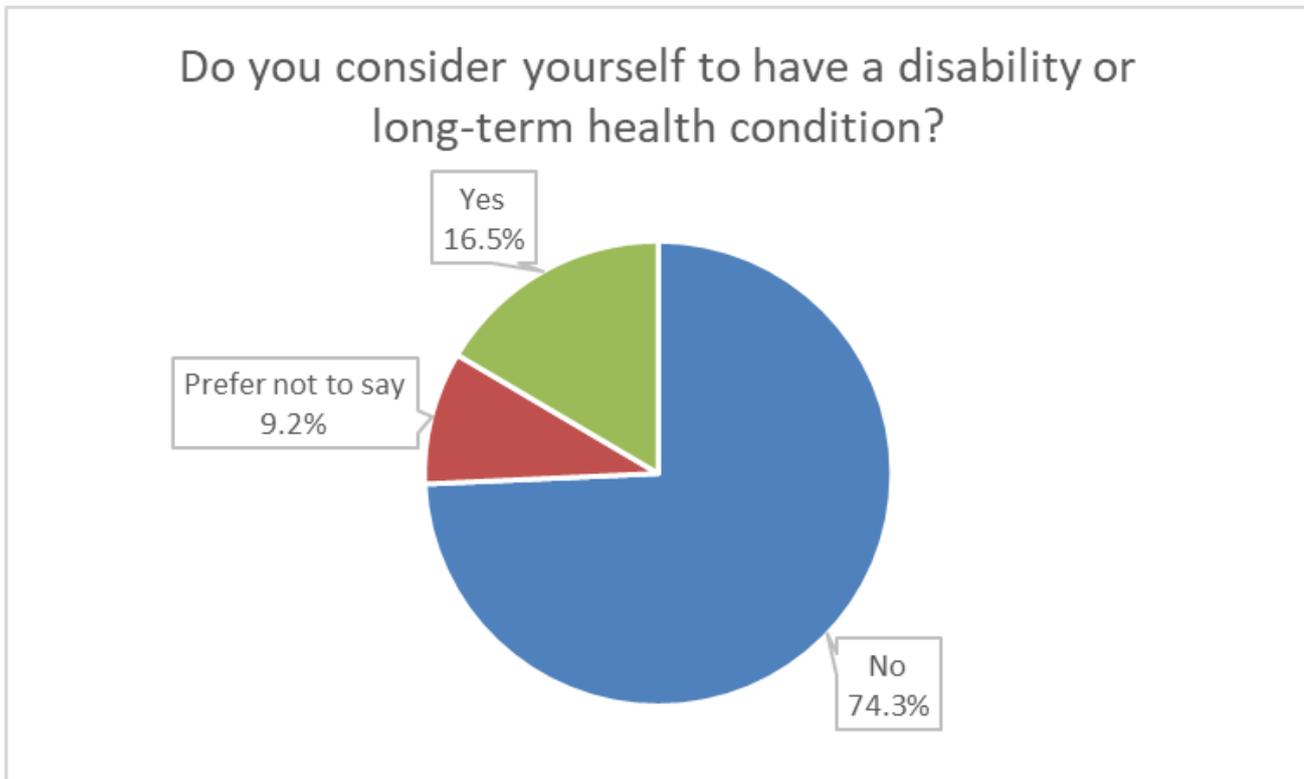


- 356 respondents answered this question.



- Christian respondents and those with no religion or belief made up the majority of respondents.
- 15.2% of respondents preferred not to state their religion or belief.
- Those who have no religion or belief and those preferring not to say were over-represented in the survey responses compared with information about Berkshire from the 2021 Census.
- All religious groups were under-represented, but Muslims and Hindus were particularly so. Muslims make up 8.8% of the Berkshire population according to the census, but only 2.8% of our survey respondents.
- There has been a small uplift in the number of responses from people who have a religion or belief in comparison to the 2019-2023 CP IRMP consultation. See Appendix A.

Disability



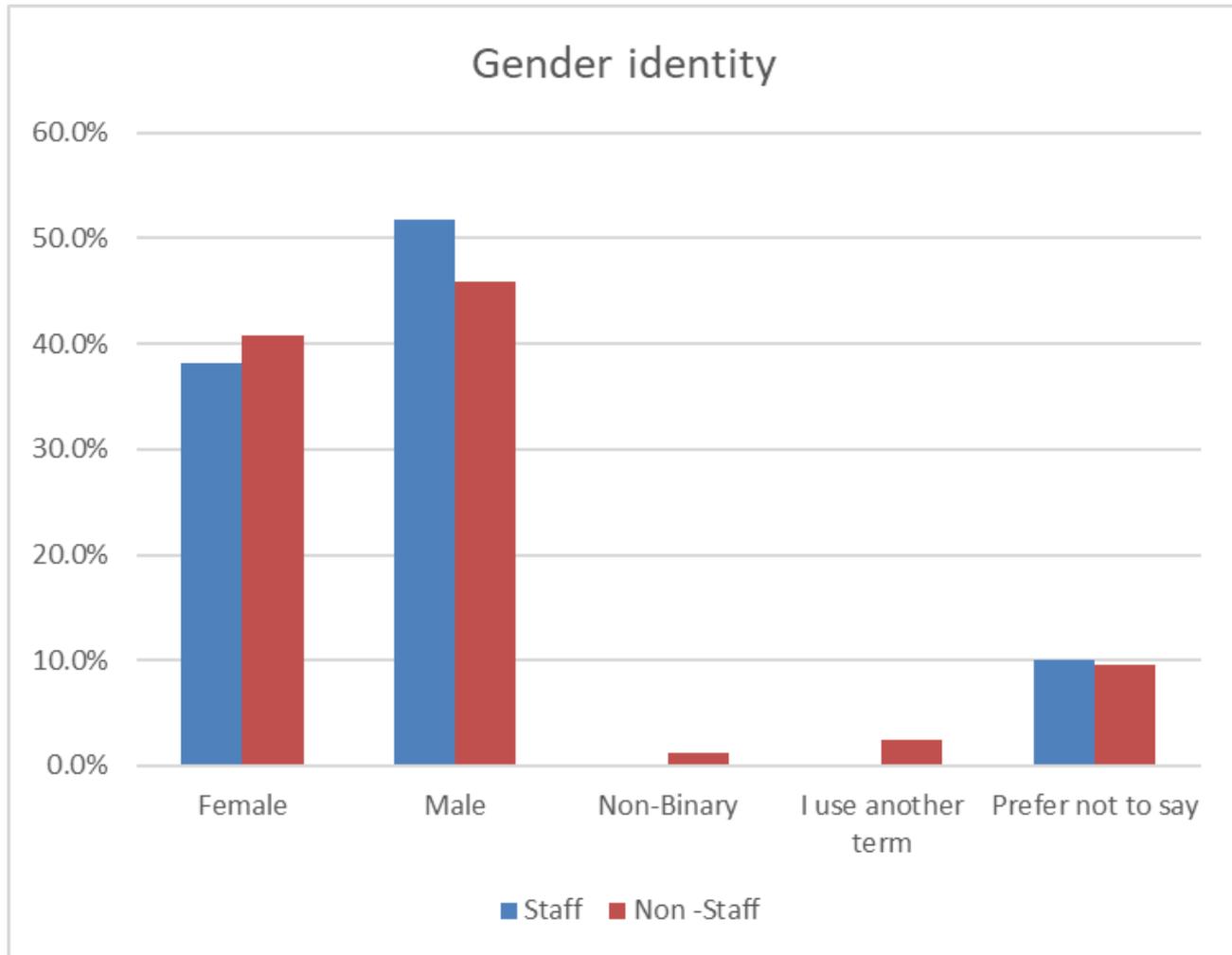
- 346 people responded to this question
- 16.5% considered themselves to have a disability or long-term health condition.
- 9.2% preferred not to say

In comparison to our previous consultation, we collected this data in the same way and the data suggests there has been an increase in respondents with a disability. RBFRS has a lower proportion of staff with a disability in comparison to the general public which may influence this data.



Data from the 2021 Census tells us that 19.8% of Berkshire residents are disabled or have a long term health condition.

Gender Identity

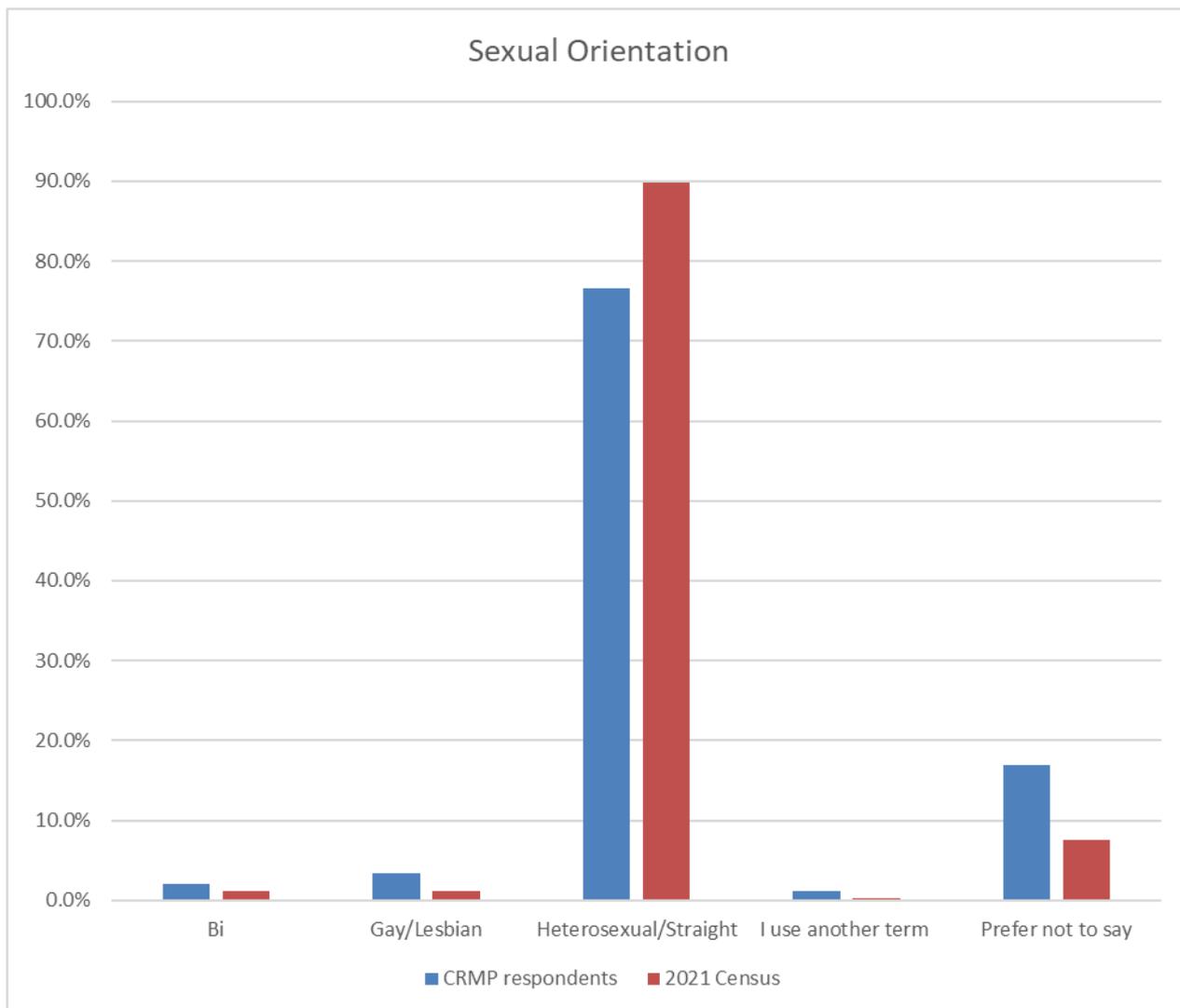


- 350 people answered this question. Overall, 47.7% of respondents identified as male, 40.0% as female, 0.9% as non-binary with 1.7% using another term and 9.7% preferring not to say.
- The chart above compares staff and non-staff respondents. We know that RBFRS staff are more likely to be male than the general population as 76% of RBFRS employees are male, 23% are female and 0.2% are gender fluid.
- Within the staff respondents group, females are over-represented.
- Within the non-staff group, females are underrepresented compared to 2021 census data.
- Compare to the previous CP IRMP consultation there were 6.4% more responses from females and 10.1% fewer responses from males
- There was also an increase of 1.1% in those that preferred not to state their gender identity.



We asked respondents if the gender they identify with is the same as their sex registered at birth. 352 people responded to this question. One person (0.3%) told us that their gender identity was different to their sex registered at birth. A further 42 people (11.9%) preferred not to say.

Sexual Orientation



- 350 respondents answered this question.
- 76.6% described themselves as heterosexual/straight.
- 16.9% preferred not to say.
- Compared with the Berkshire population at the 2021 Census, our consultation has a greater representation from non-heterosexual groups.
- Compared to the CP IRMP consultation there has been a drop in the percentage of responses from those that describe themselves as heterosexual, from 84.1% to 76.1%



- There has been an increase in all other sexual orientation descriptor categories

Summary and Next Steps

RBFRS will continue to review its consultation methods to ensure we communicate with our stakeholders in an effective and meaningful way. We welcome any feedback you may have, so please email consultations@rbfrs.co.uk with any suggestions.

On 27 April 2023, Royal Berkshire Fire Authority will conscientiously consider the outcomes of this report before deciding on the content of our Corporate Plan and Community Risk Management Plan.

This consultation will be evaluated in line with the RBFRS Consultation Strategy. The evaluation will consider:

- ✓ What worked well?
- ✓ What didn't work well?
- ✓ Areas for improvement
- ✓ Resources needed for the future
- ✓ Next steps



Appendix A

This is the raw data comparison of EDI data from this consultation against the responses from the 2019-2023 Corporate Plan and IRMP consultation. Categories that were changed for this consultation can be seen in the tables with a grey box.

Respondent Group

	Previous IRMP Consultation		2023-27 CRMP Consultation	
Business Owner				
On behalf of an organisation or representative group	3.4%	12	9.5%	34
RBFRS Staff member	37.8%	133	31.5%	116
Resident			54.1%	199
Work in Berkshire			18.8%	69
Work within Royal Berkshire but not a resident	4.8%	17		
Individual resident of Royal Berkshire	54.0%	190		
Live outside Berkshire			4.3%	16
Prefer not to say			4.3%	16
Total		352		450

In the table above respondents were able to choose multiple options. Therefore the overall percentage exceeds 100%.

Where do you live?

	Previous IRMP Consultation		2023-27 CRMP Consultation	
Bracknell Forest	9.0%	32	10.1%	35
Reading	23.8%	85	16.5%	57
Slough	8.1%	29	6.4%	22
West Berkshire	24.4%	87	28.1%	97
Windsor and Maidenhead	11.5%	41	9.3%	32
Wokingham	16.2%	58	11.3%	39
Outside Berkshire			11.9%	41
Other (please specify)	7.0%	25		
Prefer not to say			6.4%	22
Total		357		345



Age

	Previous IRMP Consultation		2023-27 CRMP Consultation	
Under 16			0.0%	0
17 or under	0.3%	1		
16-24			7.6%	27
18-20	0.9%	3		
Under 25				
21-29	12.0%	42		
25-34			8.7%	31
26-35				
30-39	24.9%	87		
35-44			22.5%	80
36-45				
40-49	26.9%	94		
45-54			23.3%	83
46-55				
50-59	18.1%	63		
55-64			17.4%	62
56-65				
60 and above	9.2%	32		
65+			11.2%	40
Prefer not to say	7.7%	27	9.3%	33
Total		349		356

Which of the following best describes your gender identity?

	Previous IRMP Consultation		2023-27 CRMP Consultation	
Agender				
Female	33.6%	117	40.0%	140
Male	57.8%	201	47.7%	167
Non-Binary			0.9%	3
Prefer not to say	8.6%	30	9.7%	34
Prefer to self-describe			1.7%	6
Gender Fluid				
Total		348		350



Is the gender you identify with the same as your sex registered at birth?

	Previous IRMP Consultation		2023-27 CRMP Consultation	
Yes			87.8%	309
No			0.3%	1
Prefer not to say			11.9%	42
Total	N/A		352	

Do you have a long term disability or health condition?

	Previous IRMP Consultation		2023-27 CRMP Consultation	
Yes	5.4%	19	16.5%	57
No	84.5%	295	74.3%	257
Prefer not to say	10.0%	35	9.2%	32
Total		349		346

Which of the following best describes your Ethnic Group?

	Previous IRMP Consultation		2023-27 CRMP Consultation	
African			2.9%	12
Arab			0.5%	2
Asian or Asian British (Indian, Pakistani, Bangladeshi, Chinese, Other)	0.9%	3	2.6%	11
Bangladeshi			0.0%	0
Black African			1.7%	7
Black Caribbean			1.0%	4
Black or Black British (African, Caribbean, Other)	0.6%	2	3.1%	13
Caribbean			1.0%	4
Chinese	0.3%	1	0.0%	0
Gypsy or Irish Traveller			0.0%	0
Indian			1.2%	5
Mixed (White & Black Caribbean, White & Black African, White & Asian, Other)	0.9%	3	2.6%	11
Other			0.7%	3
Other Asian			0.5%	2
Other Black			0.2%	1



Other Mixed			1.0%	4
Other White	1.7%	6	1.4%	6
Pakistani			1.0%	4
Prefer not to say	10.0%	35	9.0%	38
Prefer to self-describe			2.1%	9
Roma			0.0%	0
Unknown				
White (White British, White Irish, Other)			65.8%	277
White and Asian			1.4%	6
White and Black African			0.2%	1
White and Black Caribbean			0.0%	0
White British	84.3%	296		
White Irish	1.4%	5	0.2%	1
Total		351		421

Which of the following best describes your religion of belief?

	Previous IRMP Consultation		2023-27 CRMP Consultation	
Buddhist	1.2%	4	0.6%	2
Christian	35.6%	124	39.0%	139
Hindu	0.3%	1	0.6%	2
Jewish	0.3%	1	0.3%	1
Muslim	0.9%	3	2.8%	10
Sikh	0.3%	1	0.8%	3
No Religion/Belief	43.1%	150	38.8%	138
Prefer not to say	14.1%	49	15.2%	54
Prefer to self-describe			2.0%	7
Other religion/belief	4.3%	15		
Total		348		356



Which of the following best describes your Sexual Orientation?

	Previous IRMP Consultation		2023-27 CRMP Consultation	
Bisexual	0.3%	1	2.0%	7
Gay/Lesbian	2.3%	8	3.5%	12
Gay				
Lesbian				
Heterosexual/Straight	84.1%	291	76.1%	261
Prefer not to say	13.0%	45	17.2%	59
Prefer to self-describe			1.2%	4
Other (please specify)	0.3%	1		
Total		346		343

How did you hear about this consultation?

	Previous IRMP Consultation		2023-27 CRMP Consultation	
Social Media	31.7%	113	26.3%	90
Website	16.3%	58	10.2%	35
Email	11.5%	41	24.6%	84
Poster/flyer	1.1%	4	2.9%	10
Newspaper	1.4%	5	0.6%	2
Letter	0.3%	1	0.0%	0
TV/Radio	0.3%	1	0.0%	0
Friend or relative	5.0%	18	3.2%	11
A member of RBFRS staff	23.0%	82	38.0%	130
Other (please specify)	9.5%	34	7.6%	26
Total		357		342



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NFCC Community risk engagement benchmarking report 2022 including RBFRS CP & CRMP consultation

		Duration (weeks)	Responses	Website views	Focus Groups	Public Events	Online Survey	Press Release	Community groups	Facebook	Twitter	Youtube	Linkedin	Stakeholder emails	Partner comms	Internal comms / presentations	Flyers	Response/duration average per week
RBFRS	CP & CRMP 2023-27	11	662	1625	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	60
FRS 4	IRMP 2020-24	7	281	2235						✓	✓		✓	✓		✓	✓	40
FRS 2	CRMP 2022-26	12	420				✓	✓		✓	✓				✓	✓		35
FRS 5	CRMP 2022-25	6	183	502			✓	✓	✓	✓	✓	✓	✓	✓		✓		31
FRS 3	IRMP 2017-21	10	302				✓										✓	30
FRS 6	IRMP 2020-25	8	163				✓			✓	✓							20
FRS 3	Our Plan 2020-2023	8	122	193			✓	✓	✓	✓	✓			✓		✓		15
FRS 2	CRMP 2018-22	8	110				✓	✓		✓	✓			✓				14
FRS 3	IRMP Interim 2016-17	4	55				✓										✓	14
FRS 6	IRMP 2017-20	9	78				✓									✓		9
FRS 1	2021 - 2025 Public Safety Plan	8	58		✓		✓			✓	✓			✓	✓	✓		7

Consultations highlighted green were considered non-controversial by the FRS

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FIRE AND RESCUE SERVICE

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Consultation responses

CRMP Annex A





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Overall, do you agree or disagree with Priority 2 to develop a Risk-Based Prevention Programme to target those most vulnerable and at risk from emergency incidents? 7

Overall, do you agree or disagree with Priority 3 to develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring that it is sustainable and provides value for money? 10

Overall, do you agree or disagree with Priority 4 to review the incidents we attend and reconsider whether we should continue to go to those that do not form part of our core statutory responsibilities? 16

Overall, do you agree or disagree with Priority 5, that we should develop our Fire Protection service to support the resilience of businesses. Ensure the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear? 24

Overall, do you agree or disagree with Priority 6 to provide a minimum of 14 frontline fire appliances utilising our Wholetime and on-call staff as effectively as possible? 27

Overall, do you agree or disagree with Royal Berkshire Fire Authority's strategic commitments?..... 36

Please tell us about your views on the Corporate Plan and Community Risk Management Plan, including any local community risks you think are relevant..... 40

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Consultation Responses

Overall, do you agree or disagree with Priority 1 to develop an Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire?

Agree		It is agreed that this priority should look to the changing risk profiles as a result of climate change, more electric vehicles etc., however specific wider risks should also be included. For example, the cost of living and economic challenges are leading to different and more risky heating and energy options such as BBQs, fires and candles being used. There are also legislation changes to be considered e.g., post Grenfell, therefore, for clarity, it is recommended that the priority more clearly recognises the economic and policy shifts too.
Agree		What about water safety
Disagree		i dont see how withdrawing retained mod3 capability or selling the jet boat is compatible with reducing the impact caused by climate change and flooding. the removal of those two will only be to the detriment of the public
Agree		As long as you use local evidential data to make informed decisions
Agree		Would be interesting to understand more about the new techniques and whether they will deployed in an inclusive way reflecting the diverse communities you serve.
Agree		Public organizations like fire brigades should make sure they are protecting the planet as and animals as well as people
Agree		The risk of EVs and associated infrastructure is not sufficiently understood or prepared for. E.g. huge batteries are being installed in many homes often in loft spaces.
Agree		It seems very thorough
Disagree		No access for British sign language version that put the deaf community at risk and please can you consult deaf community in Berkshire if possible
Agree		It will be a greener service because the appliances won't be available to create the emissions, due to crewing shortfalls as a result of not being able to retain the services front line crews.
Agree		Ensure staff retention
Agree		Consider impact of terrorist activity, chemical or poison attacks, particularly from Russia and china

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Agree		Green technology presents an unknown risk, you should prepare for it. Flooding is potentially a major issue in the Thanks Valley.
Agree		Recognise the changing nature of risks across every fire and rescue service. We cannot be static.
Agree		Has the increased risk of Asian hornets been incorporated in the risk management strategy for both community and the front line staff
Agree		Prevention activities for Water Rescue? Given what occurred last summer?
Agree		A sensible approach that takes account of changes in technology and climate.
Agree		Climate change is a big issue. The for service should be prepared for it
Agree		It is agreed that this priority should look to the changing risk profiles as a result of climate change etc. However specific wider risks should also be included, for example the cost of living/economic challenges are meaning some are using different and more risky heating/energy options such as BBQs, fires and candles. There are also legislation changes to be considered eg post Grenfell etc. Therefore for clarity it is recommended this priority is changed to: We will develop our Integrated Service Delivery Strategy including the changing profile of risk in Berkshire due to climate change, economic, policy, societal and technological shifts.
Agree		This work should be done in collaboration with multi agency partners
Agree		Please keep the community safe, because the life you save can be yours.
Agree		Better consultation and engagement with 'at risk' and seldom heard groups.
Agree		But do not use it as an excuse to cut front line appliances and crews
Agree		technology such as drones should be utilised
	Disagree	Smart motorway a fire and accident risk
Agree		With regard to reducing flood risk, we have to be honest that current river shapes are manmade. Returning to more natural, low-risk-for-flooding river systems will involve more meandering river courses, which take up more public land.
Agree		Agree very much. However , 1) Much better conversations needed on how to extinguish electric car fires - or not, as seems to be a move away from the large quantities of contaminated water. 2) Better deployment of resources at a small wildfire, and effective operational effectiveness controls a small fire and stops the big fire. I feel improvements with incident management at wildfires are needed.

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Agree		It is not clear how you intend to incorporate how you mobilise to incidents. RBFRS and TVFRS should consider TVFCS through their CRMP process to ensure the service can meet future demands and challenges placed on it by climate change, technological change, capacity etc
Agree		Would be keep to reference to partnership working across the various agencies for flood response along with knowledge and resource sharing.
Agree		You note the increased risk of flooding but in your CRMP you mention that it is not a statutory duty and you will be looking to deprioritise it. I am a bit confused by this.
Agree		Vehicles and the way we crew during spate weather is critical to pre-plan for. Last year we made some changes in this area that used our resources and personnel more wisely allowing for a more effective response, this should be continued. All SM's should be upskilled with specialisms to allow more resilience especially around Wildfire and Water Rescue
Agree		I feel that fire cover should reflect on the individual population areas and high rise risks
Agree		The densely populated areas and high rise residential risk
Agree		Increase budget for water rescues as we've had a lot of deaths over recent years with no improvement to training or equipment
Agree		I believe that this priority makes perfect sense in response to climate change, especially in responding to wildfires and flooding incidents.
Agree		First of all Priority 1 songs great but the first things you need to change is the On-call firefighters salary. We have been extremely busy during the heatwaves. To bring and keep more people (even it is only temporary during summer time, probably students 18+ would be the best choice) have to increase the salary as everyone can easily find better paying jobs this days .
	Disagree	It's just a smokescreen to try and bleed more money out of hard pressed taxpayers
Agree		in the winter months we attend more flooding endangering electrics , and summer months as we have seen many wildfires and it will on continue in the coming years . so yes we need to adapt to to respond to these incidents .
Agree		very generic priority. Hard to be held accountable for.
Agree		Very sensible, recognising that doo g nothing is not an option.
Agree		Wildfire will have to be addressed as part of landscape scale working across several FRS in the South East of England to ensure effective prevention is achieved. Presently there is little evidence this is in place and will require the creation of new partnership with the land management sector and regulators (Forestry Commission and Natural England).

