



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

Wednesday, 30th June, 2021

At

6.30 pm

**Crowne Plaza Reading East
Eskdale Road
Winnersh Triangle
Reading
Berkshire RG41 5TS**

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 Annual Meeting

DATE AND TIME: Wednesday, 30th June, 2021 at 6.30 pm

VENUE: Crowne Plaza Reading East
Eskdale Road
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Berkshire RG41 5TS

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 light buffet will be provided.

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

GRAHAM BRITTEN

To: Members of the Royal Berkshire Fire Authority:

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

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

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AGENDA

- 1. Election of Chairman for the 2021/22 Municipal Year**
- 2. Appointment of Vice-Chairman for the 2021/22 Municipal Year**
- 3. Apologies for Absence**
- 4. Declarations of Interest**

Purpose:

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

- 5. Minutes of the meeting held on 24 March 2021 (Pages 7 - 10)**

Recommendation:

That the Minutes of the meeting and any recorded actions held on 24 March 2021, be confirmed as a correct record and signed by the Chairman.

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

Purpose:

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

- 7. Receipt of Announcements**

Purpose:

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

8. 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.

9. Questions from Members under Standing Order 30

Purpose:

To receive any questions from Members under Standing Order 30.

10. Notices of Motion under Standing Order 44

Purpose:

To receive any notices of Motion under Standing Order 44.

11. Recommendations of Committees

Purpose:

To note agenda item 15 (Amended Fire Authority Terms of Reference) and item 16 (Annual Report on Governance) has been recommended from Audit and Governance Committee held on 31 March 2021.

12. Appointment of Committees, Lead Members and Member Champions and Outside Bodies 2021/22 (Pages 11 - 36)

Purpose:

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

13. Annual Plan 2021/22 (Pages 37 - 68)

Purpose:

To agree the Annual Plan 2021/22 for publication.

14. Corporate Calendar (Pages 69 - 74)

Purpose:

To agree the 2021/22 Corporate Calendar.

15. Amended Fire Authority Terms of Reference (Pages 75 - 84)

Purpose:

To agree the amended Fire Authority Terms of Reference.

16. Annual Report on Governance (Pages 85 - 98)

Purpose:

To note the Annual Report on Governance, recommended by Audit and Governance Committee on 31 March 2021.

17. Thames Valley Fire Control Service (TVFCS) Annual Report 2020/21 (Pages 99 - 104)

Purpose:

To receive for note the Thames Valley Fire Control Service Annual Report 2020/21.

18. Lead Member and Member Champions Annual Report (Pages 105 - 148)

Purpose:

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

- a) Budget and Income Generation – Councillor Howe
- b) Collaboration – Councillor Cannon
- c) Integrated Risk Management Plan – Councillor Smith
- d) Strategic Assets – Councillor Ross
- e) Safety, Health, Fitness and Wellbeing, and Community Safety – Councillor Bateson
- f) Organisational Development – Councillor Helliard-Symons

19. Forward Plan (Pages 149 - 150)

Recommendation:

That the Forward Plan be noted.

20. Minutes of the Standing Committees

Recommendation:

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

21. Date of the next meeting

Tuesday, 2 November 2021, at 6.30pm. Venue to be confirmed.

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MINUTES OF THE EXTRAORDINARY MEETING OF THE ROYAL BERKSHIRE FIRE AUTHORITY



Held on Wednesday, 24th March 2021, at 6.30pm
This was a remote meeting.

Members:
(*present)

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

In Attendance:

- Mark Arkwell (Deputy Chief Fire Officer, DCFO)
- Graham Britten (Monitoring Officer, MO)
- Doug Buchanan (Assistant Chief Fire Officer, ACFO)
- Tom Carvell (Senior IT Technical Support Officer)
- Trevor Ferguson (Chief Fire Officer, CFO)
- Becci Jefferies (Head of Human Resources and Learning and Development, HHR&L&D)
- Andrew McLenahan (Head of Facilities, Fleet and Equipment, HFF&E)
- Katie Mills (Director of Corporate Services, DCS)
- James Pinchin (Business Support Lead, BSL)
- Jim Powell (Area Manager Collaboration and Policy, AM C&P)
- Fayth Rowe (Democratic Support Lead, DSL)
- Nikki Richards (Deputy Chief Executive, Dep ChEx)
- Hannah Sheehan (Democratic Support Assistant, DSA)
- Tregear Thomas (Area Manager, Prevention and Protection, AM P&P)

Also in Attendance:

Wayne Bowcock

63. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor McKenzie-Boyle.