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Agree		The strategy must fully recognise the local FRS contribution to national plans such as terrorism. The plans need to be wider than just the response to wildfire, flooding and alternative fuels they need to take into account emerging risks such as contamination, changes to building regulation etc
Agree		RBFRS should continue to work with professional partners either through the LRF or directly e.g. with the Environment Agency to understand what resources are required and what this might mean for our local communities. RBFRS needs to be flexible with resources and have the ability to increase crewing levels during spate conditions such as the 2022 summer heat wave.
Agree		As long as cost comes from efficiency improvements, not tax increase
Agree		More needs to be done about sub surface rescue
Agree		climate change extremes will be a big risk for Berks
Agree		RBFRS should incorporate electric vehicles into its fleet to help fight climate change
Agree		Should we not look into, if the re-newable energy sources produce more pollution compared to the pollution we are running away from. i am sure the new vehicle you guys are looking into would be based on EV, if that's the case, the infrastructure for such EV is actually causing more harm to the environment than good. All the lithium batteries and the technology is exported from poor countries on the back slave work and child exploitation. if you do a quick search you can see how much pollution it's actually causing.
Agree		It's a good idea to adapt to changing risk in Berkshire and I'm pleased to see that climate change is being highlighted as an area of concern after the severe weather of 2022.
	Disagree	Climate cult nonsense
Agree		I agree that we should be changing our priorities however this means money shifted into "projects" when frontline staffing during the summer was run on barebones and without the amount of staff taking overtime it would of been extremely dangerous. I.e. Fund recruitment more than projects.
Agree		Adapting to climate change is a key issue. Public services, including Fire & Rescue Services, should be everything they can to protect communities and the environment and targeting net zero.

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Overall, do you agree or disagree with Priority 2 to develop a Risk-Based Prevention Programme to target those most vulnerable and at risk from emergency incidents?

Agree		It is not clear whether the reference to working with partner agencies such as health and social care commits to the existing processes, or new mechanisms. Further detail and exploration would be welcomed. Continued and enhanced partnership working with the Berkshire Resilience Group (BRG) and/or TVLRF should be considered as a priority. Specifically in relation to wider Business Continuity Promotion and Community Resilience activities across Berkshire in order to build resilience across the area and therefore reduce the impact of any emergency incident.
Agree		You could raise this work at the CSP (Community Safety Partnership)
Agree		Community engagement can be difficult as there may be distrust or lack of confidence in authorities such as yourself, being committed and able too implement what you say you will do. How will you ensure effective engagement with the communities?
Agree		Agreed that resources need to aligned to those most likely to need support. This must go hand in hand with reducing efforts for those that could take greater personal responsibility.
Agree		Developing innovative approaches delivered in partnership with other key agencies is critical to use FRS skills effectively to help reduce risk to the most vulnerable. You must be prepared to do new work in order to have maximum benefit for your communities.
Agree		Partner agencies should include utility companies, e.g. Thames Water are setting up a vulnerable persons register
Agree		The Safe & Well Technicians role is at the forefront of directly reducing risk in the Community addressing RBFRS's biggest concern - Fires in the Home. This role however does have suitable and sufficient training to actually carryout the job effectively. This includes a distinct lack of training to even include basics such as Fire Behavior & Development, IOSH, Risk assessment. Targeted campaigns such as residential sleeping risks over commercial premises. Revisit inspection strategy for high risk residential homes.
Agree		Good targeting
Agree		Needs to be related to the demographic mix in the county.
	Disagree	Please provide the British sign language access as it is BSL Act 2022 it is duty to provide the Deaf people to response their views

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Agree		How are you identifying those at risk?what algorithm is being used to define risk?
	Disagree	I don't think this will be achievable. Operational crews are happy to aid in prevention, but if front line crews keep coming off the run due to crewing shortfalls, due to the very lean model, front line appliances won't be available to take part in prevention activities.
Agree		It makes sense to better target communities that are most at risk. We have difficulties in reaching communities in Slough so it makes sense for us to use more resources in this area.
Agree		It seems sensible to use tax payers money to help those in most need
Agree		It is not clear where whether the reference to working with partner agencies such as health and social care commits to the existing processes, or new mechanisms. Further detail and exploration would be welcomed. Continued and enhanced partnership working with the Berkshire Resilience Group (BRG) and/or TVLRF should be considered this priority. Specifically in relation to wider Business Continuity Promotion and Community Resilience activities across Berkshire in order to build resilience across the area and therefore reduce the impact of any emergency incident.
Agree		This aligns to the developing national expectation that risk should be aligned to local demographics as described in the UK Resilience Framework published in December 2022. This requires close working with multi agency partners to identify and share an understanding of vulnerable individuals across cat 1, cat 2 and non cat responders
Agree		Keep up the good work.
Agree		100% yes. Targetted is essential if the service is to prevent fire and injury to folk. Personal data is the key and analysis of data can help identify trends and patterns i.e. drownings, RTCs, Arson attacks
Agree		But do not use it as an excuse to cut feont line appliances and crews
Agree		Particularly vulnerable adults
Agree		As long as it is actually risk based and not just race based.
Agree		Having lived in other fire durisdictions I know others do much more about educating others on risk. One of the ones which worries me most is balcony fire safety - you need to do what others like manchester fire have done with teaming up with balcony specialists.
	Disagree	Not in touch with homeless and vulnerable agencies
Agree		With the increasing risk of more weather related incidents presenting more incidents how will the service manage increased incident attendance using up resources which will reduce the time spent on prevention activities? How will this be balanced with limited resources and funds available?

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Agree		I agree, but I also think that everyone needs access to this service.
Agree		Strongly Agree
Agree		Can this include water safety with children via schools please
Agree		Overall we have made crucial changes already in this area, however we must ensure the infrastructure is there to meet an increase in demand.
Agree		yes - also need resources to reduce the risk eg risks are identify anything to reduce the risk eg heat sensorstified but currently unable to action anything to reduce the risk
Agree		I agree entirely with this, and this links closely to work we are trying to do as Health to coordinate with RBFRS
	Disagree	The vulnerable are a drain in society that require more and funding from the innocent public
Agree		Thoughts to work with the Voluntary sector to also help identify vulnerable groups and priorities?
Agree		quality over quantity
Agree		This is an important initiative, don't stop it please
Agree		balance between operational & safe & well referrals being completed
Agree		again generic. More detail on what the risk based approach looks like.
Agree		Overall I agree, but this needs to be cost efficient. We should never revert to crews going out door knocking to deliver safety strategies
Agree		Hubs teams are now embedded and are working closer with a One Team culture. Although fire stations are at the heart of the community, additional investment is required to open up the majority of the stations as a community station be fully involved with the community.
	Disagree	Waste if resource with no guarantee of sucess
	Disagree	We tend to find referals are either out of date, indavidual has moved away, relocated or passed away. no communication on how to ompliment programmes as operational staff will be carrying it out
	Disagree	Not sure this is required, the NFCC have already created the Person Centred Framework that considers the highest risk factors associated with behaviours, health, etc. The work has already been done, save your time and tax payer's money.
Agree		Include COMAH and REPPIR risks
Agree		also include utilities for ID vulnerable people
Agree		Excellent idea to continue working with health & social partners to give an integrated service.

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Agree		We should be targeting those most at risk/vulnerable to have the greatest impact.
	Disagree	The single biggest risk you take is not included. Your woke, cultural Marxist, DEI agenda, means that you fail to recruit or promote the best candidates. This puts the people of Berkshire, and firefighters, at significant, unnecessary, additional risk.
Agree		Agree with the objective. We MUST also be realistic about what we can achieve and be careful not to overcommit resources to activities where the likelihood of a positive outcome is either unlikely or unknown.
	Disagree	The way in which the most vulnerable is prioritised doesn't work. Crews are sent to perform safe and well visits to people with linked alarm systems, whilst their are young families with small children that don't have working smoke alarms. Yet they are not deemed vulnerable. This needs to change
	Disagree	Home Fire Safety Risk Visits should be streamlined to only hit the most vulnerable i.e. Referrals from partners like council, SCAS..etc.
Agree		Identifying those most at risk is critical to ensuring that public money is well spent.

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Overall, do you agree or disagree with Priority 3 to develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring that it is sustainable and provides value for money?

Agree		The locations, staffing and equipping of fire stations in Berkshire seems to be proportionate and well thought through. It may be advantageous to have more information about mutual aid agreements that are in place, or scope to have them in place with neighbouring areas outside the Thames Valley, such as Hampshire and Surrey.
	Disagree	a first pump attendance of 75% in 10 minutes is fine but the second and third pump attendance should also be measurable, that is what leads to speedy resolution and lives saved
	Disagree	attendance should be 10 minutes 95% of time
Agree		I t would be useful to understand what your definition of value for money is.
Agree		The use of What 3 Words will also enhance the rapid response to a more precise location especially in rural areas
Agree		I think the Fire Service has been under-invested in for years, so completely support this priority and trust public money will be spent wisely.



Agree		Sustainably is really important
Agree		This must be more sophisticated than a simple consideration of how quickly a fire engine can arrive. More complex incidents require a more finessed consideration of response capability.
Agree		You must continually evolve your service delivery to meet community needs. Surely this should include response to medical emergencies.
Agree		Does RBFRS have a contingency plan in place that covers staffing shortfalls that can render appliances unavailable across the county and without the reliance of over the border assistance?
Agree		However, I don't feel the service would benefit from more cuts to front line staff
Agree		Vfm is a tricky one, as it can be a constraint to meeting the 'effective response' target.
	Disagree	No access for Deaf people because your survey do not provide the British sign language version
Agree		10 minute attendance time is unacceptable fir 1st appliance, if 2nd appliance attendances time was explained fully to the public this performance indicator would be reinstated
Agree		People need to be aware of response times and that they have a responsibility to be aware of how to prevent fires.I feel that the public need to be educated about calls that waste time and resources as they are pranks/ nuisance or not incidents that the fire service is needed.
Agree		The cost of living crisis is still having a really big impact. My council tax is really expensive so it's right that you make sure you are spending wisely.
	Disagree	Crewing levels are too lean. The crews are struggling to keep appliances on the run during a time in the year when leave figures are showing single figures. Soon when London fire brigade open their recruitment doors again as well as AWE, we will see a mass exit off operational crew members, this has been communicated by those that are awaiting this to happen. Operational crew members that are stuck in the pension trap have said they will exit to London to enhance their pension to cushion the blow and in some cases enhance their pension. This will lead to a big loss in operational font line staff, experience and a cause of appliances being unavailable, meaning we can't fulfill and maintain the response model. The backlash of this doesn't reflect value for money.
Agree		Joint emergency call centres to be considered?
Agree		If you are planning on becoming more sustainable you'll need to invest in clean vehicles and efficient buildings. Is there a plan for how to find AND deliver this in line with government zero carbon targets?
Agree		Important that we have sufficient resources to respond effectively. Water rescue should be a key consideration.

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Agree		But, you should avoid cutting the service you provide. Efficiency gains should be made first!
Agree		The locations, staffing and equipping of fire stations in Berkshire seems to be proportionate and well thought through. Are mutual aid agreements in place, particularly with places like Hampshire and Surrey which are outside the Thames Valley
Agree		The response model should be developed in consultation with multi agency partners to best understand the range of capabilities they offer and where services can be streamlined but equally where services are required
Agree		75% of incidents in 10 mins is a low bar to set. If so many fire stations hadn't been closed then the bar could have been much higher.
Agree		We are here to serve and protect..
	Disagree	Response time not very reassuring, more resources seem to be needed to improve risk response.
Agree		Prompt arrival is essential, the development of a fleet of environmentally friendly vehicles is required including wildfire capacity and off road unimog type trucks to support water rescue and recovery at floods
Disagree		You will use this as an excuse to cut front line appliances and crew. More firefighters and more fire appliances = a safer community
Agree		15 Full Time Fire Engines, 1 Extra 4x4 Unit, Boat in the East
Disagree		15 fire appliances, 1 additional 4x4 and water rescue unit in the East.
Agree		should more priority be put based on risk. quicker response for major incidents for example
	Disagree	Do you have equipment budget for larger buildings and recommendations from Grenfell
Agree		What about near borders with neighbouring counties. Should it be regional rather than county?
Agree		Increase crewing - Ride 5 on each appliance
	Disagree	The best way of achieving this is through raising establishment which we do not achieve. Changing shifts will lead to worse staff retention. Training courses and leave should be managed better. wholetime staff where available should be detached to on call stations, this includes training centre staff, hub managers, those running projects even down to FF's
	Disagree	Number of firefighters has reduced year on year and nothing seems to be done to prevent people leaving the service. Changing shift patterns will only make this situation worse.
Agree		With the increase in high rise building and only 1 Aerial for the county.how will you prepare for multiple calls to highrises and how long should an attendance take.
Agree		You talk about the first appliance. What about the second and third? Shouldn't we be aiming for a reasonable response time from them too?

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Agree		Incident commanders need to be more aware of the wider impact of making up for appliances. Yes, we should get as many resources as necessary quickly and at the earliest opportunity. However, we must also recognise that effective performance of all at incidents, and appropriate and effective deployment of resources, is the key to firefighting actions. We must not “Make up” for appliances and crews to cover a lack of operational effectiveness. Training must be improved and all crews deployed should be effective in their response. Kit uplift should also be considered. Especially the following that each pump should carry. 4 Fire Beaters. 2 HR Adapters 2 Dividing breech. See Ops assurance and feedback dated Feb 2023 , and ops feedback already shared with OLA dated summer 2022 .
Agree		Again any adaptation to the Response model must ensure it includes TVFCS as a key stakeholder
Agree		Again earlier you refer to an increased risk of flooding due to climate change. Disappointed to see only one boat at Caversham, nothing elsewhere
Agree		Keep Mortimer fire station please
	Disagree	Is 75% a bit low?
Agree		Appliances ok, however a review of special appliances is needed and their location/condition.
Agree		Rbfrs response model should concentrate on risk ie dense populations/high rise numbers rather than solely on politically motivated response times.
Agree		I believe that this should not just be response based, this should also be risk based too
Agree		Response model should also encompass risk, rather than just response times.
Agree		Priority 3 should include response times for 2nd fire appliance as well
Agree		I believe that there should be a similar response time for the second appliance at an incident
	Disagree	Berkshire fire needs to do much more to tell the public the truth about the response standards in their local areas and not a single average over Berkshire to allow people to assume they are all within our response standard.
Agree		You will need more appliances
	Disagree	Why are you carrying on with the same targets, you have had for the last 10 years? Should you not be setting new targets that are an improvement to response times?
Agree		Yes but it should be done with a cost saving budget in mind not increasing costs for people
	Disagree	75% is not good enough. Users pay 100% of your precept.
	Disagree	Until a new model has been designed then i cannot agree to something that is not yet decided.

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Agree		triaged within the scope of the procedures & policies, not at the detriment of financial savings
Agree		The thinking here is spot on! Meaning if some of the changed risks in the strategy don't materialise as expected, the strategy can quickly be adapted.
Agree		There should be a national standard not one made up by each local fire authority, for accountability.
Agree		To achieve this we need all appliances available for the maximum amount of time, more investment to support our On Call stations and more recruitment of Wholetime to maintain our establishment to stop Wholetime pumps coming off the run with the degradation policy.
Agree		The current response model is very weak in the support of larger scale incidents or incidents that require the FRS to support partner agencies. Staff need to be able to respond and also train within their normal working hours without an over reliance on overtime to crew normal response. The plan should include an analysis of items such as who provides training on elements such as specialist vehicles (e.g. ALP, HVP etc) and specialist response (MTA, Hazmat etc). The model also needs to take account of the service commitment to national assets and capabilities and how these will be supported without degrading normal incident response. The model must not be tied to established practices such as a minimum crewing level, where elements of the command structure are provisioned from, the location of assets or the number of assets required to meet a risk. The model should be developed to provide the most effective response to the risk in Berkshire and the wider area.
Agree		Its positive that RBFRS is ensuring its response to standard of the first fire appliance arriving at the incident within 10 minutes on 75% occasions, especially in challenging areas in the West of Berkshire. Is it possible to ensure that following appliances on the pre-determined attendance meet reasonable response times? Can this be achieved by managing crewing levels (increasing minimal crewing at key stations) and assuring an effective / attendance procedure is in place?
Agree		Response should be no 1 priority
	Disagree	What are you basing your response model on, are we looking at relocating appliances or stations (best placed to respond to emergencies), changing shift patterns will put more strain on operational staff financially, due to high cost of living. If you are forced to reduce fire appliances, due to crewing shortages and reduction in Overtime, relocating crews to other station will increase the arrival time and percentage
Agree		So long as this is not used as a mechanism to close local fire stations or cut numbers of fire engines
	Disagree	We need to provide what we need not what we can afford. Is 10 mins 75% considered good?
Agree		As long as cost comes from efficiency improvements, not tax increase

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Agree		What will the target response time be for the second arriving appliance?
Agree		Need to tackle areas of cost wastage like amount of sick leave and other non productive activity
Agree		Priority needs to be on the response time and less on paperwork
Agree		Need to ensure plant and equipment is considering climate change when making purchases
Agree		The chart shows Hungerford West twice but not Newbury! Many stations seem to have one engine only. Is this sufficient?
Agree		Developing the response model should not be a backwards step and while it needs to be sustainable and provide value for money, this should be carefully balanced against ensuring that the model is effective and efficient for all, staff included.
Agree		Remove the retained duty system, it is a totally ineffective crewing model
Agree		So long as it doesn't result in lower manpower
Agree		Slough must maintain its two fire stations. I have estimated that 8000 flats will be built or have just been built and these as well as the rest of this growing town need full time specialist cover.
Agree		Continue to support the Response Standard as a useful method.
Agree		How will this be achieved when you have moved the Tilehurst Fire station out of the Borough to West Berks?
Agree		Hungerford and Lambourn cannot crew efficiently, we need to actually resolve this issue. In my opinion by removing them and satelliting 1 of the Newbury Appliances.
Disagree		I think within ten minutes of at least 90% of occasions
Disagree		So reducing the amount of frontline staff and stations to save on money and maintain the same standards....doesn't take an expert to know that won't work.
Agree		Berkshire needs suitably resourced, resilient services that can manage the anticipated level of risk. This means employing the right amount of staff and training and equipping them to respond effectively. It also means that protection and prevention staffing levels should be considered in line with the intention to create an integrated service delivery strategy.

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Overall, do you agree or disagree with Priority 4 to review the incidents we attend and reconsider whether we should continue to go to those that do not form part of our core statutory responsibilities?

Agree		It is important to consider in the context of TVP and wider partner long term changes too, there is a risk of emergency resource gaps. Also, it is relevant to further explore the responses to non-statutory incidents to identify what may be prioritised. The voluntary sector could be key partners in this and are not included within the plan. Setting clear expectations with the public through communications, engagement and education would be essential if some responses are to be reduced. It is unclear if the assessment of incidents to attend are fixed for the plan period, or if there will be an ongoing review mechanism and flexible attendance to some incidents.
Disagree		One pump attendance at all incidents where human and animal lives are potentially at risk should be the minimum standard.
Disagree		If these emergencies aren't part of your duties why can't you charge to go to them? I don't think you should stop going
Disagree		if the fire service does not attend non statutory duties it will only lead to members of the public putting themselves in harm and distress. Public are aware of The fire and rescue service, they expect to call the emergency services and have people coming to help. if the service does not attend these incidents it should be widely publicised what incidents we will attend so the public are aware
Agree		will there be further consultation around which incidents you will not respond to
Agree		It makes sense that all emergency services think outside the box
Agree		Absolutely. I think focusing on your core service should help to strengthen and improve the overall service you deliver to the community. It would be interesting to see how you go about withdrawing from duties that don't form a part of your core statutory responsibilities, without it leaving a gap or groups of people vulnerable.
Disagree		Yes that priority should be core services however the fire service is best placed to help search for missing people as appropriate especially in areas where the other services are less equip and stranded animals. I agree that fire alarms maybe should be re prioritised
Agree		However. False alarms still need to be addressed eg: AFA's
Agree		unless funded



Agree		We are taking on too many jobs that Police and Ambulance cannot attend. These are not part of our statutory duties and we should not be attending these incidents at the expense of carrying out our core fire functions
Agree		I don't think you should stop animal rescues. Reviewing is fine, but isn't it your job??
Agree		Do the basics really well before doing extra. Do you have enough people and equipment to do what you are supposed to? If so consider extra or reduce budget.
Agree		Suggest that the organisation only respond to incidents required under statutory duties to improve performance in these areas
Agree		Whilst I agree, it is unfair to expect the public to accept a reduction in service they are paying for and have come to expect. Maybe you shouldn't have started providing the service in the first place! Government should be clear about your role and evolve it in the same way you as a Service would like to. The fire service should be properly funded for the services it provides as identified in its risk management plan.
	Disagree	Urban Search & Rescue has been a valuable commodity can be limited to specialist groups, perhaps this type of asset could be incorporated into the Framework of RBFRRS that would enable cross collaboration with other local authorities without compromising the main priorities.
Agree		However, during quieter periods and if suitable availability I feel the service can still respond to some of the incidents that don't form part of the core responsibilities such as animal rescues and missing persons.
Agree		Could local businesses play a part in assisting in the development of the approach the fire service takes?
Agree		Developing working relationships with other groups (local search & rescue?) sounds fruitful
Agree		A secondary rescue service with a small dedicated staff might distract less from the main FRS function.
	Disagree	No access for Deaf people to call or communicate please consider British sign language interpreter
	Disagree	Automatic fire alarm responses should be undertaken by the dedicated person in charge of the building. Animal rescues and missing people requires specialist equipment, not necessarily available in the volunteer sector - some Lowland rescue organisations have the ability to respond to missing people, but the politics within some of these organisations takes over from what should be the priority, the missing person, in that personal preferences in the use of equipment and resources overrides the key decision making process. Animal rescues requires just the equipment you have available (i.e. lifting gear) for large animals would you let these animals just die as there doesn't seem to be a practical alternative in the volunteer sector?
Agree		You should also consider reviewing all incidents attended to assess performance and learn any lessons
	Disagree	You are a fire and rescue service and that includes humanitarian aid
Agree		Need funding for extra duties like water rescue



Agree		This is a key area due to the rise of mental health issues and society changes.
	Disagree	Who will rescue animals or go to floods if your don't?
	Disagree	Disagree with not going to animal rescues as other people will try to help and you will end up with more casualties
	Disagree	People expect your emergency response regardless of Statutory response. Stop doing second jobs and deliver what the public expect
	Disagree	I am concerned about reducing what you do. Who will help us if the fire service doesn't??
Agree		We (HIWFRS) are also mapping what is and isn't a statutory function to determine whether responding to such an incident is the most appropriate use of our resources.
Agree		If your aren't funded for this work why are you not lobbying for change?
Agree		Is the fire authority aware of the national bee keepers association concern and guidance to liaise directly with fire services (along side county councils) to manage emergency calls for Asian hornet if this species becomes established in the uk and therefore poses increased risk to public and front line services.
Agree		I agree a review over the incidents that you attend, but missing person or automatic fire alarms as non statutory should be attended
	Disagree	Difficult if other services do not cover
	Disagree	If you don't attend the responsibilities that are outside your core work who will?
Agree		Animal rescue is an interesting one, given our spend on kit and training
Agree		A review makes sense but need to ensure we respond to keep communities safe
	Disagree	My feeling is that we should continue to meet the expected role of animal rescue and searching for missing people. Public expectation is embedded with these duties and we have the capability and the resources. We have been challenging AFA's and should continue to do so, this could be pushed back further, especially in premises that have no life risk. For example where an alarm is actuating in a building that has no person on site to confirm fire or false alarm
Agree		Good this is being reviewed. Automatic alarms should be checked initially by the owner of the property first not sending a crew, especially from a busy station.
	Disagree	The fire and rescue service should attend all incidents it attends now and more, so long as its within the remit, all firefighters should be trained accordingly and equipped correctly, I.E. not all animal rescues involve the need for water trained firefighters, all stations should be attending these calls.
	Disagree	I don't think you should stop going to emergencies. If you won't, who will?

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Agree		It is important to consider in the context of TVP and wider partner long term changes too, risk of emergency resourcing gaps. Also relevant to exploring the responses to non-statutory incidents to identify what may be prioritised. The voluntary sector could be key partners in this and are not included within the plan. Setting clear expectations with the public through communications, engagement and education would be essential if some responses are to be stepped down. It is unclear if the assessment of incidents to attend are fixed for the plan period, or if there will be an ongoing review mechanism and flexible attendance to some incidents.
Agree		But only if reassurance is provided that the reduction of capacity from FRS will not have a significant impact on response. There is a risk that agencies withdraw from activities and leave a gap in provision. If that is decided to occur it is essential that the revised risk profile is communicated to the public, partner agencies and the risks are made clear to government
Agree		Whilst I agree that there are some things the Fire & Rescue Service attend they are not within their remit, there needs to be a balance of attending when needed but not as standard.
	Disagree	As a FRS we should be attending those incidents where we can positively impact safety. This should not be the area we are trying to save money!
Page 107	Disagree	Public should be made aware of the government guidance. People should be made aware that the government does not fund things like animal rescue and water rescue etc .
Agree		Agree we need to focus our resources - however AFAs have been a strong focus protection nationally and with the HMI, therefore this needs to be carefully managed. One example could be that we could investigate a determination between alarms caused by smoke/fire alarm and sprinkler activation. As sprinklers are effectively heat detectors they are very rarely a false alarm.
Agree		A charge should be involved concerning AFAs. I believe it is the right thing to continue rescuing animals and supporting missing persons especially in rural areas and near water
	Disagree	Who else will go? Who else will help in an emergency? Rather than consider cutting what you respond to, why don't you pressure government in to funding you better. Bw proactive in this regard not reactive, be a positive force for change and don't take part in a race to the bottom
	Disagree	The group felt the fire service should go to the broadest range of incidents and events as possible
Agree		if looking to still attend these incidents, it should be with additional funding from central government
Agree		We agree with the review but we do not agree that the RBFRS should not attend non-statutory incidents
	Disagree	Smart motorway on m4 priority

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Agree		And work with other Thames Valley Fire & Rescue Services to ensure a consistent and joined up approach across the three Fire & Rescue Services
	Disagree	Lobby the government for additional funding so these non-statutory incidents can continue to be attended
Agree		TVFCS are often put in a situation where there is a moral obligation for someone to attend, we often feel pressured into attending as other emergency services are unable to and we are resource rich.
Agree		Rather than review incident types that are not your statutory duty why not make the incident types statutory and receive funding for these as there is no one currently that will provide an emergency response to water incidents or animal rescues all which can involve humans. If you have the resources to carry this out now then why not lobby for funding rather than reduce the service you provide?
Agree		a degree of flexibility, needs to be allowed for, for the unusual incidents and reaction
Agree		We get no funding for water rescue why ?
Disagree	Disagree	Flooding is not core work however missing people is something i believe should happen as it could technically be preserving life by locating.
Agree		It's important that the fire service continue with large animal rescue, as a farmer in rural Berkshire this is critical
Agree		Consider whether the incident was a cry for help & ensure that similar ones in the future do not fall through the cracks and lead to a more serious incident
Agree		Agree, but feel that statutory core functions list may also require looking at or a different type of additional support added for non core functions could be considered
	Disagree	I thought it was evidence based that we attend animal rescue to prevent owners become victims? I have also attended AFA's where i've rescued people from burning properties.
Agree		Review is necessary. Automatic fire alarms DEFINATLY Smell of burning " Defiantly needs adjusting to 1 pump PDA " Better information gathering from control is required. There is a clear difference between someone on the street smelling burning and seeing smoke coming from a house vs someone in the house, can smell burning, but can't see smoke or fire. I feel we should attend all water rescue incidents, including sub surface to stop others from getting into the water, and also lock ins / lock outs, as these do a lot of good with limited demands on resources, and can lead to lots of good work carrying out fitting of smoke alarms and information gathering for future incidents / improving public relations.
Agree		FRS need to take a long hard look at what they can achieve with the current level of funding and be brave in focusing on those areas where they do have a duty, perhaps a the expense of those they don't

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Agree		Provided adequate response is available for the incidents you no longer attend from some other agencies
	Disagree	Im wondering whether searching for missing people should be included as a statutory duty too. I am not fully able to agree or disagree
Agree		Although I agree with this action, I would hope that onward communication with other services or volunteer organisations, will be part of the process and that no distress will be caused. For example, assisting the Ambulance service to transfer incapacitated patients in difficult scenarios.
Agree		But should continue with the non core where possible
Agree		It's utter madness that water rescue is not funded, there is no comeback on commercial false fire alarms etc... and RBFRS is surprised it can't pay a decent wage.
Agree		Can you look at establishing wider links in the community to still be a part of community planning for such events?
Agree		Need clear communication should there be a change of policy
Agree		AFA's and special service calls are the top number of calls every year so agree, as this will allow more time for community engagements and other work.
Agree		water rescue in Berkshire should be properly resourced. Up skill firefighters and give them the adequate kit to be able to make rescues remotely possible.
Agree		I think we should apply for some form of funding to enable us to have a greater knowledge base and skills to carry out water rescues properly because as the policies and kit we have hinders our ability at these incidents
Agree		I feel we should seek funding to increase our water safety capability.
Agree		The budget should be increased to include water rescue training and new equipment
	Disagree	Funding for water rescue
	Disagree	I do not believe the fire service should decide not to attend incidents such as water rescue
Agree		assisting with missing people should be a high priority which all services assist with as a timely response is essential. more wandering lost people with increased cases of dementia
	Disagree	If it involves a threat to life, then the Fire Service should continue to support other partner agencies with tasks such as, complex extrications of people experiencing illness/injury.
	Disagree	Whilst money and resources are tight, there is a moral obligation on all Cat 1 responders to attend incidents outside of their statutory responsibilities. This has been custom and practice and communities expect this to continue. Fine to review those that you are really not required to attend but consideration must be given to 'if not the F&RS, then who' question.

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Agree		Although I believe that animal rescue and searching for missing people in what is a very rural county should be kept.
	Disagree	As an RSPCA inspector I've called fire and rescue multiple times for assistance when all other avenue's have been tried. I agree the cats up trees are frustrating as I believe most of the time they can get themselves down however I've also been involved in a lot of large animal rescues where f&r's equipment and expertise were invaluable. Considering things on a case by case basis would be ideal and would hope that things like that won't be totally written off if f & r are able to assist
Agree		Yes, stick to statutory core duties. Animal rescue should only be considered where there is a risk to humans such as animals in the road
	Disagree	Commercial and HMO automatic fire alarms are an essential part of the required fire safety planning and increasingly as compensation for reduced or lowbuild standards. It makes no sense to offer a reduced service level.l
Agree		Risk Management plan will be required to determine which agency will be managing the incident. Is there an assessed risk where you would become involved or could provide some support to another agency in certain circumstances.
Page 110	Disagree	the more we are in the public eye and being sen attending any type of incident in which we canhelp, the more we progres ourselves to become the heart of a community
	Disagree	Should get paid more to provide such service
	Disagree	Non-statutory incidents may get out of control
	Disagree	Animal rescue should remain within your remit.
Agree		This is absolutely right so it's sound financial management.
Agree		Prioritise your core responsibilities and not trying to encompass other dedicated emergency services.
	Disagree	We already call challenge AFA's, we should be expanding our Core activities to better assist other agencies and the communities we serve.
Agree		Most incidents attended recently are none core responsibilities so this is important to review this as our time is valuable to undertake vital protection and prevention activities.
	Disagree	I would support a middle ground here. I agree that you "should not do non-statutory work at the expense of ... statutory core functions". However, I would not like to see a scenario where help to animals or humans could be given at times when there are no conflicting interests. I am interested in why response to automatic fire alarms is not statutory - are these often false alarms?
Agree		However, concerned about who will do the animal rescue work
Agree		Are you at risk of spreading the service too thinly?

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	Disagree	If we refuse to attend incidents outside our statutory responsibility to the general public, we not only do ourselves a disservice, but lose credibility in the eyes of the public. do we refuse running calls outside our scope of responsibility, or have i read this incorrectly
	Disagree	If the core responsibilities do not fill the majority of a working day, why would you not utilise staff for the non core things? Why not push and make them core. As a resident of Reading I pay my national taxes and local council tax, for what if you as a service are not there for us in regards to statutory or non statutory responsibilities.....I would ask what are we actually paying for?
Agree		Keep doing things on moral and ethical grounds will not fund the resources needed to deliver these additional incident types. You might get a thank, but that doesn't pay the bills, tax payers do.
	Disagree	The service should continue to attend incidents involving automatic fire alarms, animal rescues, and searching for missing people
	Disagree	To blanket these out considering them someone else's problem may not always be the best solution
	Disagree	RBFRRS should continue to respond to all potentially life threatening incidents, regardless of if it is a human or animal.
Page 111	Disagree	You are the only emergency service that has heavy equipment and has a fast response time. Lives and animal lives will be lost if you do not attend these incidents. Instead they should be added to your core functions.
	Disagree	Still think the FRS provides vital support in none statutory responses and it may be a deterrent to communities and emergency repeses to stop this work
	Disagree	If RBFRRS do not attend Animal Rescues that will potentially mean more suffering and potentially death of more animals which cannot be a good thing.
Agree		Stick with work to save life and property
Agree		However, in times of need the Fire and Rescue Service has always been there when people need us, regardless of whether it is our legal duty. When there is no-one else to call we are usually the ones stepping forward. Should we stop initiatives such as safe spaces because it isnt a legal obligation, or should we do what is morally right?
	Disagree	Your other priority mentioned response to flooding which isn't statutory work so why aren't you listing that here?
Agree		I don't think we should leave the community exposed to any risk not covered by other services, but equally a national joint approach is needed to ensure responsibilities sit in the right place.
	Disagree	You are grotesquely underemployed, you are making excuses to do even less.

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Agree		We also need to accept that there are some emergencies where the taxpayers we serve and the media expect us to respond. Even if the govt does not classify them as a statutory duty. We have big gaps in some of these areas across all three services and some of these will fall squarely at the feet of the FRS in the court of public opinion.	
Agree		We arent duty bound or funded to carry undertake water rescue activities, either we stop doing it or we get funding.	Appendix B
	Disagree	Is this saying you will not attend some incident types that you currently attend? Like which ones?	
	Disagree	Animal rescues should still be covered. If the Government are saying these should be excluded, then they are wrong. As regards AFA's, then they should only be ignored if they are coming from businesses that are persistently False Alarms	
	Disagree	Fire fighters likely to contribute unique skills to some missing person enquiries. Would searches be as effective without firefighters skills. I do agree that some of those things mentioned above should not be a firefighters role e.g. animals and automatic fore alarms	
Agree		Yes we should reduce attendance to non-life threatening incidents that aren't part of our remit.	
Agree		It seems wise to review what work is undertaken, but there is a degree of public expectation involved. The FRS is still best placed to respond to some types of incident, such as water rescues.	

Overall, do you agree or disagree with Priority 5, that we should develop our Fire Protection service to support the resilience of businesses. Ensure the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear?

Agree		We support the priority to target this area where there are still many business owners who do not fulfil the responsibilities required of them under the RR(FS)O. An audit by an external enforcement agency is required with subsequent actions.
Agree		Although I'm not sure this should be one of your key priorities. Surely other departments such as Health & Safety to Risk Management could implement this as part of compliance?



Agree		The only aspect that is for debate here appears to be the reduction of UWFs. If capacity is limited then reducing this demand more significantly seems sensible.
Agree		This is critical to both support business and to keep people safe in they visit or use.
Agree		Strongly agree. Most businesses want to do right by the fire service and any advice that can be given to lessen any unwanted impact on the fire service is good in my opinion.
Agree		Sprinklers are hugely important, are often unpopular with developers/ planning officers - anything you can do to remedy this this will be a massive achievement
Agree		might have been given a higher priority than 5.
	Disagree	Already broke the law because no commitment for accessibility for deaf people first language British sign language
Agree		Should businesses be obliged to pay for this service ?
Agree		Upskill front line operational staff to carry out safety inspections instead of continually employ more non ops staff for such tasks
Agree		Need legislation to get more sprinklers into buildings
Agree		I believe that their maybe an issue with retention here, as private companies are happy to pay fire protection persons a considerable amount more, with greater perks, to do the same work loads using the qualifications/skill set they have achieved from the service. This would also effect value for money, and being able to achieve support to the business directly.
Agree		Recognise and strengthen the campaign for introducing sprinkler systems sounds great, but can you include mist fire systems and ensuring they are installed correctly?
Agree		Important that we are robust in this area
Agree		Yes, but I am not sure we can "ensure" the safety of all people as this is not up to us but businesses/buildings' owners.
Agree		The cladding scandal still hasn't been fixed. The fire brigade should be helping make residents lives safer
Agree		We support the priority to target this area where there are still many business owners who do not fulfil the responsibilities required of them under the RR(FS)O. An audit by an external enforcement agency is required with subsequent actions.
Agree		This is essential and needs to adapt to reflect the evolving risk environment. New risks such as car battery fires in multi story car parks for example need to be captured. Also as the risk environment develops with reduced public resilience to risk needs to be reflected and this may also impact on business that have to choose between fire safety and other key priorities
Agree		Sprinklers should be mandatory in all buildings especially office blocks, apartment blocks and buildings housing vunerable people and animals.

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Agree		Much better relationships and engagement is required with businesses owned by ethnic minority groups who are often disproportionately impacted by enforcement orders	Appendix B
Agree		But do not use it as an excuse to cut front line appliances and crews	
	Disagree	HSE are better at risk assessments than local fire officers	
Agree		It's a surprise to me that Priority 5 will involve a change of practice - is this work not already underway?	
Agree		AFA should defiantly be reviewed. A house with an automatic alarm will burn the same, at the same speed, as a house with a typical smoke detector fitted.	
Agree		Please can flats, residential homes etc also be a priority	
Agree		Would be nice to have more building inspections. They tend to focus on high rise and HMO's but not businesses.	
	Disagree	How many fires are there in commercial or residential buildings that warrant this level in interference? Off the back of Grenfell all this is being pursued but a common sense approach should be taken.	
Agree		This target could tie in with the most vulnerable groups as they are more likely to be living in high risk buildings that need changes made.	
Agree		Sprinklers are essential in large commercial premises	
Agree		RBIP identifies buildings where a serious fire might affect relevant persons. A serious fire could occur in a derelict building and not affect anyone.	
Agree		Your efforts in this area are actually well appreciated by those involved in design and use of buildings!	
Agree		Could this be expended to support the promotion of Business Continuity planning by businesses especially SMEs	
Agree		Bring all fire safety back to fire services. This should be a national campaign.	
Agree		Will this involve too much expense for small businesses or groups?	
Agree		As part of the development of fire protection the service should seek to work more closely with planning, developers, local government etc to ensure that fire safety is embedded into new buildings and developments right from the outset whilst enabling the development of buildings that meet and exceed the aspirations of clients	
Agree		Why not include new build domestic abodes & the ever increasing trend of converting single dwellings to multi occupancy accommodation, to require sprinkler systems. At the very least for there to be a requirement for fire safety inspection of houses when converted to HMO.	
Agree		Start by encouraging LHA to regulate their HMO stock. Appears to attract a lot of FRS attention. Again more work out of scope for FRSs.	



Agree		The number of automatic (false) is ridiculous. Could property owners or alarm suppliers be fined for such?
Agree		This should be done with the support of fire stations and the firefighters that work there.
Agree		How will you achieve this when there are fewer inspectors out inspecting than ever before?
Agree		I believe we may need to bolster our number of protection officers to fulfil this role adequately. This may be an example of where certain prevention activities / personnel could be better deployed to achieve protection objectives. To be clear, I am talking hear only about prevention activities with an unknown/unclear success rate.
Agree		There's no mention of the significant role that Protection personnel have in reviewing building control consultations. How does this work relate to the CRMP? Perhaps we should consider a risk-based approach to prioritising this work to focus scarce resource on consultations relating to the highest risk premises.
Agree		Risk inspections should be completed by a specialised inspector instead of crews, crews should continue with familiarisation visits.
Agree		The push on sprinklers is important. Also, there needs to more building fire safety education available to the public. Enforcement and regulation is important, but in an increasingly complex regulatory environment reliable advice is vital.

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Overall, do you agree or disagree with Priority 6 to provide a minimum of 14 frontline fire appliances utilising our Wholetime and on-call staff as effectively as possible?

Agree		We can neither agree nor disagree as it is not clear what the previous operating levels were, and what the impact of 14 frontline fire appliances would mean compared to 19. We understand that modelling shows that 16 fire engines would be adequate but also that in the event of a large-scale emergency, neighbours would be asked to help. It is not clear which areas of the county this would affect the most and to what extent.
	Disagree	14 is too few when 19 is the standard.
	Disagree	Direct seen like enough fire engines. 14 isn't many.

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Agree		on call staff are not trained to the same working at height standards and do not have training on special vehicles so by mixing whole time and on call staff it may keep a pump on the run but not the working at height capability and will not enable crews to switch crew special vehicles	Appendix B
Agree		is there an impact on the response standard for RBFRS	
Agree		Will service levels be openly communicated to partners and public ?	
	Disagree	Need to focus more on whole time availability that is almost 100% to turn out and crew. There is also an ability level of those attending these incidents. Paying customers expect a high level service not just an attendance.	
	Disagree	14 is unfortunately not realistic after many years of cuts to staffing, last year we struggled to get 8/10 appliance in the summer months	
Agree		Ideally I would like there to be funding for 19 appliances	
Agree		This seems sensible providing the level of service provided by both types of crew is comparable.	
Agree		This seems like sensible use of all your resources. However, you must guard against allowing this becoming the new normal minimum.	
Agree		Perhaps more information is required about why 14 is the minimum number of appliances; what is the rationale for this?	
Agree		Does the cost of using over the border agencies outweigh the reduction of stations and staff when crewing levels do deplete and reduces the availability of adequate fire coverage across Berkshire?	
	Disagree	I do not feel the public will benefit from more cuts to front line staff - this will result in more delays to emergency incidents	
	Disagree	This is not directly solving the crewing issue. By incorporating the on-call as part of the 14 that is not value for money for the people of Berkshire and not directly dealing with the crewing issues within RBFRS.	
Agree		Very sensible	
	Disagree	You should do everything possible to ensure you can crew all your appliances all of the time - or realign resources so appliances are crewed at the busiest or highest risk times.	
	Disagree	Please consider how to promote deaf people access to response the service	
	Disagree	With an increasing population, thus denser building and travel time limitations due to volume of traffic, reducing the number of appliances available is just wrong and likely to lead to an increase in deaths, whether this be through delays getting to a fire where people are trapped, or delays getting to road accidents where people need cutting out whilst suffering potential life changing or limiting injuries - more response vehicles, not less should be your proposal to reach your targets.	
	Disagree	I have no way of assessing that the target of 14 appliances is appropriate	



Agree		Need an improved resource management team	
	Disagree	You should aim to increase from 19 not aim for less	
	Disagree	Striving for excellence should be aiming for 100% availability of all appliances, that's what I'm paying my taxes for	
Agree		Need to be able to crew all 19 if needed	
Agree		You are the professionals so I rely on your assessment that this will give you enough staff to keep the public safe and the firefighters safe.	
Page 117	Disagree	I do agree, we should be keeping a minimum of 14 available, but this is not always the case, so 19 is a pipe dream. Also is this enough?? Crewing levels are too lean. The crews are struggling to keep appliances on the run during a time in the year when leave figures are showing single figures. Soon when London fire brigade open their recruitment doors again as well as AWE, we will see a mass exit off operational crew members, this has been communicated by those that are awaiting this to happen. Operational crew members that are stuck in the pension trap have said they will exit to London to enhance their pension to cushion the blow and in some cases enhance their pension. This will lead to a big loss in operational front line staff, experience and a cause of appliances being unavailable, meaning we can't fulfill and maintain the response model. This also effects the category of not value for money. I feel that we need more whole-time front line appliances and an increase in operational front line staff to achieve even the minimum of 14.	
	Disagree	We need to address staff retention first and aim to keep all pumps available.	
	Disagree	Have a recruitment drive and provide training to ensure you have sufficient staff	
	Agree	14 appliances for the whole of Berkshire seems very low.	
		Disagree	You have a history of negative support at on call stations.
		Disagree	A minimum of 14 for engines just doesn't seem like enough. How will you guarantee that it doesn't drop below that? Perhaps you need to recruit more staff.
	Agree		We (HIWFRS) would be keen to discuss this with you to identify if this changes how we currently work together and our own risk profile.
		Disagree	It is imperative to ensure adequate staffing of whole time staff to ensure a safe service.
	Agree		Caveat that you are happy that 14 frontline appliance is sufficient in the the event of a large emergency - AWE, terrorist attack etc
	Agree		I completely agree with recognising the on-call with regards to minimum of 14
	Agree		Will be good for on-call to play a big part if they are available.

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	Disagree	I agree with the number of appliances but not with utilising the on call to maintain this number. 14 should be maintained with whole time appliances
	Disagree	dropping appliances impacts response standards and doesn't provide the cover we promise our residents
	Agree	We should utilise the on-call crews more. While it might be more challenging to manage we should develop these management capabilities to provide more resiliency to the service. It has been done elsewhere.
	Agree	I agree with the above however I do feel some appliances are either in the wrong locations or missing completely, I.E. there is one aerial appliance in the county, correctly sited close to reading centre, within easy access to the west of the hub, however there is nothing in the east of the hub, I feel a second aerial appliance would be beneficial in that area so that there's no reliance on other brigades, the same as water bowsers, relying on other brigades to supply specialist appliances when needed, for arguments sake, langley is a big 4 bay station with only one appliance, ideal space for an east hub aerial or bowser, with the addition of 2 ff's per watch and would benefit the service delivery in the east of the county.
	Agree	It's a minimum, but doesn't seem like enough for the million residents in Berkshire.
	Agree	We can neither agree nor disagree as it is not clear what the previous operating levels were, and what the impact of 14 frontline fire appliances would mean compared to 19. It is not clear which areas of the county this would affect the most and to what extent.
	Agree	It is not clear from the response whether this would also be the minimum during any period of industrial action. What is the difference between having 14 units, 10 units and 17 units for example. The principle sounds ok but there isn't really enough information to make an informed decision on this
	Agree	Firefighters should be paid more for such an important role in our communities
	Agree	It should be more but then our extra council tax is used to pay council debts instead!
	Agree	It's about being safe at work as if your colleagues end up in danger, then that becomes even more people that need helping out a burning building etc. I definitely agree with minimum staffing for your safety first.
	Disagree	14 out of 19 would not be sufficient in busy times -again people should be made aware of these shortcomings due to central government underfunding, in my opinion.
	Disagree	I dont believe 14 appliances provides enough cover for the whole county. Better recruitment practices are required to attract talent into the berkshire and this would keep appliances active and available
	Disagree	Why is this only 6th on your list? That speaks volumes on your organisations view on corw roles and responsibilities. More full time firefighters + appliances = safe communities.

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Agree		The group were not sure if this was an appropriate resource allocation? I advised that I felt on average it was about right when taking into consideration are peak periods and array of functions.
	Disagree	15 Full Time Fire Engines, 1 Extra 4x4 Unit, Boat in the East
	Disagree	Minimum of 15
	Disagree	Need more than 14 for summer
Agree		Agree with the principle , but this should be 14 wholetime appliances. if on call appliances make up the 14 , this will reduce the response time to the residents of berkshire due to longer turn out times
	Disagree	We feel 14 frontline fire appliances is too low
	Disagree	Will need more
	Disagree	14 whole time should be the minimum as an on call appliance can be taken off the run at anytime.
Agree		i assume 14 is the minimum required for the area covered?
Agree		Improve the relationship between WT & On call & over the border crews. Increase crewing to ride 5 on each appliance.
Page 119	Disagree	Minimum number of appliances should include wholetime only, with on call availability being used to provide an above minimum level of response. The public expect us to go above and beyond in every aspect of our service, this should include our response capability. Using on call availability to achieve the minimum of 14 appliances is not acceptable, it is manipulation of statistics.
	Disagree	14 appliances should be staffed by wholetime staff as using on call staff is not a resilient model, on call resources should be utilised to provide cover for the areas not covered by wholetime stations to provide minimum responses to rural communities and not be used elsewhere providing even longer response times for example in the far west of the county. Minimum resources should be 14 wholetime fire engines with on call providing cover for their communities
Agree		Great to see on-call appliances be part of the target
Agree		but this really depends on how you go about it
	Disagree	On - call are on the run on and off all the time, especially in the day and at weekends so I believe using the on-call as part of the 14 will be hard to manage
	Disagree	Using on call stations who cannot provide cover on a number of occasions and using on call staff over wholetime firefighters to save money is not the best use of trained firefighters.
Agree		If you cannot get the staff from a 6min distance you should allow further afield to allow maximum availability. You must rethink your use of vision when mobilising further away wholetime stations instead or retained stations, this way you are more likely to

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		retain staff at retained syations because they feel they are actually getting used and not just a tick in the box that they are available.	
	Disagree	14 for the whole of Berkshire seems a very low amount of cover. Berkshire is a large county and I worry a minimum of 14 will not cover. I also believe fire stations need more full time staff. This is an area we should over estimate rather than under	Appendix B
Agree		I think this is very important.	
Agree		hopefully this includes sufficient cover to be able to assist in cross border incidents	
Agree		I believe RBFRS are responsible for the demise of the RDS service.	
Page 20	Disagree	Last year it was clear that “ RBFRS will provide 14 Whole Time Fire appliances at least 99% of the time “ Although our RDS colleagues help to do a great job, we must recognise there has been a big loss of their capabilities recently, and it takes a very long time for them to be able to match a Whole time fire fighter whom has been on an 12 week intense initial course, whom then also are in development for a further 18 “ 24 months before competent. We must maintain not just 14 fire engines, but 14 fire engines worth of experienced / competent fire fighters. Especially as we now crew all appliances with only 4 riders, which in its self is supposed to be minimum, not standard crewing. Better interoperability and joint working between RDS and whole-time is something for us to work on.	
	Agree	RBFRS must take a pragmatic approach to this issue to avoid being constrained by reporting which does not necessarily translate into effective management of risk	
	Disagree	I am concerned that you are only committing to min of 14 frontline engines when you have 19 frontline engines available. You need to ask Government etc for more funding to attract staff and make more effort to retain staff so there are no shortfalls. With our proposal to cut covering for animal rescues etc, it is not acceptable to then drop to 14 frontline engines as a minimum standard. This means a reduction in the service.	
	Disagree	Should provide 19 at all times	
Agree		That if staffing falls to 14 crews, that assistance to neighbouring Fire and Rescue services. Question.. what priority does the M4 take.. do you have a minimum requirement to support that specific environment.	
Agree		Consistent with keeping Mortimer fire station open	
Agree		This will require a lot more flexibility for on call staff, both in terms of delivering the required training (more evenings/weekends) and in how on call availability is contracted.	
Agree		The minimum of 14 frontline appliances should be crewed by whole time firefighters	



Agree		I agree with this but I also feel that we should be pro actively recruiting more wholetime crews rather than being reactive as the lure of London and the London weighting payment is becoming a lure for Berkshire firefighters
Agree		We should still target to have wholetime appliances available. Recruitment should reflect the ever changing number of fire fighters. We are too reactive to crewing levels.
	Disagree	More appliances should be available for deployment
	Disagree	Does not meet the high rise risk in more populated areas
	Disagree	I believe that more staff should be employed to maintain maximum number of appliances each day
	Disagree	Berkshire's On-call availability has been in continuous decline for over a decade with focus on sole recruitment but not recruiting people for the right time of day. This has lead to a small increase in availability at night but we need on-call to be available during the day to cover WT training. On-call is not a stable nor sustainable model within Berkshire and is evidenced with the closure of on-call stations over recent years - Pangbourne, Wargrave, Sonning, Cookham. Berkshire fire should make a decision to close all on-call stations and invest the money in a more supportive and effective crewing model.
Agree		You need to recruit and have more appliances and not rely on on call who are rarely available
	Disagree	More fire engines available within budget the better
	Disagree	If you have 19 front line appliances, how can you be happy with a 25% degregation policy?
Agree		If it's required in terms of emergencies then yes. Surely looking at past years number of emergencies should give an idea of the number frontline appliances needed
	Disagree	You either need 19 frontline appliances or you don't. If part time staff are trained to the same standard as wholtime firefighters then there is something wrong with the wholtime training regime.
	Disagree	The nature of on-call and its inherent inescapable issues surrounding availability make this suggestion unworkable
	Disagree	14 pumps could leave gaps in the county increasing response times . also i believe on-call personnel would leave if they had to stay on station all day where some are self employed and work from home or locally to respond when required .
	Disagree	the proposed policy could allow a reduction in the absolute number of fire appliances (from the current 19). While the number available appliances may be less than the number on establishment, it needs to be clear that the establishment number will not be reduced. A measurement must be put in place to record and report the number of available appliances on a daily basis.
	Disagree	The RDS model is out of date and cant be relied on for fire cover. Especially during hot spells this could work with RDS doing positive hours.
Agree		Management must decide whether 14 is sufficient