Action

64. DECLARATIONS OF INTEREST

There were no 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.

65. MINUTES OF THE MEETING HELD ON 17 FEBRUARY 2021

An update on the three actions from the Minutes of the last meeting were provided. All three actions were reported as complete, updates were provided as follows:

Pages 13 and 14 – Mark Arkwell, DCFO reported two actions that related specifically to further information on residential buildings in Slough Borough and Wokingham Borough respectively, was circulated to Councillors Minhas and Shepherd-DuBey.

Page 14 – Trevor Ferguson, CFO, confirmed Royal Berkshire Fire Authority's Sprinkler Motion was recirculated to Members.

RESOLVED that the Part I and Part II Minutes of the meeting held on 17 February 2021, be approved as a true record and signed by the Chairman.

66. RECOMMENDATIONS OF COMMITTEES

Agenda Item 5, Appointment Panel Recommendation – Chief Fire Officer was recommended from the Extraordinary Management Committee on 15 March 2021.

67. APPOINTMENT PANEL RECOMMENDATION - CHIEF FIRE OFFICER

Trevor Ferguson, Chief Fire Officer (CFO), reported an extensive selection process for a new Chief Fire Officer / Chief Executive had been underway for several months. The process was robust and he stated he was pleased with the exceptional calibre of candidates.

The Appointment Panel made a recommendation to Management Committee on 15 March 2021, and subsequently Management Committee has recommended the appointment of Wayne Bowcock as the next Chief Fire Officer / Chief Executive for Fire Authority approval as outlined in paragraph 2.1 of the report.

Councillor Brooks queried the inconsistency between paragraph 3.6 of the report and the Pay Policy Statement, relating to whether the salary scale of the Chief Fire Officer will be determined by the Chairman solely, or the Chairman and

Action

Vice-Chairman. Trevor Ferguson reported this would be corrected.

HR&L&D

Councillor Gittings congratulated Wayne Bowcock on his appointment and stated that he looked forward to working with him in the future.

The Chairman thanked the members of the Appointment Panel and Councillor Ross for stepping in as a substitute, as well as the Officers that assisted in the process. He added that the process was exemplar and in addition, he thanked John Bonney and Andy Fry.

The Chairman formally congratulated Wayne Bowcock on his appointment on behalf of the Fire Authority.

Wayne Bowcock, thanked the Chairman and Members and stated he was honoured and excited to work with the Fire Authority and looked forward to getting to know all Members. He stated that the recruitment process was rigorous and added that he looked forward to creating positive relationships with Members and staff throughout the organisation.

Wayne Bowcock stated that Royal Berkshire Fire Authority and the Service had demonstrated exemplar leadership, which was recognised in the recent HMICFRS report, as well as from partners and the communities that it served. He added that he was grateful for the handover period to share Trevor Ferguson's knowledge.

The Chairman moved the recommendation and it was seconded by Councillor Helliar-Symons.

RESOLVED that the appointment of Wayne Bowcock, to the role of Chief Fire Officer Designate from 5th June 2021, and Chief Fire Officer and Chief Executive from 20 July, on the salary package outlined in 3.5 and 3.6.

68. ROYAL BERKSHIRE FIRE AUTHORITY - PAY POLICY STATEMENT 2021/2022

Becci Jefferies, Head of Human Resources and Learning and Development (HHR&L&D) advised, following the Fire Authority's recent approval of the Pay Policy Statement on 17 February 2021, it was necessary to amend the Statement, outlined in paragraph 3.3 and 3.4 of the report.

The Chairman moved the recommendation and it was seconded by Councillor Helliar-Symons.

RESOLVED that the revised Pay Policy Statement for 2021/2022 be approved for publication, noting the amendments set out in 3.3 and 3.4.

69. MINUTES OF THE STANDING COMMITTEES

RESOLVED that the Minutes of the Standing Committees published on RBFRS website be noted.

70. DATE OF THE NEXT MEETING

Wednesday, 28 April 2021, at 6.30pm. This meeting will be held remotely. Members of the public will be able to view this meeting on Royal Berkshire Fire and Rescue Service YouTube page.

(The meeting concluded at 6.50pm)

Post meeting note – The meeting scheduled on 28 April 2021 was cancelled.

ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	30 JUNE 2021
SUBJECT	APPOINTMENT OF COMMITTEES, LEAD MEMBER, MEMBER CHAMPIONS, WORKING PARTIES AND OUTSIDE BODIES
LEAD OFFICER	GRAHAM BRITTEN, MONITORING OFFICER
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	FOR DECISION

1. EXECUTIVE SUMMARY

- 1.1 To agree Member nominations received for the appointments of Royal Berkshire Fire Authority Committees (Table 5) in accordance with the Constitution and the rules relating to political balance, and to agree the nominations for the Member Roles outlined in Tables 6 – 9.