Agree		I agree with the plan but feel there could be an issue with the cover to the west. If you take the environmental factors overtime this could cause an issue. I would like to know how crews can be distributed from other areas and still meet the minimum thresholds?
	Disagree	How does a min of 14 appliances compare to the last 5 years. Is this number sufficient? Is it a reduction or increase YOY?
	Disagree	The figure should be higher
	Disagree	Employ more front line firefighters to cover training and leave. Accepting that you will drop from 19 wholetime appliances to 14 an admittance that you are poorly managed and failing a basic core responsibility.
	Disagree	More investment in frontline staff is required to ensure maximum availability of appliances, both Wholetime and On Call. Any excess Wholetime staff should be used to assist crewing at On Call stations where practical.
Agree		I think this is very wise use of resource and commitment
Agree		Positive that the Wholetime aspect has been removed and this now takes RDS into account
Page 122	Disagree	The number of appliances and specialist resources available at any one time should come from a fully evidence lead investigation of the risk in Berkshire and the resources needed to manage that risk. Stating an expected number of resources before that evidence review takes place will bias the result.
	Disagree	14 is too few, a higher number should be qvailqblw at all times
	Disagree	This priority should aim to crew as many appliances as are deemed necessary to provide the service
	Disagree	are your 14 frontline appliances inclusive of on call or not?, if yes are you suggesting we lose whole time appliances and crew on call stations,
	Disagree	Highly disagree retained services not reliable and you don't seem to be able to maintain manning on full time stations
	Disagree	All 14 base frontline appliances should be from wholetime crews
	Agree	Will this form the government proposal of in case of strike action, a minimum service will be required by law. Will these 14 appliances be crewed by Berkshire crews or private enterprise staff.
	Disagree	Sorry disagree here, you are flirting with failure. On call firefighters are great and do a superb job, but availability most on call stations is poor, especially in Berkshire. A race to the bottom, that will result in a reduced service for tax payers.
	Disagree	I have no idea if that is considered enough
	Agree	
	Disagree	19 isnt a high number to start with shouldnt be any reduction

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Agree		Is this an increase or decrease to previous years? You should not aim for less
	Disagree	Neither agree nor disagree
	Disagree	This seems inadequate particularly in the West and North. More volunteers?
	Disagree	I think if you have identified that nineteen appliances are required, fourteen is too far removed and a more balanced model needs to be found.
	Disagree	In a county the size of Berks 14 seems too few. This sounds as if you're asking the public to approve cuts
	Disagree	weight of attack or firefighter safety not a concern to you. Remove the on-call they provide little cover for allot of effort to maintain.
Agree		Slough must maintain its two fire stations. I have estimated that 8000 flats will be built or have just been built and these as well as the rest of this growing town need full time specialist cover.
Agree		More opportunities need to be made for volunteer firefighters who don't live close enough to an on-call stations
Agree		On-call staff should be recognised as equal partners to wholetime staff and this is a positive step in this regard.
Disagree	Disagree	If you have 19 frontline appliances they should all be ready for use with wholetime firefighters and backed up by on-call firefighters to ensure full crews and no absence through training or unforeseen absences
Agree		No emergency service should be allowed to strike.
Disagree	Disagree	Remove Hungerford and Lambourn on-call crews and satellite 1 of Newbury's appliances. An on-call appliance goes on and off the run far more easily that a Wholetime pump
Agree		could you meet more incidents in less than 10 minutes with more appliances?
Agree		On average, how many Appliances were crewed in the years 2019-2022? I suspect this figure has gone down over the years
Agree		I find this difficult to answer as I don't have the knowledge to know if this is sufficient.
	Disagree	25% of appliances being unavailable seems very high should this not be more like 10%
Agree		It is important to maintain standards of fire cover and to support your on call firefighters.

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Overall, do you agree or disagree with Royal Berkshire Fire Authority's strategic commitments?

Agree		Education of residents and partners seems like an important commitment to include more explicitly, as it links to a number of wider issues. It is also known that continued substantial partnership working will be required to achieve the priorities. Partnerships are referenced within the strategic commitments but we suggest that this is further considered and included throughout the plan.	Appendix B
Agree		No, these are excellent commitments.	
Agree		It all sounds good in theory but I don't see any. mention of Diversity Equity or Inclusion. Surely you're not assuming to implement without considering the diversity of the communities you serve?	
Agree		Appreciate the work that you guys do. You need adequate funding	
Agree		only with good staff relations and funding can we work effectively , the ever looming migration of staff to LFB needs to addressed with a berkshire waiting allowance as we are continuing to lose crew managers and watch managers and starting to show new CM/WM with limited time in the job with actual real life experiences	
Agree		A goal of providing electric cars to replace petrol/diesel vehicles	
Agree		Seems sensible	
Agree		To reduce the amount of risk in open spaces, will RBFRS work with Local Councils in highlighting the high level of discarded rubbish that adds potential a fire risk outside of business's and parks and wasteland?	
Agree		I think they're well thought out. Very clear. Excellent.	
	Disagree	Please consult the deaf people. Please contact Total Communciation advocacy service to discuss how to support you with expert advise to secure Deaf community lives	
Agree		When will it be addressed and made public what has not been achieved in previous IRMP's?	
Agree		Education is key of adults as well as our young people so that everyone keeps safe.	
	Disagree	Due to a lean front line workforce, we are not achieving this points to their full potential, and achieving small parts of each isn't good enough.	
Agree		Staff retention should be the top priority. Without an adequate number and standard of workforce, we have no chance of being successful on any plan that will follow.	



Agree		They should be implemented immediately
Agree		Given the problems with behaviors that I read about in the news people should be at the top of your list.
Agree		What I expected from a fire and rescue service.
Agree		Included in previous comments
Agree		More partner working should be encouraged
Agree		Education of residents and partners seems like an important element to include more explicitly, that links to a number of wider issues.
Agree		It is essential that RBFRS is an active member of the Local Resilience Forum to ensure it can achieve a number of these priorities. The prioritisation of multi agency working needs to be maintained even in the event of a challenging financial environment. Staff need to be provided with dedicated time and capacity to ensure the effective working of the LRF. There is also a need to learn from other major incidents nationally (e.g. Manchester arena / Grenfell as recent examples)
Agree		Ensure trucks are updated e.g electric
Agree		If targetting and mapping is conducted correctly and the relevant engagement is taken to develop and maintain meaningful relationships with diverse community groupd then more people will be kept save. Berkshire frs needs a more duverse workforce if they are truely going to engage and connect with the more at risk people and groups.
Disagree	Page 125	What resilience? Too few firefighters,too few front line appliances. Fund your feont line resources properly. They are what your community need, expect and deserve.
Agree		The group welcomed greater interaction with the community through initiatives
Disagree		Berkshire is wide area traffic will be a problem to deliver services
Agree		Improve joint working, procedures & relationships between other thames valley fire & rescue services at station level
Disagree		the spending on theale fire station and also HQ to replace dee road is clearly not sustainable and therefore that will impact our ability to deliver any of the other strategic commitments.
Agree		Sustainability - this does not seem a priority, all stations should have solar panels and electric vehicle charging points.
Disagree		The worry is that the service will be run on minimum quotas which could put an unnecessary strain on staff and cause staff burnout - people/staff are so important. All the policies and strategies sound great and in an ideal world should work but it doesn't take much of a negative change that will cause major issues/mistakes being made
Agree		I want to see a more diverse and inclusive workforce, on every Protected Characteristic measure as defined by the Equalities Act 2010.

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Agree		People - This is not good enough. We should be supporting our staff and providing a supportive, safe and inclusive environment for them to thrive in. RBFRS should also facilitate their growth, development and the creation of a positive work place environment where all feel a sense of belonging and value.	Appendix B
Agree		I have concerns that the level of service provided is being diminished when the demand from a continuing growing population and more residential houses means it needs to be maintained at the very least, not diminished.	
Agree		This would be a great opportunity to link in with communities and community leaders a lot more so stations have a full understanding of the wider area where they are located	
Agree		I believe that your commitments make sense and are achievable for the service.	
	Disagree	This should all be considered with cost saving in mind i.e. reducing the amount tax payers have to pay.	
	Disagree	Instead of trying to make the plan fit to available finance. You should be upfront about the obvious shortfalls even while making the best of the current low finance.	
Agree		Previously, there was a bigger focus on Equality, Diversity and Inclusion and I feel it is vital this a continual focus is integral to the plan and commitments	
Agree		i think most are relevant , but i do have reservations on some of them .	
Agree		Very generic, which makes it hard for RBFRS to be held accountable.	
Agree		Community resilience is critical in times of shrinking resources	
Agree		We used to say 'value for money' somewhere in our commitments. Is this now covered by 'financially sustainable'?	
Agree		Just make sure your operation does not get too heavy with management, a mistake happening in other front line services. Focus on your core people	
Agree		No happy with your plans	
Agree		All RBFRS staff need to be able to feedback and recommend improvements to the way we work. We need to provide a "psychologically safe" environment for them to do this with a no blame transparent culture. This is particularly important when planning for risks that may affect ways of working	
	Disagree	Response will always be No1 priority	
Agree		what are you putting in place for water rescue, as we have a high number of water deaths within your strategic commitments and how long do you anticipate this to go live if it does?	
Agree		I have ticked yes as there is no option for an unsure vote.....	



Agree		I would prefer to see a stronger relationship in language between your commitments and your statutory duties as a FRS and public service.
	Disagree	Should be restricted to fire fighting only, not 'diverse' and 'environmentally friendly' waffle
Agree		There must also be a commitment to serving the needs of all of society, including ethnic minorities. There must also be appropriate minority representation in the fire service as previously this has been lacking.
Agree		Pleased to see accessibility is mentioned in several of the commitments and agree that accessibility of services is vital. On a small point, the colour on the Vision Chart may need some adjustment to meet colour contrast standards (orange and white).
	Disagree	Your' People paragraph is woke, cultural Marxist, nonsense. We are not remotely interested in a "diverse" Fire service (or police and Armed Forces). We want the best Fire service, this can only be achieved by recruiting & promoting the best candidates. You are utterly failing us (and firefighters), and putting us at significant and unnecessary risk, by pandering to Marxism, toxic feminism, anti-white racism and heterophobia.
Agree		I am interested in what the 'environmentally friendly' commitment will actually equate to. Seeing as currently staff can't even recycle waste, the Service is decades behind where it should be on that front.
Agree		has an audit been completed to see when more appliances are needed e.g. on certain days/times and can these be put on for these times?
Agree		Regarding the People commitment, it feels as if we have some way to go to engage effectively with our diverse communities. Unfortunately, the photos included in the Corporate Plan and Community Risk Management Plan do not reflect a diverse organisation; there are very few non-white members of staff in the photos.
	Disagree	Fund recruitment/retention of frontline staff and appliances and reduce top heaviness.
Agree		Thank you for all your great work
Agree		nothing that covers reducing carbon footprint or reducing wasting resources
Agree		Is this enough to cover the whole County?

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Please tell us about your views on the Corporate Plan and Community Risk Management Plan, including any local community risks you think are relevant

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The document does not reflect support and/or attendance at large events such as Royal Ascot, Reading Festival, Henley Regatta, Windsor Royal Events. These should be included or referenced. It is also reflected that some parts of the county may have a higher risk for terrorism, such as Windsor and the large towns like Reading, risk management for this and the partnership arrangements should be explored further.
Delivery of the plan should include the contribution from the voluntary sector. How is that to be assessed?
Water related incident are always a concern of the community of Berkshire given the recent increase in water related deaths. Thoughts on upskilling your water rescue teams to include SCBA/subsurface rescue.
I don't think the fire brigade is very visible in society. You should do more with community groups
You need to respond to medical emergencies, be prepared to respond to terrorist incidents and increase the quality and frequency of your training in the face of reducing incidents command and operational experience in your workforce. Your total workforce needs to be much more representative of the diverse communities in Berkshire. Your female and ethnic minority representation is woefully low.
Sleeping above commercial premises is considered a very high risk but neither Protection nor Prevention are looking at it. Yes, it is highly likely there will be another shop fire with residential accommodation above it. Static caravan parks - Highly flammable, rapid fire spread, often vulnerable adults. Its a known high risk but there is no re-inspection strategy covering them. Yes - It is highly likely there will be another fire in this type of property.
Risks could well be affected by the unforeseen impact of decisions taken elsewhere(local unitary authorities) but this is probably outside your influence
Please contact Judith Hutchinson via Total Communciation for advise your company to develop the accessibility for Berkshire
I believe this needs to be further strengthened around education and prevention for the community, particularly schools. The fire setters programme has lacked prominence for a number of years and many are unaware of it. Surrey Fire Service appear to have a stronger more visible and impactful scheme. A further area that needs strengthening is the work around fire alarms for the most vulnerable. My mother is deaf and was previously supported by the fire service with specific alarms for her property. This service appears to have disappeared
The CRMP is too high level for me to be able to assess its relevance or achievability
Although we live in a tech driven environment, only those on social media will reply to such questionnaires, a large number if the most vulnerable are not in social media therefore are not represented
RBFRS should collaborate with other agencies, and at the same time building new capabilities.



See previous comments re: Asian hornets
Significant arson event at Bus Shelter Slough - what risk assessment is done on surrounding commercial and residential properties for similar future events
No issues
Only other point is a relative lack of resilience in the FDO group, especially at the weekend. Changing the rota would fix it but by adding another weekend we would lose vital 'in week' business time.
Replacing wholtime appliances with on call appliances is reducing cover and impacting attendance times.
More partner ship working
New flats and urban development are a problem
The document does not reflect support and /or attendance at large events such as Royal Ascot, Reading Festival, Henley Regatta, Windsor Royal Events which are large scale events in the area which should be reflected.
Does the CRMP mention the site specific risks within Berkshire. So the REPPIR regulations and planning required around the AWE sites. Or the COMAH regulations and the specific preparations required for upper tier COMAH sites. How prepared are RBFRS for the top risks on the community risk register; pandemic influenza, national power outage, cyber attack etc.
Slough and now Maidenhead has and is having many apartment blocks and office blocks built. Have the targets been evaluated against the increase in habitable apartments, extra road traffic and limited fire station cover?
Better engagement with ethnic minorities, womens groups who make up 90% of single parents, better engagement with the deaf community and older people with dementia. Good mapping like cheshire frs and manchester frs will help identify at risk groups but have berkshire frs got the staff who are able to connect and develop meaningful and long lasting relationships, not so sure based on HMICFRS reports in recent years
What resilience? Too few firefighters,too few front line appliances. Fund your feont line resources properly. They are what your community need, expect and deserve.
The group were interested in RBFRS as a whole but also acutely interested in Wokingham and the service they could provide. One gentleman asked me whether I felt my station could do more and I replied potentially we could have a 'special' - the group thought this wasn't a bad idea due to Wokingham's central location.
Feedback from 5 adults in a group discussion at a CLASP meeting in Wokingham. They expressed that they feel another boat or enhanced water rescue capability in the east of the county would be better.
Work with homeless main live with fire risks usually not included in any fire risk study or those living in unsuitable substandard accommodation.
Arson is a concern with bored teenagers with little to do due to lack of youth clubs etc.

Appendix B

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Only those previously stated.	
Generally agree that your plan is a positive view into the future, it does however present some challenges how this will be resourced and funded with the current economic situation within the UK. I would like to find out more of the detailed plans on how delivery over the next 4 years will be achieved and what additional funds will be available in order to cover everything that has been highlighted within the corporate plan.	Appendix B
At present, the village of Tidmarsh does not have mains gas. I don't know what the long-term energy profile of the village will be, but it will surely change in the coming decade. This might affect domestic fire risk in the 500 or so homes in Tidmarsh.	
As a chair of a local flood forum I am more focussed on flooding risks which I think will be an increasing risk going forwards due to climate change	
The local community has enlarged and is being further added to due to Government Housing targets. Several large commercial sites the centre of Reading are changing use, adding more than 1000 dwellings in a very compact town centre zone. Does this type of occupancy change require some alteration to the fleet makeup to accommodate those changes. Specifically, a waterborne capability to support the changes in the Oracle, or is access and evacuation already supported with the current fleet.	
Important to keep local volunteer services like Mortimer open	
I have previously been involved in the completion of PEEP, (Personal Emergency Evacuation Plan) with residents who reside in blocks. It is important to establish residents who may have difficulty leaving their flat in the event of a fire and are a risk to fire due to perhaps hoarding or being a smoker. This information can be shared with the fire service. I understand sprinklers have been fitted to blocks that didn't already have them. it is important that services work with each other and share valuable information. Last year saw a vast amount of fires due to the heat and we need to be prepared that this could happen in the future in part due to climate change. We therefore need to have adequate resources in place to meet future demands.	
Water safety - prevention needs to start March/April before GCSE and A Level students leave in May. Monitoring of open water parks and lakes and safety of users	
changing demographics - increasing numbers of older people living at home who have dementia or falls and frailty. increased numbers of people with mental health conditions eg hoarding - need strategy for hoarding	
i think both documents are set out well and have clearly been designed to put the community at the heart of what you do. i think you have good use of graphics to get your points over and i like the way you have included pictures of your staff in the plans. Without them then whatever your plans are they will not be fulfilled so having them feeling engaged and part of what you are seeking to deliver is key.	
Not enough focus on emerging risks in the business sector. Lithium Ion batteries pose a huge risk and at present very little is understood about them in the F&RS and how to deal with fires that they cause.	
I believe the Plan looks good, is an achievable plan, and sets out clearly the issues faced. I believe that the main community risks are all recognised within this, including those more 'niche' concerns such as terrorism or CBRNe/HAZMAT where specialist resources are needed.	



This plan seems to be efficient. There are a lot of hoarders in the local area, it will be good for social services and fire services to work more closely on identifying fire risks and what preventative work can be completed to safeguard individuals who have capacity and decline a deep clean.	
I would like people to be treated fairly and with care with emergencies taking priority to keep people safe so any plan that contributes to that is relevant.	
East Berkshire needs a reaction and a plan to battle water deaths	
same as above , its above my pay grade to understand all the plans and how they will work . but what iv read so far i agree more than disagree .	
The service you provide is invaluable	
In my opinion they should get paid more for there service that they give out	
It is a clearly thought through strategy based on real information and practical experience. It also recognises economic reality and provides tangible ways forward. Very difficult to disagree with!	
I believe the plans are positive and look forward to the detail and actions plans to underpin these aspirations to benefit the wider community.	
For me, it is about all RBFRS understanding the community it serves which would benefit the success of this four year CRMP plan.	
Generally good, but maybe a higher precept to allow further investment in the frontline service.	
All sounds good	
It sounds as though you have covered everything well	
This report has assessed the likelihood and impact and what RBFRS proportionate response should be. It has considered economic risk, government regulation and environmental risk.	
Keep fighting for an adequate level of personnel both for protection and prevention.	
Where is the don't know button. I would worry you could use the numbers collected here from people who don't really know the impact of any changes	
Too much 'management speak' and no hard facts	
Good plan, keep up the good work	
Further cuts to personnel and appliances should be avoided	
It's a well presented and comprehensive plan	
There appears to be a need to increase staffing levels on the front line which can be achieved by reducing the numbers of mid and senior level management like with most large organisations.	
Woke, cultural Marxist, anti-merit, nonsense.	

Appendix B
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I would like to see more definition of the sustainability element of CRMP Priority 3.
Fund recruitment/retention of frontline staff and appliances and reduce top heaviness.
I am concerned about the increasing density of town centre residential development and poor standards of building construction.

Agenda Item 13
Appendix B

ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE

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

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Community Risk Management Plan

Have Your Say on the Future of Your Fire and Rescue Service

Priority 1

We will develop our Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire due to climate change, societal and technological shifts.

An integrated service delivery strategy is a plan to use the services we provide (emergency response, education, and fire safety law) that best fits the risks that we identify. We want to develop this strategy to ensure we are fit for the future.

We anticipate that climate change and new technology will change the types of emergency incidents we attend. The summer heatwave of 2022 saw RBFRS attend a large number of fires across the county. Increasingly wet winters are predicted, leading to the potential for more frequent flooding. As society adapts to these changes through the increased use of alternative and renewable energy systems in vehicles, homes, and businesses, we must change how we work to reduce the risk. It is important to us to keep pace with these changes. Completing a review of risk in Berkshire each year will help us keep our CRMP current and relevant.

We will develop our prevention activities and response model to reduce the impact of wildfires and to support our response to flooding. This means closer work with people who may be affected by wildfires and floods and using new vehicles, equipment, and techniques to safely resolve incidents. These changes will improve the resilience of RBFRS and the community.

We will also aim to reduce the impact of incidents from alternative fuel sources, both to the Service and the people of Berkshire. We will research developments in new firefighting technology and safety advice to improve our ways of working.

Visit our website to find out more about [our priorities for the next four years](#).

2. Overall, do you agree or disagree with Priority 1 to develop an Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire?

- Agree

- Disagree

2.a. Do you have any other comments about Priority 1?

We are keen to continue to work closely with you in relation to the new and emerging risks that you identify including, but not limited to, new fuel sources and energy storage facilities.

Priority 2

We will develop a Risk-Based Prevention Programme to target those most vulnerable and at risk from emergency incidents.

People in Berkshire continue to be at risk from a range of emergency incidents. A risk-based prevention programme will help us identify those at the most risk in our community and enable us to provide advice and support to keep them safe. Developing this programme will help us make the most efficient and effective use of our resources.

We will work with partner agencies such as health and social care to identify those most vulnerable and to ensure that we target our prevention interventions effectively.

We will use data and local knowledge to improve our understanding of the communities we serve, helping to reduce the likelihood and severity of emergency incidents across Berkshire.

3. Overall, do you agree or disagree with Priority 2 to develop a Risk-Based Prevention Programme to target those most vulnerable and at risk from emergency incidents?

- Agree

- Disagree

3.a. Do you have any other comments about Priority 2?

We would be interested in gaining in-depth understanding of the methodologies that you propose to employ as part of your approach to your risk-based prevention programme. We are also happy to share our experiences in relation to the same.

Priority 3

We will develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring that it is sustainable and provides value for money.

Our response model describes how we organise fire and rescue services in Berkshire. It explains the number of staff and fire stations we need, the shift patterns we operate, and the number and type of vehicles we need to meet the risk. A new response model will help us ensure our fire appliances, specialist vehicles, and personnel, are best placed to respond to emergencies.

We are entrusted with public money to provide our service and have a duty to spend it wisely. Our response model also needs to ensure that we are both efficient and effective when we respond to incidents. We propose to do this by matching our resources to the risks we manage.

In Berkshire, we aim for the first fire appliance to arrive at each emergency incident within 10 minutes on 75% of occasions. We want to maintain this standard when we review our response model.

4. Overall, do you agree or disagree with Priority 3 to develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring that it is sustainable and provides value for money?

- Agree

- Disagree

4.a. Do you have any other comments about Priority 3?

We are keen to understand the impact of any resourcing changes on cross-border mobilisations at all levels e.g. officers, specialists such as HAZMAT, as well as pumping and special appliances.

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Appendix C

Priority 4

We will review the incidents we attend and reconsider whether we should continue to go to those that do not form part of our core statutory responsibilities.

We have legal duties to attend emergencies such as fires, road traffic collisions, and decontaminating people who exposed to harmful chemicals. We also attend other incidents that are not part of our core responsibilities; automatic fire alarms, animal rescues, and searching for missing people. Guidance from the Government tells us that we should not do non-statutory work at the expense of the effective delivery of our statutory core fire functions.

We will work with partners such as Local Authorities, the Police, and the Ambulance Service to develop approaches to resolving incidents that currently are not part of our statutory duties.

We will support this change with targeted safety and prevention activities to assist us in developing an effective and efficient emergency response model as described in Priority 3. Ensuring we are using our resources to the best effect will help us to use our capacity to deliver our other priorities.

5. Overall, do you agree or disagree with Priority 4 to review the incidents we attend and reconsider whether we should continue to go to those that do not form part of our core statutory responsibilities?

- Agree

- Disagree

5.a. Do you have any other comments about Priority 4?

We would like to be further consulted on any proposed changes so that we can understand the potential impact on demand for our services on cross-border basis where capabilities that you may withdraw are still maintained by us. We would also like to understand what impact this may have on mobilising through our joint operational control function.

Priority 5

We will develop our Fire Protection service to support the resilience of businesses. We will ensure the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear.

Our Protection Teams enforce fire safety laws. Ensuring buildings comply with the law helps keep people safe if a fire occurs. We have a risk-based inspection programme that helps us identify buildings that are most likely to have a serious fire. Our risk-based inspection programme ensures that highly qualified officers are working in the right areas.

We will develop and build upon our Risk Based Inspection Programme so that we continue to target the buildings with the highest fire risk. This will help us to identify changes in the types of buildings at risk of fire and make people in those buildings safer.

We will review our operational response to unwanted fire signals (automatic fire alarms) to reduce the impact on the service and public. Whilst working with businesses to educate them on their responsibility under the Regulatory Reform (Fire Safety) Order 2005.

We will develop our ways of working to ensure we are as effective as possible when we enforce fire safety law. We will work with the Building Safety Regulator within our new capacity under the new Building Safety Act 2022.

We recognise that sprinkler systems are an effective initial intervention in reducing the impact of fires in commercial buildings. We will strengthen our campaign for introducing these in buildings where it is not currently a requirement.

6. Overall, do you agree or disagree with Priority 5, that we should develop our Fire Protection service to support the resilience of businesses. Ensure the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear?

- Agree

- Disagree

6.a. Do you have any other comments about Priority 5?

We would be interested in gaining in-depth understanding any new or innovative methodologies that you propose to employ as part of your approach to your risk-based protection programme. We are also happy to share our experiences in relation to the same.

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Appendix C

Priority 6

We will provide a minimum of 14 frontline fire appliances utilising our wholetime and on-call staff as effectively as possible.

Our fire appliances are crewed by full-time firefighters (known as wholetime) and on-call firefighters who train weekly and respond to emergencies from home or their place of work. All our staff are trained to the same standard and are paid the same hourly rate for their employment.

We want to utilise all our available resources to provide our response model and will look to achieve this by using both wholetime and on call crews effectively.

Royal Berkshire Fire and Rescue Service has 19 frontline appliances and we will aim to crew all 19 whenever possible. When it is not possible to crew all 19 appliances due to training and unforeseen short-term staff absences, we will provide a minimum service to Berkshire of 14 frontline fire appliances. These will be crewed either by wholetime or on-call firefighters. This will be our baseline service provision to communities in Berkshire.

We will work with our on-call fire stations to improve their availability and retention.

7. Overall, do you agree or disagree with Priority 6 to provide a minimum of 14 frontline fire appliances utilising our wholetime and on-call staff as effectively as possible?

- Agree

- Disagree

7.a. Do you have any other comments about Priority 6?

We would be interested in working collaboratively in addressing the challenges associated with providing emergency cover in remote rural locations traditionally covered by On-Call units.

Strategic commitments of Royal Berkshire Fire Authority

Our strategic commitments explain how we achieve our purpose. Our CRMP should support these commitments.

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

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

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

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

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

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

Further information can be found on our website: The purpose of RBFA | [Royal Berkshire Fire and Rescue Service \(rbfrs.co.uk\)](#)

8. Overall, do you agree or disagree with Royal Berkshire Fire Authority's strategic commitments?

- Agree

- Disagree

9. Do you agree that our Corporate Plan and Community Risk Management Plan will help to deliver our strategic commitments?

Yes

No

10. Do you have any other comments about our strategic commitments?

These seem appropriate to us.

11. Please tell us about your views on the Corporate Plan and Community Risk Management Plan, including any local community risks you think are relevant:

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Reference: RM/CB

**Oxfordshire County Council
Fire and Rescue Service
Headquarters
Sterling Road
Kidlington
Oxfordshire OX5 2DU**

Wayne Bowcock
Chief Fire Officer and Chief Executive
Royal Berkshire Fire and Rescue Service
Newsham Court
Reading
Berkshire
RG31 7SD

**Rob MacDougall
Director of Community Safety
and Chief Fire Officer**

Date: 8th March 2023

Dear Wayne

Re: Consultation on Corporate Plan and CRMP 2023 – 2027

Oxfordshire Fire & Rescue Service fully support Royal Berkshire Fire Authorities' objectives to create safer and more resilient communities by preventing incidents, protecting homes and businesses, and responding to emergencies.

With regards the priorities and strategic objectives that we are invited to provide feedback for OFRS have the following comments:

Priority 1 – *'We will develop our Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire due to climate change, societal and technological shifts'.*

OFRS would agree with the overall priority and would welcome joint working to tackle risks across our borders and within the Thames Valley. OFRS feels that by working together to examine risks and provide control measures we can enhance prevention, protection and, response work to ensure the safety of residents and visitors of the Thames Valley.

Priority 2 – *'We will develop a Risk-Based Prevention Programme to target those most vulnerable and at risk from emergency incidents'.*

OFRS would agree that a data led approach to identifying those who are most vulnerable is the correct approach and is in accordance with national guidance.

Priority 3 – *'We will develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring that it is sustainable and provides value for money'.*

OFRS would like to explore how this relates to the ISDS. OFRS would like to be considered as a stakeholder in the development of the response model based on mobilisation through Thames Valley Fire Control Service (TVFCS) and the impact of resources that are close to our shared borders.

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Appendix D

Priority 4 – *‘We will review the incidents we attend and reconsider whether we should continue to go to those that do not form part of our core statutory responsibilities’.*

OFRS would be keen to engage in a collaborative approach to further support operational alignment and reduce the need for TVFCS to adapt their processes to meet the requirements of individual services. OFRS would further recognise that the social value of fire and rescue services are not always captured within legislative requirements.

Priority 5 – *‘We will develop our Fire Protection service to support the resilience of businesses. We will ensure the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear’.*

OFRS would be supportive of this approach but would encourage a risk-based approach to this issue as supported by national guidance.

Priority 6 – *‘We will provide a minimum of 14 frontline fire appliances utilising our wholetime and on-call staff as effectively as possible’.*

OFRS would seek to understand the risk modelling approach to this priority that underpins the minimum level of frontline appliances and provides surety that this is able to mitigate incident and risk volume within expected parameters. OFRS are keen to engage with this work as a bordering service, with the obvious implications for mutual support and the overlap of service delivery.

Strategic Commitments –

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

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

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

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

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

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

OFRS are of the opinion that the link between your CRMP and the Strategic Commitments are clear and that they are congruent with OFRS's and national best practice. OFRS also agree that RBFA's Corporate Plan and Community Risk Management Plan will help to deliver strategic commitments.

Yours sincerely



Rob MacDougall
Director of Community Safety and Chief Fire Officer

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Consultation Response

Corporate Plan and Community Risk Management Plan 2023-2027

Introduction

The Fire Brigades Union (FBU) welcomes the opportunity to be consulted on the Royal Berkshire Fire Authority (RBFA) Corporate Plan and Community Risk Management Plan (CRMP) for 2023-2027.

The FBU firmly believes in and supports the process of CRMP as described in all of the current national guidance documents, however we hope that the RBFA CRMP is used as is intended in the future, designed for community risk management and not budget management.

Some of the business highlighted within this CRMP is quite broad and lacking detail. We urge caution to some of the projects to ensure budget implications do not drive these projects and compromise public and firefighter safety.

The FBU is committed to partaking in meaningful consultation and negotiation with the authority in any projects arising from this CRMP yet makes no apologies for using our industrial collective strength to protect the public and firefighters from detrimental cuts to service delivery.

Executive Summary

The FBU's stated aim is that the Authority's Community Risk Management Plan should identify, measure and mitigate the social and economic impact that fire and other emergencies can be expected to have on individuals, communities, commerce, industry, the environment and heritage

We hope that the projects contained within and arise from this CRMP take due regard to the safety of its firefighters and the community we are here to serve. It would be disingenuous to call the consultation document a risk management plan if is about the management of money – not the management of risk.

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Appendix E

We have come through some challenging years for the Fire and Rescue service and it looks likely that more challenges are to come. The FBU recognises and welcomes the work that the service and authority have done in lobbying of central government to provide flexibility with precept rates and funding. We urge the authority to continue to lobby for sufficient funding for the Fire and Rescue service and as important, encourage the National Fire Chiefs Council (NFCC) to become more vocal and vocal for increased funding for the fire and rescue service.

The plan correctly points to “Our People” as its most important asset, in order to retain and attract the best people who want to work for Royal Berkshire Fire and Rescue Service (RBFPS) the authority should ensure that remuneration matches that of neighboring services and private fire services operating within Berkshire. Employee friendly and flexible policies can be as attractive as remuneration is and this CRMP should not set out to make detrimental changes that affect the terms and conditions of our members or make life less flexible through overzealous policy writing that fails to address the root cause of most issues the service faces – underfunding and failure to recruit and retain sufficient staff.

CRMP Development

Fires in the Home -

The FBU welcomes the recognition that Berkshire has an ever growing population and the increase in density of dwellings in town centers. Quite often this means buildings are being built taller and more of Berkshires residents will be residing in high rise buildings. Incidents in these premises often require the quickest weight of response to make an effective intervention in the event of a fire. The CRMP should take account of this when considering the numbers of appliances available to provide an effective response to all incidents.

We note the aim of increasing efficiency at dealing with fires in the open, the initial attendance at fires in the open should still attract the full weight of attack of fully crewed appliances on the PDA to protect firefighter safety. The FBU will welcome the chance to fully negotiate the implementation of alternative methods for protracted fires in the open and additional resources to aid the response to fires in the open.

The FBU has concerns regarding the lack of performance measurement to determine effectiveness. Previously the Authority has reported on measures such as, fires maintained to room of origin which led itself to high performance training, effective firefighting techniques and effective pre-determined attendances (PDA's).

Fire in other premises -

The consultation document correctly highlights that non dwelling fires present significant risk to our communities, but what these incidents also do is present a severe risk to Firefighters and large environmental impacts. Giving operational crews the knowledge to help educate businesses about their responsibilities under the Fire Safety Order 2005 will help Firefighters when making an operational response to these premises - correct time and training should be given to crews to carry this out.

Firefighters will still need to attend visits to higher risk premises to familiarise themselves with the risk they present.

The FBU would like to see improvements to exercising of our higher risk premises, improvements in tactical plan assurance and re-dress the imbalance in prevention and protection work to improve Operational Readiness.

Fires in tall buildings -

As commented above in fires in dwellings these incidents present some of the most challenging incidents our members will face. The CRMP should ensure that the full risk of dealing with these incidents is taken into account when modelling appliance availability, training provision and response standards.

Road traffic collisions -

The FBU continues to note, as mentioned above, the lack of performance measurements regarding incident response and effectiveness. The same can be said for Road Traffic Collisions.

The FBU welcomes the evaluation the road systems as they change such as the M4 Smart Motorway and electric vehicles although shares concerns about the actual work that has been completed since the risk has been known. The increasing data being received from electric car fires in the UK and other countries has a serious impact on response modelling and firefighter safety – the FBU would like to see these incidents reviewed urgently as part of this CRMP and training provided on new car technology is updated regularly.

Fires in the open -

We welcome the inclusion of wildfires into this CRMP following the 2022 fires and the increased likelihood of this being an annual identified risk due to climate change. The FBU would urge increasing crewing of appliances back five persons to improve initial weight of attack at these incidents whilst welcoming the suggested improvement of resilience during spate conditions.

The FBU is disappointed in the lack of immediate review following the 2022 spate conditions in preparedness for future incidents and again urge this as a priority of this CRMP.

Water Incidents -

The FBU urges the Fire Authority to lobby government for funding and making it a statutory duty for fire and rescue services to take away the ambiguity of response by ensuring a professional and effective response is provided.

We welcome the collaboration with current partners who have a statutory duty to provide and would encourage they take a more active role in prevention and response activities, or provide funding to ensure an effective response is provided by the fire service with correct equipment provision, training and performance measures.

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Appendix E

Major Incidents and high risk premises -

The FBU regard the level of appliance availability important to not only major incidents and high risk premises but to the overall community risk within Berkshire. The aim to crew all 19 frontline appliances is a welcome performance measurement not listed in CRMP's previous. The FBU does note the reduction of On-Call availability over the recent years and closure of a number of stations. We would urge the improvement of On-Call provisions as per the recent pay award commitments via the NJC and how these could improve availability within RBFRS.

Other incident types -

We are concerned that this CRMP does not take other incident types seriously and has not thoroughly considered these as a community risk within Berkshire.

The FBU notes the work between FBU and London and Greater Manchester Fire and Rescue services with regards to Marauding Terrorism Attacks (MTA). The provision of funding for equipment, training and pay to provide an effective and measurable response to MTA is welcomed by the FBU and urges the RBFA to do the same. We reserve concerns that this CRMP does not highlight this as a risk and therefore a reluctant recognition by the employer of the case long-pursued by the union i.e. that the provision only of small teams is merely a PR exercise at the behest of the government, on behalf of those FRSs which provide an MTA response. We have long-argued, in the face of employer-resistance that because FRSs will mobilise crews from any fire station to MTA incidents on the basis that they are not known to be MTA incidents, that it is imperative that all firefighters should be trained and equipped to deal with those incidents.

Furthermore, national assets within RBFRS such as the Mass Decontamination Unit (MDU) and High Volume Pump (HVP) is not considered in the CRMP and how these assets affect response modelling and standards.

Automatic Fire Alarms (AFA) -

We welcome the training for firefighters to educate lower risk businesses but this can only be achieved through correct training and support from Protections teams – previous training via LMS and PowerPoint presentations does not replace face-to-face training and recognised qualifications.

Priorities for the next four years

Priority 1. We will develop our Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire due to climate change, societal and technological shifts.

The FBU welcome the chance to work with the authority to look at how more resources can be provided to aid the safe resolution of these incidents.

We foresee an increase in resource requirements presented by these incident types and therefore urge the Fire Authority to increase crewing levels on appliances by increasing establishment figures.

Priority 2. We will develop a Risk Based Prevention Programme to target those most vulnerable and at risk from emergency incidents.

The FBU welcomes the better utilisation of data, local knowledge and partner agencies to aid prevention activities that are more targeted to those at risk. Prevention activities should not be numbers driven but instead be high risk over low risk and quality over quantity. We would encourage that with the likely increase in risk based activities and Operational Preparedness, prevention activities such as Safe and Wells could be carried out more effectively and timely using resources other than a whole crew from an appliance.

Priority 3. We will develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring that it is sustainable and provides value for money.

The cost of the fire and rescue within the UK is approximately £50 per year which represents excellent value for money. As Berkshire is in the lowest quartile of precepting fire authorities, we would urge the use of the CRMP to properly assess risk and the response model required to not be determined by making cuts and where more resources are required, funding should be sought to provide these. This may also concern re-evaluating internal funding strategies for Service Delivery.

The FBU believes we should always be improving our response standards but furthermore the CRMP does not include modelling for PDA's to determine weight of attack to incidents. The first appliance at many incidents relies on the full PDA to provide an effective response and the FBU would urge further performance measures to be applied to all attending appliances to an incident.

Priority 4. We will review the incidents we attend and reconsider whether we should continue to go to those that do not form part of our core statutory responsibilities.

The FBU would encourage that areas such as rescues from water and MTA are made a statutory duty along with the funding to provide a safe and effective response.

Priority 5. We will develop our Fire Protection service to support the resilience of businesses, to ensure the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear.

We support Priority 5 and further reinforce the need for face-to-face training and recognised qualifications to support firefighters in their role.

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Appendix E

Priority 6. We will provide a minimum of 14 frontline fire appliances utilising our whole time and on-call staff as effectively as possible.

Previous IRMPs from RBFA have resulted in an increase in whole time appliance numbers. This is the first time that this process is potentially suggesting reducing at times, the number of whole-time appliances that are available to residents of Royal Berkshire. This has become a serious concern with the everyday acceptance of whole-time appliances being unavailable through appliance degradation. This will undoubtedly increase the risk to public and firefighter safety.

The FBU will oppose any plans to reduce service provision to the public by any means necessary in the interests of public and firefighter safety. The FBU is willing to engage with the authority over alternative methods of increasing On-Call appliance availability in order to achieve 19 appliances being available at all times.

Priority 6 is seen as a cost cutting measure allowing managers losing focus on maintain whole-time establishment for a 24/7 service, reducing response standards and effective operational response. Furthermore, this CRMP does not mention the ever increasing risk of neighbouring services taking our competent firefighters via transfer and the strategy to limit the loss

We welcome the CRMP for 2023 – 2027 and look forward to meaningful consultation and negotiation on all projects and business that arises from this plan.

Civic Offices, Bridge Street,
Reading, RG1 2LU

0118 937 3787 (switchboard)

Wayne Bowcock
Chief Fire Officer
Royal Berkshire Fire & Rescue Service
by email
Consultations@rbfrs.co.uk

23rd March 2023

Dear Sir

Re: Draft Corporate Plan & Community Risk Management Plan 2023 2027

I write regarding the consultation on your draft Corporate and Community Risk Management Plans. The Council recognises the hard work that you and your team currently do whilst carrying out your statutory functions. The Council also endorses the proposed activities detailed in the draft Plans.

Within your proposals you describe working with vulnerable groups to reduce the risks of, for example, domestic fires. Whilst visiting the homes of these vulnerable groups, your teams may come across safeguarding issues which would require a referral to the relevant safeguarding team. Accordingly, your teams may benefit from some safeguarding training to assist them. I would welcome a discussion to see if the Council could help in identifying any additional safeguarding training needs your teams may have.

I note that the draft Plans also propose reviews of some non-statutory functions to ensure that resources are available for higher risk areas. I also note that the Royal Berkshire Fire and Rescue Service proposes to work with partners, including Local Authorities, to develop approaches to cover this work. The Council would welcome the chance for early engagement to discuss how cover for these non-statutory activities can best be provided in the future and to determine the impact of any proposed changes.

Yours faithfully,



Charlie Stewart
Executive Director of Resources

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	Date	Hub	Location	Activity Type
1	25/07/22	HQ	Online	Survey set up on SurveyMonkey looking at CRMP scope
2	29/07/22	HQ	Online	CRMP and wtaer rescue engagement session
3	01/08/22	HQ	Online	CRMP and wtaer rescue engagement session
4	01/08/22	HQ	Reading	Attended Whitley Wood open day
5	01/08/22	HQ	Newbury	Leaflets provided to Newbury Fire Station open day
6	04/08/22	HQ	Online	CRMP and wtaer rescue engagement session
7	09/08/22	HQ	Online	CRMP and wtaer rescue engagement session
8		HQ	Online	Social media post to recruit names for our community panel
9	01/12/22	HQ	Online	Fire Authority engagement session
10	08/12/22	HQ	Teams Meeting	Set up of internal briefings for feedback and community panel in November
11	08/12/22	HQ	Online	Teams CRMP pre-consultation engagement session
12	09/12/22	HQ	Online	Teams CRMP pre-consultation engagement session
13	12/12/22	HQ	Online	Teams CRMP pre-consultation engagement session
14	13/12/22	HQ	Online	Teams CRMP pre-consultation engagement session
15	15/12/22	HQ	Online	Teams EXTERNAL CRMP pre-consultation engagement session AM
16	15/12/22	HQ	Online	Teams EXTERNAL CRMP pre-consultation engagement session PM
17	05/01/22	HQ	HQ	CRMP video session
18	09/01/23	HQ	Online	Teams CRMPconsultation engagement session
19	10/01/23	HQ	In person	Hub Managers CRMP briefing
20	11/01/23	HQ	Online	Consultation added to website
21	11/01/23	HQ	Online	Siren page created
22	11/01/23	HQ	Online	Press release sent to local media
23	11/01/23	HQ	Emails	All staff email
24	11/01/23	HQ	Emails	Email sent to Fire Authority Members
25	11/01/23	HQ	Emails	Community contacts email
26	12/01/23	HQ	In person	CRMP discussion with Berkshire Joint Emergency Planning Unit
27	13/1/2023	HQ	HQ	Printed materials distributed to stations and put on noticeboards at HQ
28	11/01/23	HQ	Online	Social media campaign
29	13/01/23	HQ	Teams Meeting	Partner engagement session
30	13/01/23	HQ	Teams Meeting	Meeting with East Hub manager
31	13/01/23	HQ	Teams Meeting	Interview with greatest Hits radio
32	13/1/2023	HQ	Emails	Email to volunteers
33	13/1/2023	HQ	Emails	Email to Unitary Authority partners for newsletters
34	18/01/23	HQ	HQ	Production of CRMP briefing note, powerpoint and speakers notes.
35	18/01/2023	East hub	East hub	Email sent to East Hub managers regarding CRMP leaflets and posters and expectations discussed
36	18/01/2023	East hub	East hub	Email sent to East Hub managers with time line and expectations of staff - including completion of Survey by own staff.
37	18/01/2023	East hub	East hub	Meeting planned with East Hub managers to review briefing note presentation and answer any questions
38	20/01/23	HQ	HQ	Meeting with TVP
39	20/01/23	HQ	HQ	Email to Forestry Commission about CRMP consultation
40	21/01/2023	East hub	Maidenhead	Maidenhead On Call hosted events across various sites in Maidenhead, Leisure Centre, Rugby Club, High Street where they undertook recruitment campaigns alongside CRMP leaflet distribution
41	26/01/2023	East hub	Maidenhead	Meeting planned at Maidenhead Railway Station for Thursday 26th January to hold an event for CRMP feedback. Part of tis will include leaflet distribution and displaying posters on site.
42	06/03/23	East hub	Maidenhead	Blood Donation planned at Maidenhead Fire Station for 6th March which is just outside of the time span. Should the consultation process be extended we plan to use this time for feedback.
43	TBC	East hub	Windsor	Plans to hold a pop up stand in Windsor shopping centre is underway with a date to be confirmed soon.
44	19/02/2023	East hub	Maidenhead	Maidenhead Car wash, crews will use the time to obtain feedback whilst cars are being cleaned.

	Date	Hub	Location	Activity Type
45	19/01/2023	All	Whole County	Suggestion made to cascade consultation through our schools contact networks who can further distribute via their communication pathways to reach a wider community.
46	24/01/2023	East hub	East hub	CRMP briefing sessions held with East Hub PP&R managers and presentation shared via teams. Expectations discussed and agreed. P&P managers and SM's will filter down to teams.
47	20/01/2023	HQ	HQ	Email to middle managers for them to raise at team meetings
48	20/01/2023	West Hub	Reading	Blood donation leaflets sent to Cav Road and crew happy to put out leaflets during the sessions
49	20/01/2023	HQ	HQ	Contacted GM TVFCS at Control to promote TVFCS participation
50	20/01/2023	HQ	Online	Met with consultation team of OPCC and Witness Support Unit - shared link to complete survey after the meeting
51	20/01/2023	Central Hub	Central Hub	Request to Bracknell Forest Council - Landlords Forum facilitator to share with landlords via social media/ enewsletter (if available)
52	20/01/2023	Central Hub	Central Hub	Community Engagement Officer - Bracknell Forest Council. Request to post via social media channels to a variety of community groups
53	25/01/2023	HQ	Online	TVLRF Newsletter
54	25/1/2023	East hub	Slough & Langley Green Watch	Green Watch Pairing Planning meeting
55	25/01/2023	HQ		Telephone calls to all Fire Authority members to discuss consultation and identify community contacts.
56	26/01/23	HQ	Pangbourne	After receiving an invite to share content, shared with Pangbourne Magazine
57	26/01/23	HQ	Trade Press	Shared with Fire Safety Matters magazine for consideration
58	26/01/23	Central Hub	Wokingham Community Safety Partnership	Requested survey to be shared via social media channels
59	27/01/23	HQ	Slough	Briefing session prior to Slough Winter Get Together
60	27/01/23	East hub	Slough	HQ staff attended The Great Winter event at The Centre, Slough
61	31/01/23	East hub	Maidenhead/ Windsor	Blue Watch crews to use S&W visits to also publicise the CRMP consultation.
62	31/01/23	East hub	Maidenhead/ Windsor	Blue Watch crews to use School visits to also publicise the CRMP consultation with staff at the end of the session.
63	31/01/23	West Hub	Hungerford Parish Council	Delivered posters and checked that the service had engaged via email.
64	31/01/23	Central Hub	Bracknell Islamic Centre	Requested survey to be shared wih members via any social media channel/ members newsletter
65	01/02/23	All Hubs	Age UK Berkshire	Requested survey to be shared wih members via social media channels + e newsletter
66	23/1/2023	Central Hub	Central Hub (Bracknell / Ascot)	Crews to promote CRMP consultation through verbal engagement and leaflets when carrying out S&W visits and other community engagements
67	23/1/2023	Central Hub	Central Hub (Ascot)	Promote CRMP within local community and distribute leaflets where possible (alongside ARP promotion in Bracknell Forest & Ascot)
68	31/1/2023	Central Hub	Central Hub (Ascot)	Promote CRMP within local community and distribute leaflets where possible (alongside ARP promotion in Bracknell Forest & Ascot)
69	31/01/23	West Hub	Newbury	Presentation and coversation to BW 04.
70	02/02/23	Central Hub	Central Hub Wokingham	Link to Consultation pages sent to Wokingham Town Council to be promoted through their social media accounts
71	02/02/23	Central Hub	Central Hub Wokingham	Assisted the WHA complete the survey as a group prior to their meeting in stn10s community room
72	03/02/23	Central Hub	Central Hub Wokingham	Circulated through Wokingham in Bloom
73	03/02/23	Central Hub	Central Hub Wokingham	Directed a Wokingham Hungarian community leader to the consultation web page, for her to disiminate through her circles of influence
74	03/02/23	Central Hub	Central Hub Wokingham	Forwarded the Consultation web link to Clasp Wokingham (charity working with adults with learning difficulties)
75	05/02/23	HQ	HQ	Email to LRF Chair
76	05/02/23	HQ	HQ	Email to TVP Counter Terror Policing
77	05/02/23	HQ	HQ	Email to British Transport Police Emergency Planning - they assessed our Evidence Base and replied that it was fit for purpose from a CT perspective.
78	05/02/23	HQ	HQ	Email to SCAS Emergency Planning
79	05/02/23	HQ	HQ	Email to Berkshire Joint Emergency Planning Unit
80	05/02/23	HQ	HQ	Email to Buckinghamshire head of resilience
81	05/02/23	HQ	HQ	Email to MK Council Emergency Planning

	Date	Hub	Location	Activity Type
82	05/02/23	HQ	HQ	Email to Oxfordshire CC Emergency Planning
83	05/02/23	HQ	HQ	Email to South Oxfordshire/Vale fo the White Horse Emergency Planning
84	05/02/23	HQ	HQ	Email to BOB ICB Emergency Planning
85	05/02/23	HQ	HQ	Email to NHS Frimley ICB
86	05/02/23	HQ	HQ	Email to NHS Royal Berkshire Foundation Trust
87	05/02/23	HQ	HQ	Email to Berkshire Healthcare NHS Foundation Trust
88	05/02/23	HQ	HQ	Email to EA emergency planning
89	05/02/23	HQ	HQ	Email to Network Rail
90	05/02/23	HQ	HQ	Email to Cross Country Trains
91	05/02/23	HQ	HQ	Email to Great Western Railway
92	05/02/23	HQ	HQ	Email to South Wester Railway
93	05/02/23	HQ	HQ	Email to Chiltern Railway
94	05/02/23	HQ	HQ	Email to National Highways
95	05/02/23	HQ	HQ	Email to Heathrow Airport
96	05/02/23	HQ	HQ	Email to Vodafone
97	05/02/23	HQ	HQ	Email to O2
98	05/02/23	HQ	HQ	Email to Scottish and Southern Electricity
99	05/02/23	HQ	HQ	Email to National Grid
100	05/02/23	HQ	HQ	Email to UK Power Networks
101	05/02/23	HQ	HQ	Email to Southern Gas Networks
102	05/02/23	HQ	HQ	Email to Cadent Gas
103	05/02/23	HQ	HQ	Email to Affinity Water
104	05/02/23	HQ	HQ	Email to Thames Water
105	05/02/23	HQ	HQ	Email to South East Water
106	05/02/23	HQ	HQ	Email to Canal and Rivers Trust
107	05/02/23	HQ	HQ	Email to St Johns Ambulance
108	05/02/23	HQ	HQ	Email to British Red Cross
109	05/02/23	HQ	HQ	Email to Berkshire Lowland SAR
110	05/02/23	HQ	HQ	Email to DLUHC resilience
111	05/02/23	HQ	HQ	Email to Met Office
112	05/02/23	HQ	HQ	Email to Civil Nuclear Constabulary
113	05/02/23	HQ	HQ	Email to Business in the Community
114	05/02/23	HQ	HQ	Email to member of the public who asked for information about our CRMP
115	06/02/23	HQ	Slough	Request for attendance of pump at charity ice hockey match in Slough. Discussed with Hub Manager, attendance agreed. Details sent to Slough Reds, as on duty on that day (19th Feb at 1400). Plan for pump to attend and promote fire safety and CRMP consultation.
116	06/02/23	HQ	West Hub	Drafted and sent an email for West Hub RAM to forward to members of the Water Safety Partnership.
117	06/02/23	HQ	Reading	Email to Reading University seeking feedback on our CRMP
	16/02/23	HQ	HQ	Giving a short presentation on the CRMP consultation to the Chief Executives of unitary councils across Berkshire on the 16 th February. Letters have been sent out to them prior to the meeting
118	06/02/23	East Hub	Slough	Presentation delivered to red watch Slough. All crew members encouraged to complete survey.
119	06/02/23	East Hub	Slough	Booked in to visit Slough Ice rink on 19th Feb for a charity ice hockey match. We have agreed to take tablets and leaflets and promote CRMP whilst we are there.
120	06/02/23	Central Hub	Bracknell	Presented to the watch, presently 7 have completed the survey.
121	07/02/23	Central Hub	Bracknell	We have The Crowthorne Netball team in for a have a go / recruitment event on 12/02. Will promote this when they are here and ask them to complete the survey.

	Date	Hub	Location	Activity Type
122	07/02/23	Central Hub	Bracknell	Crews will promote CRMP consultation through verbal engagement and leaflets when carrying out S&W visits and other community engagements
123	07/02/23	Central Hub	Bracknell	Red Watch crews to use School visits to also publicise the CRMP consultation with staff at the end of the session.
124	07/02/23	Central Hub Wokingham	Wokingham	link and literature forwarded to WBC housing coordinator to be forwarded to residents
125	06/02/23	East Hub	Slough	Presentation delivered to Slough Whites and all crew encouraged to complete survey.
126	06/02/23	West Hub	Mortimer	Presentation and engagement session delivered to Mortimers crew
127	06/02/23	West Hub	Hungerford	Presentation and engagement session delivered to Hungerfords crew
128	06/02/23	West Hub	Lambourn	Presentation and engagement session delivered to Lambourns crew
129	02/08/23	West Hub	Mortimer	Promotion of CRMP engagement through leaflets in all outlets within Mortimer village and verbal engagement with residents. Leaflets and verbal engagement undertaken during visit to residential care home in Burghfield.
130	02/08/23	Central Hub Wokingham	Bracknell	Promoted at Bracknell Community Safety Partnership meeting
131	02/06/23	HQ	Reading	Sent to Reading University comms team
132	02/06/23	HQ	Wokingham and Slough	Paid for Facebook and Instagram advertising to target respondents in lowest heard unitaries - Wokingham and Slough
133	02/09/23	HQ	Reading	Emailed Royal Berkshire NHS FT's comms team to ask them to promote in internal newsletter to staff and to public
134	02/09/23	HQ	All	Contacted Business Disability Forum to ask them to promote the consultation to Members in Berkshire
135	2/8/23	HQ	All	Creation of Easy Read version and publication on website
136	6/2/23	West Hub	Emails	Emails sent to 144 personal working relationship contacts across Berkshire, covering NHS, TVP, Reading and West Berks authorities asking to completed CRMP survey.
	2/8/23	Central Hub	Bracknell	30 participants provided with A5 CRMP leaflet at Bracknell Landlords forum.
137	02/09/23	Central Hub	Wokingham	Posters supplied to Wokingham library to display/promote
138	02/09/23	Central Hub	Wokingham	Woodle Mothers Union will put posters in St Johns Church hall Woodley
139	02/09/23	Central Hub	Bracknell	Posters supplied to Bracknell library to display/promote
140	02/10/23	All Hubs	All	Leaflets provided to S&W Technicians to support promotion
141	2/11/23	Central Hub	Wokingham	leaflets with QR code handed out at local sporting event.
142	13/02/2023	Central Hub	Bracknell	CRMP "Have your say" Leaflets handed out at Sainsburys Supermarket, Bracknell
143	13/02/2023	Central Hub	Ascot	CRMP "Have your say" Leaflets handed out Ascot high street
144	13/02/2023	Central Hub	Wokingham	Posters supplied to Lower Earley Library to display/promote
145	15/02/2023	West Hub	Newbury	Posters and leaflets placed on notice boards on station - including community room.
146	15/02/2023	West Hub	Newbury	Presentation and crew engagement session with Blue Watch
147	21/2/23	HQ	TVFCS	Presentation and CRMP discussion
148	18/2/23	East Hub	Slough	Car Wash where CRMP leaflets were handed out.
149	22/2/23	East Hub	Slough	Crews will promote CRMP consultation through verbal engagement and leaflets when carrying out S&W visits and other community engagements
150	22/2/23	West Hub	Reading	Volunteers planning to visit Broad Street Mall early March
151	22/2/23	Central Hub	Bracknell Forest	Involve training co-ordinator to share consultation with 1500 contacts through their mailing list and weekly news letter
152	3/5/23	Central Hub	Bracknell Forest	Bracknell Green watch will spend time delivering CRMP leaflets to the businesses within Bracknell's 'Lexicon' shopping centre
153	3/3/23	East Hub	Slough, Windsor, Maidenhead	Paid for Facebook advertising to promote consultation in areas of lowest response - Slough, Windsor and Maidenhead
154	3/7/23	East Hub	Windsor	CRMP consultation promoted while attending Positive action event Windsor Ladies Hockey Club
155	6/3/23	Central Hub	Wokingham	Wokingham BC Overview and Scrutiny meeting presentation. Provided additional look forward information including CRMP and encouraged consultation.
156	8/3/23	Central Hub	Wokingham	Shared on the Wokingham Residents Facebook page 14,700 members
157	8/3/23	Central Hub	Wokingham	Shared on the We are Wokingham Facebook page 19,800 members
158	13/3/23	HQ		2 week reminder added to the website, Siren and social media channels
159	13/03/23	HQ	HQ	CRMP Feedback session carried out on MS Teams. Invite sent to all users.

	Date	Hub	Location	Activity Type
160	13/03/23	HQ	HQ	CRMP Feedback session carried out on MS Teams. Invite sent to all users. Evening session timed to include on call drill night.
161	14/3/23	Central Hub	Bracknell Forest	Community Cohesion and Engagement partnership - Requested all to share and take part
161	16/03/23	HQ	HQ	CRMP Feedback session carried out on MS Teams. Invite sent to all users.
162	16/3/23	HQ	HQ	CRMP Presentation and focus session to Bracknell Forest Council Overview and Scrutiny Committee. Evening meeting
163	16/3/23	HQ	HQ	CRMP Feedback session carried out on MS Teams. Invite sent to all users.
164	17/3/23	HQ	HQ	CRMP Feedback session carried out on MS Teams. Invite sent to all users.
165	20/3/23	Central Hub	Bracknell Forest	Twitter feed updated weekly throughout March to encourage responses

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ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	27 APRIL 2023
SUBJECT	THE CHARTER FOR FAMILIES BEREAVED THROUGH PUBLIC TRAGEDY
LEAD OFFICER	WAYNE BOWCOCK, CHIEF FIRE OFFICER
LEAD MEMBER	COUNCILLOR PAUL GITTINGS
EXEMPT INFORMATION	NONE
ACTION	FOR DECISION

1. EXECUTIVE SUMMARY

- 1.1. The purpose of this report is to ask that the Authority agree that it signs up to The Charter for Families Bereaved through Public Tragedy (included as the Appendix to this report).

2. RECOMMENDATION

That the Fire Authority:

- 2.1 **AGREE** 'The Charter for Families Bereaved through Public Tragedy' be adopted and be attested by the signatures of the Chair of Royal Berkshire Fire Authority and Chief Fire Officer.

3. REPORT

- 3.1 Following the 2017 Manchester Arena bombing and preceding the establishment by the Home Secretary on 22 October 2019 of the Manchester Arena statutory public inquiry, The Kerslake Report was published on the 27 March 2018.
- 3.2 An interim 'progress report' providing an update on the work of the Review was published on 12 January 2018. This contained a recommendation from Lord Kerslake that public bodies adopt one of the 'points of learning' within 'The patronising disposition of unaccountable power' report by the Right Reverend James Jones KBE to sign up to a 'Charter for Families Bereaved through Public Tragedy'.

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- 3.3 The Right Reverend Jones had been commissioned by Theresa May, as Home Secretary, following the conclusion of the Hillsborough inquests in 2016.
- 3.4 The report identified 24 other 'points of learning' describing the changes that the Right Reverend Jones believed were necessary, following his experiences as chairman of the Hillsborough Independent Panel, including proper participation of bereaved families at inquests and the introduction of a duty of candour for police officers.
- 3.5 Such a duty had already been introduced in the NHS by Regulation 2.0 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014, following Sir Robert Francis' inquiry into Mid-Staffordshire NHS Foundation Trust published by the House of Commons on 6 February 2013.
- 3.6 The, then, Chairman of the National Fire Chiefs Council (NFCC) signed the NFCC up to the Charter on 9 May 2018.

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 No direct impact.

6. LEGAL IMPLICATIONS

- 6.1 The Charter is a statement of intent that the Authority 'will strive' to comply with its six objectives.
- 6.2 There have been attempts to introduce legislation to oblige public bodies and officials to make all of their dealings, with families and with official bodies, more transparent including a duty to assist the courts, official inquiries and investigations. This has previously been outlined in a Public Authority (Accountability) Bill, known colloquially as the "Hillsborough Law" after the Hillsborough Inquiry in April 2017, but this did not progress beyond a second reading in Parliament.

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 Adoption of the Charter is consistent with the Authority's obligations under the Public Sector Equality Duty.

8. RISK IMPLICATIONS

8.1 No direct impact.

8.2 Many aspects of the six objectives of the Charter already align with the minimum standards of behaviour expected from employees of the Authority as set out in extant policies and procedures.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 The Policing and Crime Act 2017 requires the Authority to consider opportunities for collaboration with the police and ambulance services.

9.2 Adoption of the Charter would bring the Authority more aligned with its Thames Valley emergency responders.

9.3 Both the College of Policing and the National Police Chief's Council (on behalf of all 42 police forces in England and Wales) have signed up to the Charter. South Central Ambulance Service is a health service body which has a statutory 'duty of candour' under Regulation 20.

10. PRINCIPAL CONSULTATION

10.1 The RBFRS Senior Leadership Team have been consulted and it was recommended that 'The Charter for Families Bereaved through Public Tragedy' be adopted and be attested by the signatures of the Chair of Royal Berkshire Fire Authority and the Chief Fire Officer.

11. BACKGROUND PAPERS

11.1 None other than those referenced in the report.

12. APPENDICES

12.1 Appendix 1 – The Charter.

13. CONTACT DETAILS

13.1 Wayne Bowcock, Chief Fire Officer bowcockw@rbfrs.co.uk

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Appendix 1

In adopting this charter we commit to ensuring that Royal Berkshire fire Authority learns the lessons of the Hillsborough disaster and its aftermath, so that the perspective of the bereaved families is not lost.

We commit to Royal Berkshire Fire Authority becoming an organisation which strives to:

1. In the event of a public tragedy, activate its emergency plan and deploy its resources to rescue victims, to support the bereaved and to protect the vulnerable.
2. Place the public interest above our own reputation.
3. Approach forms of public scrutiny – including public inquiries and inquests – with candour, in an open, honest and transparent way, making full disclosure of relevant documents, material and facts. Our objective is to assist the search for the truth. We accept that we should learn from the findings of external scrutiny and from past mistakes.
4. Avoid seeking to defend the indefensible or to dismiss or disparage those who may have suffered where we have fallen short.
5. Ensure all members of staff treat members of the public and each other with mutual respect and with courtesy. Where we fall short, we should apologise straightforwardly and genuinely.
6. Recognise that we are accountable and open to challenge. We will ensure that processes are in place to allow the public to hold us to account for the work we do and for the way in which we do it. We do not knowingly mislead the public or the media.

Signed:

Signed:

Chair of Royal Berkshire Fire Authority

Chief Fire Officer and Chief Executive

ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	27 APRIL 2023
SUBJECT	2023/24 CORPORATE CALENDAR
LEAD OFFICER	PAUL BREMBLE, HEAD OF CORPORATE SERVICES
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	DECISION

1. EXECUTIVE SUMMARY

- 1.1 Members are asked to agree Corporate Calendar dates of Fire Authority and Committee meetings during 2023/24.

2. RECOMMENDATION

That the Fire Authority:

- 2.1 **AGREE** Management Committee meeting be moved to Tuesday 11 July 2023;
- 2.2 **AGREE** Audit and Governance Committee be moved to Monday 24 July 2023; and
- 2.3 **AGREE** the remainder of the 2023/24 Corporate Calendar dates (excluding Thames Valley Fire Control Service (TVFCS) Joint Committee meeting dates which has already been approved by that committee)).

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 April Fire Authority following approval of unitary authorities' Council and committee meeting schedules.
- 3.2 The Democratic Support Team has worked closely with Berkshire unitary authorities to avoid meeting clashes with full Council and Fire Authority

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meetings, although difficult to completely achieve due to in-year changes to council meetings.

- 3.3 Paragraphs 2.1 and 2.2 of this report is seeking Members to approve date changes to July Management Committee and Audit and Governance Committee meetings (currently 17 and 25 July) to Tuesday 11 July and Monday 24 July 2023. The proposed change of July meetings is due to a meeting clash with Royal Borough of Windsor and Maidenhead full council meeting on 25 July 2023. The change in meeting will enable possible recommendations and / or items to consider from Management Committee to Audit and Governance within required timescales.
- 3.4 Appendix A is aligned to municipal calendar of meetings (May 2023 to May 2024) to reduce having to reschedule meetings, in particular Fire Authority committee meetings in July.
- 3.5 At the time of writing, the proposed Fire Authority and Committee meetings dates in Appendix A, do not clash with full Unitary Authority Council meetings, however, this will be reviewed throughout the year.
- 3.6 All Fire Authority and Committee meetings listed will be held in public, except for Member workshop dates which have been included for transparency. Five Management Committee and four Audit and Governance Committee meetings have been scheduled however, subject to business need, additional meetings or workshops may be programmed into the Calendar, as required.
- 3.7 It is inevitable, Fire Authority Members will have clashes with Unitary Authority committee meetings and Fire Authority committee meetings during the year. Members are reminded to arrange substitutes wherever possible to ensure that the meeting is quorate in line with SO110 of RBFA Standing Orders.
- 3.8 Audit and Governance Committee will continue to monitor the attendance of Members on an annual basis and will feedback 2023/24 attendance figures to the Fire Authority in June 2024.
- 3.5 In 2023/24 Thames Valley Fire Control Service (TVFCS) Joint Committee meetings will be hosted and held at Oxfordshire Fire and Rescue Service Headquarters. TVFCS Joint Committee meeting dates were agreed by Members of the Joint Committee.
- 3.6 Subject to Member approval, 2023/24 Fire Authority and Committee meeting dates will be subsequently added to Members calendars following Fire Authority annual meeting on 8 June 2023, when Members appointments to committees have been made.

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 in June 2023.

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 were consulted in the preparation of this report.

11. BACKGROUND PAPERS

- 11.1 None.

12. APPENDICES

- 12.1 Appendix A- 2023/24 Corporate Calendar.

13. CONTACT DETAILS

- 13.1 Fayth Rowe, Democratic Support Lead 0118 938 4611.

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ROYAL BERKSHIRE FIRE AUTHORITY AND COMMITTEE MEETINGS 2023/24

	Day and Start time	Venue	MAY 2023	JUN 2023	JUL 2023	AUG 2023	SEPT 2023	OCT 2023	NOV 2023	DEC 2023	JAN 2024	FEB 2024	MAR 2024	APR 2024	MAY 2024
FIRE AUTHORITY	6.30pm	HQ		8				4 Workshop (private mtg)	8			15	7 Workshop (private mtg)	22	
MANAGEMENT COMMITTEE	6.30pm	HQ			11			16		4		6		9	
AUDIT AND GOVERNANCE COMMITTEE	6.30pm	HQ			24			30			24		28		
THAMES VALLEY FIRE CONTROL SERVICE JOINT COMMITTEE	2.00pm	Oxon HQ			17		14 Workshop (private mtg)			14			18		

Members workshop on 4 October

[Redacted]

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

[Redacted]

Proposal for meeting to be moved to Tuesday 11 July and Monday 24 July

Good Friday 29 March ; Easter Monday 1 April 2024

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ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	27 APRIL 2023
SUBJECT	MEMBER DEVELOPMENT STRATEGY 2023 - 27
LEAD OFFICER	PAUL BREMBLE, HEAD OF CORPORATE SERVICES
LEAD MEMBER	COUNCILLOR MIKE SMITH
EXEMPT INFORMATION	NONE
ACTION	DECISION

1. EXECUTIVE SUMMARY

- 1.1 To receive a recommendation from Audit and Governance Committee to approve Member Development Strategy 2023-2027.

2. RECOMMENDATION

That Fire Authority:

- 2.1 **APPROVE** 2023-2027 Member Development Strategy (Appendix A).

3. REPORT

- 3.1 The Member Development Strategy 2023-27 is a recommendation from the Audit and Governance Committee meeting on 28 March 2023. It has been refreshed and is aligned to new Strategic Commitments discussed earlier in this agenda in the results of the Corporate Plan and Community Risk Management Plan.

- 3.2 The outcome of the Strategy is to include at least one of the Strategic Commitments below in the development of courses and station site visits aimed at Fire Authority Members.

- 3.3 The Strategic Commitments are as follows:

3.3.1 Prevention

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

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3.3.2 **Protection**

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

3.3.3 **Response**

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

3.3.4 **Resilience**

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

3.3.5 **Sustainability**

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

3.3.6 **People**

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

3.4 The Strategy will be delivered through the Member Development Champion and Member Development Working Group, and will provide annual updates on Member Development against the action plan to Audit and Governance Committee every March.

3.5 The most recent Member Development Annual Report was presented to Audit and Governance Committee on 28 March 2023.

4 CONTRIBUTION TO STRATEGIC COMMITMENTS

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

5 FINANCIAL IMPLICATIONS

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

6 LEGAL IMPLICATIONS

6.1 The Member Development Strategy supports the Fire Authority in discharging its statutory duties.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 Equality, Diversity and Inclusion training forms part of the Member Development Programme.

8. RISK IMPLICATIONS

8.1 None specified.

9. CONSISTENCY WITH DUTY TO COLLABORATE

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

10. PRINCIPAL CONSULTATION

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

11. BACKGROUND PAPERS

11.1 [Member Development Annual Report and Progress against Action Plan – Audit and Governance Committee on 28 March 2023.](#)

12. APPENDICES

12.1 Appendix A – Member Development Strategy 2023-2027.

13. CONTACT DETAILS

13.1 Fayth Rowe, Democratic Support Lead 0118 938 4611

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Member Development Strategy

2023 - 2027





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	Section 2: Strategic Policy Statement	3
	Section 3: Context and RBFA Strategic Commitments	3
	Section 4: Strategy	4
	Section 5: Delivering the Strategy	6
	Approval	8



Member Development Strategy 2023 - 2027

Section 1: Our Legal Responsibilities

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

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

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

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

Section 2: Strategic Policy Statement

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

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

Section 3: Context and RBFA Strategic Commitments

This Strategy is underpinned by the Corporate Plan and CRMP 2023-2027, and must be considered in the context of the Strategic Commitments with outcomes aligned to delivery of the Corporate Plan and CRMP



2023-2027. In overall terms, this Strategy is designed to enable Members to fulfil our mission in **Serving the People of Royal Berkshire**.

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

Prevention

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

Protection

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

Response

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

Resilience

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

Sustainability

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

People

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

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

Section 4: Strategy

Through the Member Development Strategy, we will aim to:

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



The principles that will underpin all Member development activity are:

- To maintain a clear commitment to Member development and support;
- To ensure a strategic approach is taken to Member development;
- To support Members in their roles on RBFA.
- To ensure Member development is effective in building knowledge of Royal Berkshire Fire and Rescue Service.

Our Member development objectives are:

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

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



Support Members in their roles on RBFA

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

Section 5: Delivering the Strategy

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

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



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

Measuring our Delivery

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

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

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



Approval

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

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

ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE

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

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ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	27 APRIL 2023
SUBJECT	LEAD MEMBER AND MEMBER CHAMPION ANNUAL REPORTS
LEAD OFFICER	N/A
LEAD MEMBER	LEAD MEMBERS AND MEMBER CHAMPIONS
EXEMPT INFORMATION	NONE
ACTION	TO NOTE

1. EXECUTIVE SUMMARY

1.1 To note Annual Reports up to April 2023 received from Lead Members and Member Champions.

2. RECOMMENDATION

2.1 To **NOTE** the reports.

3. REPORT

3.1 The attached appendices A-H detail the Annual Reports from the following Lead Members and Member Champions.

3.2 Member Development Annual Report and Progress Against Action Plan was presented to Audit and Governance Committee on 28 March 2023 and is hyperlinked as a background paper.

- a) Budget and Income Generation Lead Member – Councillor Brooks
- b) Collaboration Lead Member – Councillor Werner
- c) Community Risk Management Plan (CRMP) Lead Member – Councillor Gittings
- d) Strategic Assets and Sustainability Lead Member – Councillor McElroy

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- e) Equality, Diversity and Inclusion (EDI) Member Champion – Councillor Malvern
- f) Community Safety Member Champion – Councillor Lovelock
- g) Safety, Health, Fitness and Wellbeing Champion – Councillor Mike Smith
- h) Honorary Armed Forces Honorary Member Champion – Councillor Shepherd- DuBey

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 [Member Development Annual Report and Progress against Action Plan – Audit and Governance Committee on 28 March 2023.](#)

12. APPENDICES

12.1 Appendix A - Budget and Income Generation Lead Member- Councillor Brooks

12.2 Appendix B - Collaboration Lead Member – Councillor Werner

12.3 Appendix C - Community Risk Management Plan Lead Member – Councillor Gittings

12.4 Appendix D - Strategic Assets and Sustainability Lead Member – Councillor McElroy

12.5 Appendix E - Equality, Diversity and Inclusion (EDI) Member Champion – Councillor Malvern

12.6 Appendix F Community Safety Champion – Councillor Jo Lovelock

12.7 Appendix G - Safety, Health, Fitness and Wellbeing Champion – Councillor Mike Smith

12.8 Appendix H – Armed Forces Honorary Member Champion – Councillor Shepherd-DuBey

13. CONTACT DETAILS

13.1 Budget and Income Generation – Conor Byrne (Head of Finance and Procurement) byrnec@rbfrs.co.uk

13.2 Collaboration – Mark Arkwell (Deputy Chief Fire Officer) arkwellm@rbfrs.co.uk

13.3 Community Risk Management Plan – Paul Bremble (Head of Corporate Services) bremblep@rbfrs.co.uk

13.4 Strategic Assets and Sustainability – Lukasz Wrona (Head of Business and Information Systems) wronal@rbfrs.co.uk and Andy Mclenahan (Head of Facilities and Fleet) mclenahana@rbfrs.co.uk

13.5 Equality, Diversity and Inclusion (EDI) - Becci Jefferies (Head of Human Resources and Learning and Development) jefferiesb@rbfrs.co.uk

13.6 Community Safety – Doug Buchanan (Area Manager Response and Resilience) buchanad@rbfrs.co.uk

13.7 Safety, Health, Fitness and Wellbeing - Becci Jefferies (Head of Human Resources and Learning and Development) jefferiesb@rbfrs.co.uk

13.8 Armed Forces – Paul Bremble (Head of Corporate Services) bremblep@rbfrs.co.uk

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Budget and Income Generation

Budget Review

Over the last year the macro-economic environment has made financial management more challenging. In particular, cost pressures have been building throughout the year with inflation rising from 6.2% last February to 11.1% in October and is still currently above 10%.

During 2022/23, there were significant non-pay pressures in relation to contractual expenditure, with the additional expenditure on utilities being the most significant. Notwithstanding the budgetary pressures stemming from the increased costs of goods and services, pay costs produced the biggest budget pressure during 2022/23. When setting the budget, the pay award assumption for both grey and green book staff was an increase of 2.5%. The Green Book pay award was settled at a level that is equivalent to over 5% and resulted in an unbudgeted pressure of £216,000. The pay award to Grey Book staff of 7% backdated to July 2022 led to an additional pressure of £689,000.

Against the backdrop of a significant projected budget deficit in 2022/23, the 2023/24 budget setting process was extremely challenging. At the start of the process we did not know whether additional precept flexibility would be granted, nor did we know the magnitude of Grey Book pay awards. Even the most optimistic scenarios showed that significant savings would be required in 2023/24 to balance the budget.

Given projected budget shortfalls, the first task of the Budget Working Party was to review the savings and efficiency exercise that was carried out by officers during autumn 2022. The savings and efficiencies from this exercise were subsequently built into the Authority's Efficiency and Productivity Plan with total planned efficiencies for 2023/24 amounting to £774,000 and additional income totalling £414,000.

These efficiencies and additional income, together with the £5 increase in the Band D precept meant that the Budget Working Party was able to meet its objective of building a draft budget that not only would be balanced for 2023/24 but also for the subsequent three years that make up the period of the Medium-Term Financial Plan.

In addition to balancing the Revenue Account over the medium term, the 2023/24 Budget also includes an affordable and sustainable capital programme as set out in

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the updated Strategic Asset Investment Framework. Over the next four years, it is anticipated that capital expenditure will be just under £16 million. This will be financed through a mixture of capital receipts, direct revenue funding and a limited amount of borrowing. All borrowing costs have been built into the Medium Term Financial Plan.

Another key objective of the Budget Working Party was to ensure that the Authority maintains sufficient reserves going forward. To this end, it recommended that the 2023/24 Reserves Policy should be more explicit than in the past in setting levels for different types of reserve. The following principles were approved by the Authority:

- Maintain the General Reserve at current levels or 5% of the revenue budget.
- Maintain the Budget Contingency Reserve at 3% of Revenue Budget.
- Maintain at least £1m in the Development Fund to take advantage of joint ventures / major invest to save initiatives.
- Look to replenish the Development Fund to its March 2022 balance of £3m when circumstances allow.
- Use capital receipts to fund long-term enhancements to our estate.

Finally, the Budget Working Party recommended two changes to the Authority's Treasury Policy which were subsequently approved. The first is to introduce an upper limit in terms of financing costs as a percentage of the Revenue Budget. The 2023/24 Policy introduces an upper limit of 2.5% to this ratio, which will be reviewed annually. This will provide an additional parameter when considering affordability of the capital programme. The second change was to introduce an ethical dimension to investing. While principal considerations remain security, liquidity and yield, the Authority will now only transact with counterparties from countries that are rated "free" by Freedom House.

Income Generation Review

During the current financial year the Authority has generated income as shown in the table below.

Income 2022/23	£000
Support service costs recharged to TVFCS partners	223
Rental and running costs charged to TVP (Newsham Court)	54
Rental and running costs charged to TVP (Hungerford FS)	12
Running costs charged to TVP (Theale FS)	28
SCAS – Licences to occupy	25
Telecommunication mast income	103
Investment Properties	10
Interest	301
Cross border income	390
Total	1,146

Looking Forward

The delivery of the Efficiency and Productivity Plan will be an organisational priority during 2023/24 and beyond as it is a key component of the Medium Term Financial Plan.

The Plan incorporates wider fire sector objectives as agreed with Government to deliver 2% non-pay efficiencies and an increase in productivity of 3% by 2024/25. Whilst it is clear that the Authority needs to have sufficient resources to keep people safe, it is also evident that productivity gains from those resources need to be made by harnessing the use of technology, hence, the focus on IT invest-to-save projects in the Plan.

The Plan also recognises that financial and environmental sustainability are highly correlated; indeed, it is evident that the Authority will face increasing costs and compliance issues if it does not transition to an environmentally sustainable model in the medium term. By investing now to make our estate and fleet more environmentally sustainable we can reduce both the financial impact on our revenue budget as well as reduce our carbon emissions.

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Appendix A

Conclusion

In closing, I am pleased that the latest report from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services states, "The service has good financial management arrangements in place and a range of assurance measures to keep control of its spending. Scenario planning is used effectively so that strategic plans are robust."

Managing the finances of the Authority at a time of significant external pressures as well as pay pressures has been challenging and I am grateful to Conor Byrne and his team for their willingness to find solutions and tackle these pressures in a positive and calm approach.

Cllr Jeff Brooks, Budget and Income Generation Lead

Collaboration

Review

Emergency Services have a duty to collaborate under the Policing and Crime Act 2017. The Thames Valley Collaboration Group continues to drive activity in this area and much of the collaboration activity is coordinated via the Collaboration Steering Group with political and non-executive leadership representation from across the three Fire and Rescue Services, Thames Valley Police (TVP) and the South Central Ambulance Service (SCAS) and I represent RBFA as lead member in this forum.

In April 2022 I was pleased to announce the publication of the collaboration partnerships [five year plan](#). This important document sets out the key themes and areas of attention for blue light collaboration in the coming years as well as ensuring we maintain a focus on delivering a number of high profile projects already underway.

A significant area of work has been the joint procurement of replacement Breathing Apparatus sets and the associated alignment of how this capability is deployed across the Thames valley. Our governance model has ensured that, despite a number of challenges, the new sets have undergone a rigorous procurement exercise and are being rolled out across the region over the coming year, with RBFRS being the first to 'go live' on 28 March 2023. This further enhances the interoperability of the three Thames Valley Fire and Rescue Services (TVFRS) and will deliver increased operational effectiveness that ensures we maximise the safety of the residents of Royal Berkshire.

In the last year the TVFRS have continued to invest in the development of a joint Forensic Fire Scene Investigation Unit (FFSIU) with our colleagues in Thames Valley Police in order to meet the substantial demands required by new legislative and regulatory requirements. The work has moved on at pace which has enabled the new team commence with a 'soft launch' on 20 March 2023. This will test the operating model and provide valuable evidence to continue improving process and procedures as we head towards applying for full accreditation into 2024. The rigour

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Appendix B

this accreditation brings will ensure TVFRS can provide legally robust scientific evidence into the criminal justice system in cases of deliberate fire setting

In the latter part of 2022 a new project was commissioned to deliver operational alignment in relation Incident Command Support. This is a vital function at incidents and supports Incident Commanders in delivering their response to emergencies by coordinating activity on the incident ground, providing the necessary structure and information flows that support effective and safe resolution of incidents. The project will utilise available technology to deliver a joined up approach to this function, streamlining existing processes and procedures into a single way of working across services and will help to define the future specification and technical requirements supporting delivery of the Community Risk Management Plan.

Ongoing and looking forward

Work on the existing projects described above will continue into 23/24. However, aligned to the five year plan themes there are a number of new initiatives that will be considered over the coming year.

Firstly, services will plan to seek [White Ribbon](#) accreditation. White Ribbon is the UK's leading charity engaging men and boys to end violence against women and girls. Accreditation will support our strategic approach to this societal issue and play a role in our journey to strengthen our culture and values as we seek to eradicate bullying, harassment, and discrimination.

Secondly, a key area of focus for all three TVFRS will be the reduction of Unwanted Fire Signals or 'false alarms'. This featured in all three services [HMICFRS](#) reports in 21/22 as an identified Area for Improvement. Individual services have considered how to address the issue but recognise the benefits of working together to further strengthen operational alignment and ensure we are using our operational resources effectively.

Lastly, RBFRS will be developing an innovative approach to working with the NHS. Initially this will be in the east of the county as the service looks at how it can support Frimley Integrated Care System (ICS), which manages the majority of hospitals in East Berkshire, to improve patient discharge pathways. This initiative will put in place

new ways of working between the NHS and RBFMS whereby our Safe and Well Technicians will support Berkshire residents returning to their homes more quickly after a stay in hospital, benefitting both the patient and demand within the care system.

Successful collaboration requires good governance and a shared vision of the future. I am confident RBFA and our partners have these elements fully embedded through the 2022-2027 business plan along with strong, mature relationships that will ensure we continue to deliver public value over the coming year.

Cllr Simon Werner, Collaboration Lead Member.

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Community Risk Management Plan (CRMP)

Review

I am grateful to have this opportunity to update the Fire Authority on the progress on Community Risk Management Planning, over this past year. It has been a busy time for the team and I am pleased to report on progress that has been made.

Following the passing of Queen Elizabeth II, the service were called upon as part of a multi-agency response referred to as Operation Bridge, in preparation for the funeral at Windsor castle on the 19th September.

Our Prevention and Protection teams carried out activities in and around Windsor, supported by other colleagues from other Services, providing advice and guidance relating to fire, water and road safety to members of the public who travelled to Windsor to pay their respects, as well as carrying out Fire Safety inspections on 170 premises.

Our Response teams supported the ceremony by providing both Strategic and Tactical command for fire prior to and during the ceremony. Operational crews were placed with in the castle to provide immediate response to incidents should it had been required.

I am pleased to say the funeral went off without any incidents and I would like to thank the service for the work that was carried out over this period

It has been an is exceptionally challenging year due to the extreme heat during the summer, this saw unprecedented demand put on the service due to an increase of incidents. During July and August the service attended over 500 incidents, a level that has not been seen since 2018. The service worked with partners in the Local Resilience Forum to support both our service and neighbouring service that saw a similar level of demand

Due to this level of incidents this has impacted our respond times to incidents and saw the Response Standard drop to 69.3% in Quarter 2. Officers managed this

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difficult period and continued to keep members informed of the measures that were being put in place to ensure the availability of fire appliance to respond to incidents.

Unfortunately this has meant that our performance against our Response Standard is below our expected target of responding to emergency incidents within 10 minutes on 75% of occasions. For the year to date, at the end of Quarter Three, we had achieved this response on 72.9% of occasions.

Up until the end of Quarter Three, 2851 Safe and Well Visits have been completed for those individual that have been referred to the service from our partner agencies that make them at higher risk of death in the event of an accidental dwelling fire. This was above our target of 2335 for this period of the year to-date and reflects positive progress. We have completed 97.4% of statutory fire consultations within the required timeframes up until Quarter 3. This is above our target of 95%. I am pleased to report this positive progress against two CRMP commitments. This year has seen the start of the new Risk Based Inspection Programme. A piece of work that has been developed over the past year to ensure we are identifying and targeting our fire safety resources at the areas of highest risk, in line with our Protection Strategy.

This year has seen the completion of the Built Environment Programme. The programme was put in place two years ago to address the recommendations from the Grenfell Tower Inquiry Phase One and our protection activity within our High Rise Residential Building Project. The final report, available on the Service's website, provides an excellent summary of how the Authority and Service has taken action and provides assurance to our communities that our response has been comprehensive.

A number of Strategic Asset projects form part of the Community Risk Management Plan. Further detail will be provided on these by the Lead Member for Strategic Assets. However, I'm pleased to note the positive progress of a number of key projects, the replacement of the Service's breathing apparatus has made great progress this year with all station awaiting the imminent arrival of the new sets, this has been a collaborative program with the two Fire and Rescue services of the Thames Valley and we came together to celebrate the official opening of Theale Community Fire Station as well as the refurbishments of Maidenhead Fire Station. .

This year has seen the development of our new Corporate Plan and CRMP 2023-27, our officers have worked hard over the year, completing the annual review of risk to capture any new and emerging risks. This helps to inform the strategic commitments and priorities for the next four years. The CRMP has now been out for consultation and will be presented to the Fire Authority for final agreement.

Looking forward

This coming year will see the launch of our new Corporate Plan and CRMP 2023 to 2027. The plan will be fundamental to setting the direction of travel for the Service over the next four years and has been a significant undertaking for the service in assessing the risks within Berkshire and to determine priorities for managing that risk. The new Annual plan will be presented to the Fire Authority for agreement in June, and along with other projects, the CRMP will form part of this plan. The year ahead will see another busy year for the service and I would like to thank them for their hard work and dedication to the people of Berkshire.

Cllr Paul Gittings, Community Risk Management Lead Member

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Strategic Assets and Sustainability - 2022-23 Lead Member Annual Report

Information and Communication Technology (ICT)

Review

Last year did not disappoint with multiplicity of events and initiatives across the Business Information and Systems domains, with continual progress across the RBFRS ICT landscape. Developments in personnel, processes, systems and applications were very much a feature of 2022 – 2023.

RBFRS bid farewell to Tony Vincent, who retired from the position of Head of Business Information and Systems, and welcomed Lukasz Wrona as the new Head of the department. Internal re-organisation of BIS teams set it on course to enhancing its capability, and contributing to continuity of service offered to RBFRS and TVFCS.

Key systems' migrations and upgrades have been successfully completed, including RBFRS website refresh and service's intranet – SIREN, which has been fully integrated into service's Microsoft 365 ecosystem. The move continues to enhance opportunities awarded to the organisation by retaining its data within one ecosystem, paving the way for further consolidation and increased automation.

Systems supporting HR, crewing, assets, and prevention and protection systems have all received upgrades and improvements aimed at reducing the effort required to complete common and repetitive processes, with desktop and mobile apps developed and more benefits to be realised during the coming months.

Findings from a full IT Health check conducted last year were being addressed throughout the year improving security of systems. Another independent IT Health check is underway at the time of publishing this report to confirm progress made thus far, and to identify any new gaps in light of nationally identified changed threat patterns.

Support for hybrid working has been embedded in equipment strategy, with new video conferencing equipment provided for end users and deployed across the service's main meeting rooms. To assure mobility of our workforce, 120 mobile phones have

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been upgraded with multi-network signal booster installed at both HQ and Theale station assuring reliability of mobile signal.

Procurement of new Mobile Data Terminals has been concluded and the rollout process defined in readiness for their delivery expected during Q1 of next year. The preparation included an upgrade of all software operating on MDTs in cooperation with its vendor – Airbus, providing the latest available and stable solution. The upgrade will improve robustness and resiliency of the solution and bring RBFRS in line with our neighbouring services, facilitating smoother collaboration and communication during incidents involving attendance of cross-border Fire and Rescue Services.

Progress has been made to prepare RBFRS for introduction of the Emergency Services Network, including steps necessary for the replacement of the current equipment interfacing with legacy Airwave system - with an ESN-ready equivalent. All station-side preparedness checks required for ESN project to date have been fully completed. RBFRS will continue already commissioned activities under ESN project, but will await ESN Project Board guidance on any new steps required following an effective temporary pause of the program from 31st March 2023.

Despite challenging circumstances with key supplier's staffing, paired with continued issues with supply of hardware, ICT teams continued to work on progressing the necessary upgrades to RBFRS infrastructure, including power arrangements, in support of both RBFRS and TVFCS. Equipment deliveries have already commenced and the project is expected to reach key milestones in Q1 and Q2 of 2023-2024.

Ongoing and looking forward

Completion of the network infrastructure refresh, systems consolidation and automation will be a key focus for next year. Efforts to leverage newly enabled functionalities within Microsoft 365 will continue as systems are reviewed at key points in their lifecycle. Cross-department collaboration efforts will increase to support staff's engagement with technology already available.

Finalising Thames Valley Fire Control Service's mobilising equipment refresh project will ensure continued reliability of the solution.

Fleet, Facilities & Equipment

Review

During 2022/23 the focus for fleet has been to consolidate the excellent progress in transforming our front line appliance fleet and other specialist vehicles which have been delivered in the preceding years. A proportion of white fleet vehicles have been on-boarded. This has included the Service's first hybrid response cars of which four are now fully operational with three more awaiting delivery. Due to current global supply chain issues, lead times for vehicles has significantly increased. As such we are still awaiting delivery of the Service's first electric vehicles which we anticipate to come into service in the coming months.

With the continued support of the Fire Authority, the Strategic Asset Investment Framework (SAIF) was approved by Members in February 2023. This makes provision for the next phase of vehicle renewals and replacements. The intention is to continue developing the fleet, building on from the progressive and successful approach taken thus far.

A major piece of work that commenced in 2021 to replace the Service's breathing apparatus has now been completed. This project involved working in collaboration with our Thames Valley partners to develop a new specification in preparation for a collaborative procurement project to achieve aligned breathing apparatus across the Thames Valley FRS'. Following extensive user trials and tender evaluations, a contract was awarded to Interspiro Ltd for the supply of Breathing Apparatus equipment across the Thames Valley. After a comprehensive roll-out programme of training, RFBRS went "live" with the new equipment in March 2023.

Our Facilities team are continuing to develop and evolve their working practices to provide a customer focussed and efficient service. Whilst great progress has been made in developing some parts of the estate in recent years, there is still much more work needed and this continues to drive demand across the facilities function. There have been some important contract renewals over the past year. Most notably, RFBRS has been a part of a NFCC led collaborative cleaning contract procurement. This has involved three other services and extensive market engagement with the aim of bringing an effective and efficient service to RFBRS. Once the process is concluded, the contract is due to commence in the autumn.

During the 2022/23 year, RFBRS undertook a Carbon Footprint benchmark assessment which was carried out by Planet Mark. After an extensive data submission, the report indicated that the majority of the organisation's carbon output comes from its fleet and buildings. Work is already underway to plan the implementation of initiatives the will support

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a reduction in carbon output across the estate and this is reflected in the Estates Development Programme as outlined with the SAIF.

Ongoing and looking forward

The updated CRMP, once finalised, will support and inform our future procurement needs for special appliances and will also help inform the future fleet strategy which is due for renewal in 2023. This coming year will be an opportunity to continue to develop the plans for the future fleet strategy which aims to create a sustainable rolling procurement plan to ensure that RBFRS have a fit for purpose fleet.

Over the coming year, the Facilities team will be aiming to continue to drive forward a highly customer focussed approach to support the wider organisation and to deliver its objectives within a safe and comfortable workplace. The team will be working closely with Capital Projects and Estates team implementing elements of the Estates Development Programme to ensure that the works result in improved working environments for our personnel by achieving the estates development objectives that are outlined within the SAIF.

Capital Projects and Estates

Review

The last year has seen a shift in strategy from large scale construction rebuild projects to focussing on refurbishment of our existing locations in order to create an affordable, sustainable and more immediate improvements areas across our estate. The priority areas of this estate development approach are;

- improving equality, diversity and inclusion – creating facilities that support, encourage and promote a more diverse workforce now and into the future;
- improving contamination control – addressing the growing risk of contaminants by providing better facilities for decontamination and contamination control;
- sustainability – making the estate more environmentally friendly by carrying out upgrades and initiatives to reduce our carbon output and realise potential revenue savings by doing so;
- improving the building fabric – investing in the fabric of the buildings to ensure longevity of our current estate and to provide fit-for-purpose workplaces for our staff

A range of improvements have already been carried out at Slough, Bracknell and Maidenhead fire stations. These improvements include providing better facilities to improve equality, diversity and inclusion such as upgrading dormitories and showering areas; improvements to better control contamination; the installation of LED lighting in refurbished areas to support in making the buildings more environmentally friendly and extensive repairs to the drainage and drill yard at Slough.

Due to a severe water leak incident at the Whitley Wood Training Centre , the team have had to bring forward plans to redevelop the training centre as well as provide interim facilities to enable continuity of delivery of this critical function. Background work with key stakeholders to formulate user requirements and initial scoping of build options has already been undertaken with a further update anticipated in Summer 23

Ongoing and looking forward

The SAIF which was approved by member in February sets out the outline plan for estates development for the coming years. The focus of the team will be to deliver these projects (subject to the required approvals). Over 2023-24 the priorities will be progressing with training centre redevelopment and completing the interior improvement works at Slough fire station.

In addition to this, a commitment within the SAIF (subject to approval) is to roll out LED lighting across the estate closely followed by installing Solar PV, where appropriate. These initiatives not only present an opportunity to reduce our carbon output but also create an opportunity to realise future revenue savings on our energy usage. A revised Member working group has been established to consider both Estates Development and wider sustainability improvements.

Cllr Dave McElroy, Strategic Asset and Sustainability Lead Member

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Equality, Diversity and Inclusion – Member Champion Report 2022/23

Work has continued across the Service in 2022/2023 to promote equality, diversity and inclusion, in conjunction with the Health and Wellbeing teams and through collaborative efforts with staff in all areas of the organisation.

In April 2022, following public and internal consultation, the Fire Authority agreed the new Equality, Diversity and Inclusion (EDI) Objectives in line with the Public Sector Equality Duty set out in the Equality Act 2010.

Progress and activities are outlined below. These are organised by reference to the RBFRS equality objectives.

Objective 1 – Increasing the diversity of staff at all levels: We recognise the value that a diverse workforce brings and will take action to increase the diversity of job applicants, seeking individuals with the right behaviours and skills to help us reflect and engage with our local communities.

At the beginning of the year the recruitment process for firefighter apprenticeships was reviewed and a group exercise introduced to assess the behaviours of candidates in relation to inclusivity and the ability to work with others. Promotion processes were also reviewed and a revised behavioural based interview structure put in place.

A series of positive action Have a Go events were held between March and May 2022, targeting under-represented ethnic groups and women. The events were an opportunity for attendees to find out more about the firefighter role, try some of the physical tests and receive training advice ahead of the recruitment process. The events in part contributed to three female wholetime firefighter apprentices joining the Service in February 2023.

To maintain momentum in this area local safety plans are to include a remit for positive action and each station is to build relationships with under-represented groups in their communities. Some examples so far include attending a training session for Windsor Ladies Hockey Club and hosting a Berkshire Mummies Network event at Maidenhead Fire Station.

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The Chairman's Internship launched in summer 2022 and saw the Service host ten interns aged 16 – 18, from ethnic minority groups under-represented within RBFRS. One intern went on to secure a position with the Service once the internship ended. Following a review of the scheme, it will continue to run under the name of Summer Internship for a further two years.

The Service continued the Change 100 intern programme in 2022, and offered paid summer work placements, professional development and mentoring for four students and recent graduates with disabilities. The programme is run by Leonard Cheshire, the UK's leading charity supporting disabled people to live, learn and work as independently as they choose, whatever their ability.

The Service attended Reading Pride in September 2022. The event which was attended by more than 13,000 was a chance for the Service to interact with people from a variety of backgrounds and highlight the range of career opportunities available at RBFRS.

More widely, we continue to review the inclusiveness of our recruitment processes to ensure that we are attracting a diverse applicant pool and supporting all candidates to participate fully in relevant processes.

In the early part of 2022 advice was sought from the Business Disability Forum regarding neuro-inclusive environments for interviews, and measures were put in place for candidates, which included changes to furnishing, colours and contrasts in the interview room, and room layout. Interview guidance documents have been produced for candidates, which includes consideration of reasonable adjustments.

From July (Q2) Green Book professional services recruitment statistics were produced and included in workforce planning reporting. The analysis going forward will consider trends around diversity of applicants at differing stages of recruitment and campaign success. This aligns the statistics with current reporting of Grey Book recruitment.

Recruitment advertising has been reviewed and now includes the use of more modern means of recruitment advertising such as the increased use of social media, specialist recruitment sites and LinkedIn.

There was a review of our other apprenticeships schemes and pay was reviewed in 2023, ensuing rates are competitive thus attracting people of all ages.

In 2022 the Service offered all staff access to an assessment tool known as the 'Do It Profiler', which provides web-based person-centered neurodiversity, cognitive and wellbeing screening and assessment to ensure every person can achieve their potential in the context of their lives and work. In 2022, 18 people expressed an interest in using the online tool, and 13 people undertook the assessment. Face to face discussions regarding adjustments are provided if requested, but employees have access to full reports and guidance.

The work towards this objective is also indirectly supported by other activities outlined below, including use of membership resources and the promotion of inclusion-related accreditations which the Service has achieved.

Objective 2 – Leadership and corporate commitment: We will support our organisational leaders to understand their role in tackling inequalities and demonstrating inclusive behaviours, in line with our Behavioural Competency Framework. This commitment means we will be strong and visible in our leadership and ensure that all staff and members of our local communities have confidence in our commitment to equality, diversity and inclusion.

Policies continue to be reviewed to take into account gender neutral language, and Equality Impact Assessments (EIAs) are included for all new and revised policies. More widely, EIAs are undertaken for activities including procurement, projects and new equipment. Guidance and training is available to staff undertaking assessments and a register of all EIAs enables transparency, access to research and data and the sharing of learning. EIAs support organisational decisions.

An Equal Pay Audit took place in 2022 which did not identify any underlying issues in terms of equal pay at RBFRS. The Gender Pay Gap report has been produced as in previous years. For the second year in a row, and Ethnicity Pay Gap report has been produced. Ethnicity Pay Gap reporting is not mandatory and RBFRS continues to voluntarily report these figures.

RBFRS premises and related works have been assessed for inclusivity and adjustments made. Following research and consultation, more inclusive and

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informative signage has been designed for accessible bathrooms at RBFRS sites, and work continues in relation to implementing this recommendation. The facilities at Maidenhead and Bracknell fire stations have been improved to provide a more inclusive environment and work is underway to extend these developments to Slough fire station.

Senior leaders participated in mentoring for the Chairman's Internship Scheme over the course of the summer and the scheme won the national Asian Fire Service Association (AFSA) Positive Action award, recognising the efforts to recruit people from under-represented groups into the Fire Service and was nominated for Project of the Year in the Excellence in Fire and Emergency Awards.

Collaboration and partnership work have also been critical to the progress of the EDI agenda over this period. Memberships with the Business Disability Forum and Inclusive Employers have been maintained. Learning opportunities and access to learning resources have been promoted to staff through these memberships.

RBFRS has continued to participate in and maintain representation on a number of sector and regional networks including the Five Shires Collaboration, the Thames Valley LGBTQIA+ FRS group, Thames Valley LGBTQ+ Employers Network and AFSA South Local Forum.

As part of LGBTQ+ History Month, all staff were invited to a coffee/tea break and conversation hour with members of the Senior Leadership Team. The session was a safe space for an informal and open discussion about LGBTQ+ inclusion at RBFRS and beyond.

The newly established EDI Steering Group meets regularly and in 2022 agreed the renewed Action Plan. The group has responsibility for scrutiny of the plan and will support the integration of the EDI agenda in each service area across RBFRS. It is a forum for consultation and review of items such as EIAs and national guidance documents.

Objective 3 – Improving our service delivery by creating strong links with our community: We will connect and communicate with our diverse local community to develop meaningful and sustainable links, which help us to increase our understanding of their needs. We will ensure that we tailor our

prevention, protection, and response activities accordingly and target the most vulnerable people with the greatest risk.

This will involve finding ways to gain feedback from our communities which helps us to identify risk on a local level.

This objective focuses on promoting equality by knowing our diverse communities and understanding their needs, ensuring that our prevention, protection and response activities target the most vulnerable people with the greatest risk.

Colleagues across the Service have engaged with members of the community in a number of forums to promote the activities and services we provide.

Local safety plans have been designed to incorporate equality considerations whilst continuing to identify risk at a local level and target prevention and protection activity appropriately. This has included an increasing awareness of individuals and groups in the community who are less likely to engage with our services and activities.

In support of the Community Risk Management Plan consultation process, a variety of engagement activities were undertaken at Hub level by Service Delivery staff in Prevention, Protection and Response. This included contact with under-represented groups to broaden community representation for the CRMP consultation, but also build a new relationship between the community and our staff.

A network of volunteer Community Inclusion Advocates have been recruited from station based personnel across the Service to further support the community engagement strategies within the local safety plans.

During the year the collection of EDI data from Safe and Well activities has been introduced to enable us to better evaluate our activities.

The Safe Spaces initiative offers people who may feel afraid, harassed or under immediate threat a 'safe space' where they can receive signposting to helpful organisations and/or a safeguarding referral can be made. Policy and guidance has been introduced to give RBFPS staff the confidence, support and training needed to deal with people who approach RBFPS seeking a place of refuge.

Objective 4 – Building on our inclusive culture: We will continue taking action to ensure we have a culture where everyone feels valued and is treated with

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dignity and respect and support all staff to contribute to the creation of an inclusive working environment.

To support the creation of an inclusive environment, staff understanding and awareness of EDI a number of articles and webinars are shared on various topics including LGBTQ+ history month experiences and mental health, International Women's Day and making use of our EDI memberships. Individuals have also shared personal stories such as during neurodiversity celebration week and the EDI Member Champion explained more about the objectives and priorities of their role.

As part of Black History Month in October 2022, Inclusive Employers hosted two webinars exclusively for our Service. To mark International Women's Day in March 2023 RBFRRS hosted a live yoga session. This was part of a week of events in collaboration with several other fire and rescue services.

A bi-annual communications calendar is routinely produced, which recognises numerous diversity events, religious festivals and awareness dates. Communications to support staff awareness and understanding are produced including monthly EDI articles in the Shout.

We continue to produce guidance documents to support staff with information relating to religious and other events, as well as line manager guidance.

The EDI Forum meets on a quarterly basis with membership continuing growing as staff declare an interest in matters relating to EDI. The Forum is supported by the Member Champion, Councillor Morag Malvern and a number of Fire Authority Members also regularly attend. Members of the Forum continue to be supported in attending conferences and share their learning as appropriate. Ideas generated by attendees are explored and are factored into plans across the Service in support of the EDI objectives.

The staff Disability Awareness Network has held a series of monthly coffee mornings, topics have included mental health support, equality of access and input from the Business Disability Forum on how to grow and make best use of the network.

All groups are regularly used as consultative bodies to ensure that we are cognisant of staff voice and a range of views in order to inform and shape action undertaken by the Service.

Looking Ahead

Moving forward, we look forward to welcoming our new EDI Co-ordinator into Service following the departure of the previous post holder at the end of 2022.

The Summer Internship continues, opening up a new pathway into the organisation for young people in Berkshire who are from ethnic groups that are currently under-represented in RBFRS. This year we have five placements starting.

The Change 100 Programme has offered three candidates the opportunity to work within the Service, in the Resourcing and Development team, Communications and Engagement, and Data and Performance. This year the Change 100 Interns and Summer Interns will synchronise together and attend rotation days at various Fire Stations around the Berkshire.

2023/24 will see the launch of the wellbeing passport, a record which commences at recruitment and is updated and referred to throughout employment. It will contain a record of any declarations of a disability, long term health condition, mental health issue, or learning disability/difficulty and any supports in place.

The Service will also continue to engage with partners including the Five Shires Collaboration to support the delivery of this work, particularly with regard to establishing informative measures for benchmarking. We will also be expanding our positive action activities and have identified work to further support potential On- call applicants.

The recent London Fire Brigade culture review report recommendations and the HMICFRS values and cultural recommendations are being assessed and considered in line with information obtained from staff engagement and the revised People Strategy. The EDI action plan will be updated to reflect any new actions and progress monitored via the EDI Steering Group.

Cllr Morag Malvern, Equality, Diversity and Inclusion Champion

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Community Safety 2022/23 - Year Review

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 provisions 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 2022/23. In January 2023, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services issued the second inspection report for Royal Berkshire Fire and Rescue Services (RBFRS). As part of this report, RBFRS was rated as 'good' at 'preventing fires and other risks' and 'protecting the public through fire regulation'.

Prevention

We have used our targeted Safe and Well Visit programme to make sure we reached occupants most at risk, for example, those above the age of 65, who often live alone, or those with sensory (hearing and/or sight) or mobility impairments.

Our Safe and Well visits included the targeted delivery of appropriate home fire safety advice, information as well as carrying out an assessment for the provision and the installation of appropriate fire safety equipment. We also identify and discuss wider health and wellbeing issues and signposting to partner agencies, where appropriate.

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Over the past year, we have continued to receive high-quality referrals from a wide range of partner agencies including, health and social care professionals, housing management companies, and community and voluntary sector organisations. We recognise that these referrals continue to signpost us directly to the most vulnerable people living in Berkshire and in 2022/23, we focused the delivery of our Safe and Well Visits on these referrals to ensure our resources were being targeted to the highest risk.

We have continued to train staff from a wide range of agencies, widening the reach of our Adults at Risk (ARP) Programme. Over the year, we have sought to increase Safe and Well referrals from partners by 10% throughout the year and this has been exceeded with an increase of 34.5% at the end of 2022/23, which in actual terms was 3904 referrals. In total, we completed 6129 Safe and Well Visits in 2022/23.

Working with our partners including unitary authorities and Thames Valley Police we have shared information to help in the reduction of deliberate fires. Our joint sharing of intelligence has allowed us to build a picture of problematic locations, understand trends and undertake proactive targeted campaigns to support local community communities where deliberate fires have been an issue.

As an example in the Aborfield area, there was an increasing trend in deliberate car fires taking place. Our input and feedback at Community Safety Partnership and Anti-Social behaviour meetings alongside fellow agencies has supported a key focus on the area, seeing increased patrols by both the Councils Anti-Social Behaviour Wardens and Thames Valley Police.

The Prevention Quality Assurance programme was introduced in 2022 and two full rounds have been completed. This has provided a good level of assurance to the standard of delivery and recording of all types of Safe and Well visits. The outcomes from this process will be used to continuously develop and improve our delivery of service to the most vulnerable members of the community.

Our Safety Education Team have continued to support our operational crews to deliver road safety lessons to Year 7 pupils across Berkshire. Following the easing of COVID-19 restrictions, the Safe Drive Stay Alive (SDSA) scheme returned. This is a multi-

agency initiative for Key Stage 5, Year 12 and 13 students. The Safe Drive Stay Alive campaign reaches new and pre-drivers in an emotive and hard-hitting way, influencing behaviour and attitude on the roads.

In 2022 the campaign has been delivered to approximately 23,000 students across the Thames Valley. In Berkshire, this year's event took place on the 1st and 2nd of November 2022 at the Hexagon Theatre, Reading, with nearly 4000 students attending the event.

We continued to deliver Biker Down education sessions across the Thames Valley in partnership with other agencies. This year RBFRS hosted seven Biker Down sessions across the county.

Other activities included participation in Operation Holly a joint emergency services campaign to raise awareness of the risks and consequences of drunk and drug driving.

A range of static displays, station banners and fire crew simulation demonstrations of casualty extractions from vehicles following road traffic collisions form part of our county-wide road safety campaigns.

To support our commitments on water safety, we continued to undertake safety education in schools delivering water safety lessons to Year 7 pupils across Berkshire. Additionally, through the Local Safety Plans, crews undertake targeted activities to make interventions and educate people on the dangers associated with open-water swimming.

Our teams have continued to engage with school leaders by signposting alternative and preferred methods of delivery via the provision of multimedia packages enabling the remote delivery of safety messages to young people across Berkshire.

Our Hubs have actively engaged with partner agencies e.g. the Environment Agency, Parish Councils and Canals & Rivers Trust across the county, in order to work collaboratively to prevent drowning in known high-risk areas and provide information and education to local communities.

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Working proactively and collaboratively with our partners through water safety partnerships has seen the successful implementation of throw line boards at a number of these high-risk locations. Locations where throw line boards have been fitted include Newbury, Pangbourne and Sonning.

Crews undertook frequent patrols in high-risk water locations within the county to promote water safety messaging during the summer's intense heatwave periods.

During the winter period, our social media focussed on winter water safety and the dangers of frozen rivers, lakes and ponds. This messaging was shared extensively by a wide variety of organisations with one post viewed over 35,000 times. A range of media interviews further extended the reach of our messaging.

Promotion of the Don't Drink and Drown campaign took place and involved attendance at events such as Reading University Fresher's week to engage with key target groups.

Protection

We have continued to review our Risk-Based Inspection Programme (RBIP) methodology in order to further refine the targeting of our regulatory activity in the areas of greatest risk. This allows us to focus our resources where they are most needed. Protection Teams have been working collectively and across Hubs to help each other in addressing high-risk premises identified by the RBIP methodology. The continued improvement in focus on very high and high risk premises is evidenced through Service performance reporting mechanisms. In 2022/23, we completed 1087 fire safety audits.

Protection teams have continued to provide advice and guidance to businesses, this is achieved through initiatives such as Business Safety Week, proactive seasonal activities i.e. the Christmas Shops Campaigns and the introduction of Live On-Line Business Fire Safety Sessions as well as continuing business as usual fire safety work.

Protection Teams have also been working alongside external partners and agencies to address existing and emerging risks i.e. Home Office, Local Authorities and Housing Management Agencies, CQC and NHS to name a few. This collaborative working

helped to address challenges such as Asylum Hotels/Dispersal Housing and maintain partnership focus in areas such as Houses of Multiple Occupancy (HMO`s).

Protection Teams continued to work with internal stakeholders and colleagues providing training to raise awareness of risks and help staff to support referrals where they find premises where deficiencies could present a risk to life in the event of a fire.

Joint visits with Operational Staff are commonplace and provide a mutual understanding for risks presented by a variety of premises. This working further supports our One-Team Culture and Ethos and in turn, through effective and informed communication, we keep Berkshire safer.

During 2022/23, a key area for Protection activity has been the continued inspection and management of High Rise Residential Buildings (HRRBs) across the County. The HRRB Team completed its project at the end of 2022 and the on-going oversight now has passed back into Business As Usual with the Hubs.

This Project has been instrumental in ensuring a cohesive understanding of our highest-risk premises and the continuity of the work already completed.

2022/23 has seen the introduction of new Regulations and frequent training has taken place across the Protection Teams in relation to the new Fire Safety Regulations in relation to High Rise Premises. The Fire Safety (England) Regulations 2022 (the Regulations) have been introduced as an important step towards implementing the recommendations of the Grenfell Tower Inquiry Phase 1 report. The Regulations were introduced under Article 24 of the Fire Safety Order and came into force on 23 January 2023.

Ongoing and looking forward

Members are due to consider the outcomes of the Community Risk Management Plan (CRMP) 2023-2027 consultation. The CRMP 2023-2027, sets out specific Strategic Commitments related to Prevention and Protection together with proposals for how we will develop the services we deliver to ensure we are effectively using our resources to target risk. The proposals include, the development a Risk Based Prevention Programme to help us identify those at greatest risk from fires in the home, and the

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evolution of our Risk Based Inspection Programme to ensure we are targeting those premises that represent the greatest risk. Following conscientious consideration of the consultation results by the Fire Authority, the agreed CRMP will set the direction of travel for our Prevention and Protection services over the next four years.

The Building Safety Bill was introduced to create a lasting generational change and set out a clear pathway for the future on how residential buildings should be constructed and maintained. The Building Safety Regulator (BSR) are the new regulatory body responsible for overseeing the new regime giving expert advice to local regulators, landlords and building owners, the construction and building design industry, and to residents.

This placed new duties on Fire and Rescue Authorities (FRAs) to undertake a capability and capacity building programme to recruit 111 fire protection staff. In March 2023, RBFRS appointed two new Fire Safety Inspecting Officers to contribute fully to the work of the Building Safety Regulator and Corporate Aims of the Fire Authority through the enforcement of fire safety legislation by auditing and advising on the fire safety measures in existing premises, planned structures and events.

As outlined in legislation under the Police, Crime, Sentencing and Courts (PCSC) Act 2022, as a specified Authority, we have a legal and moral obligation to collaborate with partners and plan to prevent and reduce serious violence.

Royal Berkshire Fire and Rescue Service (RBFRS) is committed to achieving the requirements associated with the Serious Violence Duty (SVD). We fully support the SVD, through a collaborative approach to preventing and reducing serious violence.

To ensure we fulfil the requirements of SVD, we will consider the Statutory Guidance provided under Chapter 1 of Part 2 of the Police, Crime, Sentencing and Courts Act 2022 ("the PCSC Act") when exercising our function and will take the opportunities to make a positive impact; to change the fortune of some of the most excluded in our communities and improve their outcomes.

We are determined to end the misery serious violence can cause individuals, families and communities and are committed to stopping serious violence before it begins. By

approaching the issue as a public health problem, we will aim to achieve sustainable reductions in serious violence and improve the health and quality of life for the communities we serve.

We intend to properly understand the issues and local needs; addressing the risk factors that increase the likelihood of somebody becoming an offender or a victim of serious violence. Through our Community Safety Partnership (CSP) involvement, we intend to strengthen existing partnership arrangements in order to meet the specific needs of our communities in preventing and reducing serious violence.

Prevention and trauma-informed interventions will be central to our approach. It will require the involvement of a range of partners including public health, education, local authorities, police, criminal justice agencies, the voluntary sector and, importantly, the communities of Berkshire.

With our partners, we are currently focussing on an effective state of readiness, with each CSP developing local area SVD strategies that represent that unique needs and risks to those areas. We will continue to support this work and contribute through collaboration and effective partnership working.

Cllr Jo Lovelock, Community Safety Member Champion

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Safety, Health, Fitness and Wellbeing Champion report 2022/23

The HMICFRS inspection that took place in 2021 found that RBFRS continue to be rated 'Good' for the question "how well does the service look after its staff?" In particular, it found that:

"RBFRS continues to have well-understood and effective wellbeing policies in place that are available to staff, and that "the service has effective and well-understood health and safety policies and procedures in place and promotes them to all staff".

A significant range of wellbeing support is available to support both physical and mental health. For example the service has an occupational health team, employee assistance programme, links to private healthcare options and promotes the use of the Fire Fighters Charity. Staff spoke positively about the trauma support given automatically following difficult incidents."

RBFRS continue to be rated 'Good' in relation to promoting the right values and culture.

An area for improvement around absence / attendance procedures was identified. This is already being addressed in a number of ways including policy and process reviews and development of training to support managers.

Health, safety and wellbeing performance continues to be monitored by the Health Safety and Wellbeing Committee, which meets four times per year.

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.

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

- ✓ All staff were offered a free flu vaccination. For TVFCS staff and Safe and Well Technicians, this was via a voucher with reimbursement through the expenses mechanism for all other staff. This was to avoid wastage due to unused vouchers that has been observed in previous years.
- ✓ To support wellbeing within TVFCS the HSE Stress Indicator Tool was used to identify potential workplace stressors. An action plan has been developed and implemented to address the results.
- ✓ One to one wellbeing checks were introduced with the aim of improving wellbeing amongst green book staff. 22 check-ins have been completed with TVFCS staff and 41 with green book staff. Feedback has been positive in relation to this initiative and was mentioned in the HMICFRS report.
- ✓ A nine part Healthy Nutrition Course for the Learning Management System was developed and launched in Q2. 54 members of staff have enrolled on the course so far.
- ✓ Communications campaigns have included Men's Health Week, World Alzheimer's Month, World Menopause Day, Movember and Talk Money Week.
- ✓ A significant focus has been on supporting staff to navigate the rising cost of living. This has included staff and manager guides, a lunch n learn session, routine promotion of employee discounts scheme, where to access support and signposting to further information. Alongside this, work has been undertaken to review allowances to ensure they are appropriate in the financial climate.
- ✓ Two opportunities to join the Cycle to Work scheme, attracted 15 applications.

A Health and Wellbeing Pulse Survey was conducted to understand awareness of sources of support and to seek feedback on areas for improvement. Any actions have been incorporated into the health, safety and wellbeing action plan.

Fitness testing is due in April and October each year and high performance continues to be maintained. 96.9% pass rate was achieved in April 2022, and 97.7% in October 2022. Individuals not achieving the standard are supported by the Wellbeing Manager to improve their fitness within set timeframes.

The Benenden Employee Healthcare scheme has been in place for three years. At the end of 2022/23 472 employees were a member 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.

Health Partners have been delivering Occupational Health for RBFRS since March 2017. 2022 was the first year in a new four year contract. Throughout the duration of the contract, both parties will continue to identify areas for improvement.

A procurement process was undertaken for the provision of an Employee Assistance Programme. Following the process Health Assured were awarded the contract for a year from March 2023, with an option to extend in one year increments for the next four years. Usage continues to be monitored and trends identified which are addressed through health promotion activity.

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. Development in this period include:

- ✓ Delivery of initial and refresher training for trauma support team volunteers.

The total number of volunteers is now 12.

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- ✓ An end to end review of the trauma support provision has been undertaken and improvements made which include quarterly monitoring of attendance and identifying links to sickness absence and check-ins with individuals after their first or multiple trauma support session(s).
- ✓ Delivery of mental health awareness training to 64 members of staff.
- ✓ Delivery of manager mental health training to 45 members of staff
- ✓ Support for national awareness campaigns throughout the year including Mental Health Awareness Week, International Suicide Prevention Day, World Mental Health Day 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.
- ✓ Work continues to highlight the associations between protected characteristics and the impact on wellbeing for example Carers Week, LGBTQ+ History Month and Pride Month.

There are over 60 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.

The Contaminants Working Group, established in 2020 to respond to the independent report 'minimising firefighter exposure to toxic fire effluents – interim

best practice', completed by the University of Central Lancashire, commissioned by the Fire Brigade's Union, continues to make good progress in this area. Phase one of contaminants training has been issued to staff. Stage two, which is RBFRS specific guidance is in development. Following a successful trial of 'traffic light posters' at Theale and Bracknell stations, (red – firekit only, amber – post incident work-wear, green – clean work-wear), the posters are being rolled out across the service, together with guidance on what they mean for staff and visitors. Additional work wear has been procured so that staff have sufficient clean clothing to change in to, as well as standby bags for crews to transport their kit to other stations. External storage bins for contaminated kit are also being trialled at Bracknell Fire Station.

We are in the second year of our three year contract with People Safe, providing our higher risk lone workers such as those who are public facing, or remote, such as Safe and Well Technicians, with equipment which enables them to call for urgent assistance should they need it.

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.

In the past year, a number of health and safety courses have been delivered. Three IOSH Managing Safely courses and five refresher courses.. These courses are attended by all grey and green book line managers. We have also delivered three Emergency First Aid at Work Courses, to ensure that we can continue to be able to provide first aid assistance to staff in the workplace when needed. Also, an accident investigation course.

New starters are 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. A specific

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module for working at home has also been distributed, for those who worked at home during the pandemic, and those who continue to work in a hybrid way.

Any injuries that are required to be reported to HSE under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR*), are also monitored by our Strategic Performance Board, which also meets quarterly. Following the RSM audit, corrective action was taken to address RIDDOR reporting times, which on occasion, can be challenged by the shift systems operated. All safety events are investigated and measures taken to address any recommendations for improvement. Trend analysis is also undertaken.

In addition to the health and wellbeing Pulse survey a health and safety culture survey was carried out to establish the views of employees on a number of health and safety issues, to find out what they think we do well, and what they think we could do better. Overall the responses were favourable, with a majority of those staff who responded agreeing that managers act quickly over health and safety concerns, and that RBFRS cares about their safety. The survey also identified safety event reporting as one area for improvement. This has been incorporated into the action plan.

In addition to the survey, two audits of health and safety have also taken place. An internal audit undertaken by RSM, the focus of which included mandatory training. Performance was assessed as 'reasonable assurance'. This means that the Authority can take reasonable assurance that the controls on which the organisation relies to manage this risk are suitably designed, consistently applied and effective. The requirement for mandatory refresher training has been examined and will be factored into training plans accordingly.

In January, an external audit was undertaken by members of the NFCC South East Health and Safety Practitioners group, using the NFCC endorsed audit tool. The audit focussed on our safety management system, as well as specific risk areas of noise, manual handling, work equipment, working at height and water rescue. A draft report and recommendations has been received and we are currently processing the findings in to an action plan.

Of particular note this year is Helen Morbin, Fitness and Health Advisor, received the Asian Fire Service Association award for 'Addressing Health Inequalities in the Community' for her work during the pandemic, in particular her work to investigate and take action regarding the emerging evidence of differential health outcomes for individuals from ethnic minority backgrounds.

*RIDDOR injuries are those that have to be reported to the Health and Safety Executive 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 Mike Smith, Safety, Health, Fitness and Wellbeing Champion

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Armed Forces Honorary Member Champion Report 2022/23

Introduction

I am pleased to be able to present this report as the Armed Forces Member Champion for Royal Berkshire Fire Authority. In February 2018, Royal Berkshire Fire and Rescue Service (RBFRS) and Royal Berkshire Fire Authority (RBFA) signed the Armed Forces Covenant, to formally pledge its support to members of the Armed Forces community. The Armed Forces Covenant (AFC) is a pledge that we acknowledge and understand that those who serve or who have served in the armed forces and their families should be treated with fairness and respect in the communities, economy, and society they serve with their lives.

As a service and authority we are currently in receipt of the Armed Forces Covenant Gold award, the highest award available, in recognition of our ongoing support of the Armed Forces Community.

Work has continued throughout 2022/2023 to demonstrate our commitment to our Armed Forces community, supported by our Armed Forces Service Liaison Officer, Station Manager Che Scott alongside other members of our workforce. Progress and activities are outlined below.

Review of the Year

Royal County of Berkshire Civilian Military Partnership Board

I am pleased to say that Paul Bremble, Head of Corporate Services, represented Royal Berkshire Fire Authority at the most recent meeting of the Local Authority Lead Officers of the Royal County of Berkshire Civilian Military Partnership in February 2023. This Board has been established to build on the individual working relationships between the six unitary authorities, Royal Berkshire Fire and Rescue Service, civilian agencies and the military community in Berkshire.

The Lead Officers group has been constructed to support the work of the Royal County of Berkshire Civilian Military Partnership Board and our staff have kept in touch with Bracknell Forest Council to ensure our continued attendance.

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Armed Forces Veterans' Hubs

As part of Royal Berkshire Fire Authority's commitment to supporting members of the Armed Forces community, we continue to host an Armed Forces Veterans' Hub, at our stations throughout the county. The Armed Forces Veterans' Hub has been designed to offer a place for veterans to come together and meet organisations who can provide them with advice or support. Three hub events have been held in the last 12 months, at Maidenhead Fire Station, Newbury Fire Station, and most recently at Crowthorne Fire Station.

Attendance at the Newbury event was particularly impressive with a number of organisations attending, as well as an increased veteran attendance. As our relationships with organisations such as the Royal British Legion (RBL) and local councils continues to grow we are hopeful attendance and visibility will also continue to increase. Following conversations at the most recent Veterans hub the service is proud to have played a role in a Royal Navy veteran receiving their Malaysian Service Medal which they had not been presented with when it was first made available to British veterans in January 2006.

As a service we also have a regular attendance at Thatcham Armed Forces Veterans Breakfast Club on the first Saturday of each month.

Attendance at Combermere Barracks Event

Safety Education Coordinator Neil Whiteman attended an event at Combermere Barracks in July 2022 to deliver a talk on road safety.

Armed Forces Week

Armed Forces Week was supported across the Service and Fire Authority in June 2022. Communications officers posted content online every day for the week to show our ongoing support and commitment to the Armed Forces community. A veterans' hub event was held to coincide with Armed Forces Week at Newbury Fire Station, attended by CFO Wayne Bowcock and a number of veterans organisations.

Commemorative Events

The Service and Fire Authority Members attended a number of local commemorative events throughout the year in remembrance of HM Armed Forces personnel past and present who have made the ultimate sacrifice to ensure our safety and security. There was an RBFRS attendance at the Cenotaph on Remembrance Day as well as at thirteen local memorial events.

The Commandant's Parade

In recognition of our work with the Armed Forces we received an invitation to The Commandant's Parade at The Royal Military Academy Sandhurst on April 12th 2023. Lawrence Bolton, who has taken the lead on the planning of the Veterans Hub events, attended on behalf of the service.

Op Courage

RBFRS and Op Courage have formed a close relationship over the past year and I am pleased to say that Op Courage are able to use our estate to continue their excellent work helping Veterans with Mental Health and Wellbeing issues.

Looking Ahead

In 2023, RBFRS will continue to demonstrate its advocacy of the Armed Forces Covenant and support for HM Armed Forces and its veterans. This will be achieved by initiating and continuing the following work streams:

Armed Forces Veterans' Board

The initial meeting of the Armed Forces Board has taken place, however a new chair is required as Armed Forces Liaison Officer Che Scott has recently left the service

Armed Forces Veteran's Hub Events

RBFRS will continue to host events for Armed Forces Veterans. The next event will be held in June 2023 during Armed Forces Week.

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Commemorative Events

We will ensure that the Service and Authority commemorates key dates throughout the year that remember the sacrifice by HM Armed Forces personnel, past and present, who have made the ultimate sacrifice to ensure our safety and security. This will also once again include supporting Armed Forces Week in June 2023 and Armistice Day.

Op Courage

During 2023 RBFRS and Op Courage hope to launch a regular drop in service for Veterans in Berkshire, with Op Courage providing trained personnel and RBFRS providing locations for these sessions.

Civil-Military Partnership

Station Manager Che Scott, and others have represented the Service and Authority at numerous events held on various occasions over the lifetime of our journey for Gold.

The South East Reserve Forces and Cadet Association (SERFCA) aims to provide enduring, efficient, and practical support to the Reserve Forces and Cadets through recruiting, employer and infrastructure support, and fostering and developing links with the Community.

We fully support this and have supported units of both reserves and their full-time colleagues with bespoke training events, enabling us to build a good working relationship, innovatively and collaboratively.

This work on Civil-Military Partnership (CMP) will continue in 2022/23.

Cllr Rachelle Shepherd-DuBey, Armed Forces Honorary Member Champion

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Annual Plan 2023/24	Fire Authority	08.06.23	Annual	Agree	DChEx	N/A	Part I
Annual Report on Governance - to include Member attendance, allowances and expenses	Fire Authority	08.06.23	Annual	Note	DChEx	A&GC Chairman	Part I
AFA Mobilisation Policy review	Fire Authority	08.06.23	Ad-hoc	Agree	AM C&P)	N/A	Part I
TVFCS Joint Committee Annual Report 2022/23	Fire Authority	08.06.23	Annual	Note	AM (C&P)	Collaboration Lead	Part I
On-call strategy - presentation	Fire Authority	08.06.23	Ad-hoc	Note	AM R &R	N/A	Part I
Appointment of Committees, Lead Members and Member Champions and Outside Bodies 2023/24	Fire Authority	08.06.23	Annual	Appoint	MO	N/A	Part I
Appointment of Chair / Vice-Chair 2023/24	Fire Authority	08.06.23	Annual	Appoint	MO	N/A	Part I
Annual Outturn	Management Committee	11/07/23	Annual	Note	HF&P	N/A	Part I
Q4 Appliance Availability	Management Committee	11/07/23	quarterly	Note	AM (R&R)	N/A	Part I
Emergency Services Mobile Communications Programme- Presentation	A&GC	24/07/23	Bi annual	Note	HBIS	N/A	Part I
HMICFRS Action Plan	A&GC	24/07/23	ad-hoc	note	HCS	N/A	Part I
Statement of Accounts	A&GC	24/07/23	Annual	Agree	HF&P	Budget and Income Generation Lead	Part I
Annual Governance Statement 22/23	A&GC	24/07/23	Annual	Note	Programme Office and Inspection Manager	N/A	Part I
Pensions Board Annual update	A&GC	24/07/23	bi annual	Note	HHR&L&D and Pension Board Chair	N/A	Part I
Internal Audit report	A&GC	24/07/23	Quarterly	Note	HF&P	N/A	Part I
External Audit Report	A&GC	24/07/23	Annual	Note	HF&P	N/A	Part I
Q4 Performance Report	A&GC	24/07/23	Quarterly	Note	Data, Performance and Risk Manager	N/A	Part I
RBFRS Annual Report 21/22	A&GC	24/07/23	Annual	Note	DChEx	N/A	Part I

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