2. RECOMMENDATION

That the Fire Authority:

- 2.1 **Agree** nominations received for the appointment of Audit and Governance Committee and Management Committee listed in **Table 5**;
- 2.2 **Agree** nominations received for the appointments for Special Responsibility Roles, Thames Valley Fire Control Service (TVFCS) Joint Committee Representatives and Working Groups listed in **Tables 6 - 8**;
- 2.3 **Agree** the appointment of the Local Government Association (LGA) representative and LGA substitute representative in **Table 9**;
- 2.4 **Agree** the nominations received for the appointments of Armed Forces and Equality, Diversity and Inclusion Honorary Member Champion in **Table 10**; and
- 2.5 **Agree** the updated Role Descriptions for Royal Berkshire Fire Authority Members (attached as Appendix A).

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3. **REPORT**

- 3.1 On an annual basis, following Local Elections in May, Unitary Authorities confirm their Member appointments onto the Fire Authority. Table 1 shows the number of Fire Authority seats per Unitary Authority.
- 3.2 The Fire Authority has 20 seats and this year comprise of 12 Conservative members, 5 Labour members and 3 Liberal Democrat members.
- 3.3 The Office for National Statistics (ONS) did not publish the annual datasets for the six Royal Berkshire Unitary Authorities' electorates (as at 1 December 2020) until 24 May 2021. A collection of electoral statistics as at 2 March 2020, was published by the ONS on 5 January 2021, to support the 2023 Review of Parliamentary constituencies.
- 3.4 In April 2021, the six Unitary Authorities were asked to nominate the number of Councillors outlined in the table below based on the datasets published by the ONS on 5 January 2021. The relevant proportions of electorates remain unchanged in the datasets that were subsequently published on 24 May 2021

Table 1

Unitary Authority	Seats
Bracknell	3
Reading	3
Slough	3
RBWM	3
West Berks	4
Wokingham	4
Total	20

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

Table 2

Total number of Royal Berkshire Fire Authority Members

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

Table 3

Total number of places on Management Committee

Total number of places on Management Committee	Conservative	Labour	Liberal Democrats
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11	11 x 60% = 6.6 (6 seats)	11 x 25% = 2.75 (3 seats)	11 x 15% = 1.65 (2 seats)
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3.6 **Table 3:** (above) first cut of figures gives an entitlement of seats to 6 Conservatives, 2 Labour and 1 Liberal Democrat; with Labour and Liberal Democrats closest in entitlement to tenth and eleventh seats.

3.7 **Table 4:** (below) first cut of the figures gives an entitlement of seats to 5 Conservatives, 2 Labour and 1 Liberal Democrat; with Conservative closest in entitlement to the ninth seat.

Table 4

Total number of places on Audit and Governance Committee

Total number of places on Audit and Governance Committee	Conservative	Labour	Liberal Democrats
9	9 x 60% = 5.4 (6 seats)	9 x 25% = 2.25 (2 seats)	9 x 15% = 1.35 (1 seat)

3.8 This year, no political changes were made by Unitary Authority nominations onto the Fire Authority, and all Unitary Authorities in Berkshire have largely nominated the same Councillors back onto the Fire Authority as last year.

3.9 Slough Borough Council and Wokingham Borough Council was the exception and has nominated one new Fire Authority Member each, Councillors Avtar Cheema and Anne Chadwick, who will both be welcomed at the annual meeting.

3.10 We sadly say goodbye and send best wishes to Councillor Christine Hulme and Councillor Graham Howe who stood down from the Fire Authority in May 2021.

3.11 Table 5 below shows the number of seats available on each committee per political group. Table 6 shows Special Responsibility Allowance (SRA) positions available.

3.12 Table 7 shows the two seats available for the TVFCS Joint Committee, one of which will attract a Special Responsibility Allowance as this year, one representative will be appointed as Chairman of the Joint Committee. The appointment of TVFCS Joint Committee Chairman is made on an annual rotational basis between appointed Members of Royal Berkshire Fire Authority, Buckinghamshire and Milton Keynes Fire Authority and Oxfordshire County Council.

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- 3.13 The quorum for each of the Working Groups listed in table 8 is three. Members may nominate more than three Members per Working Group.
- 3.14 The Fire Authority has received a recommendation from Audit and Governance Committee from their meeting on 31 March 2021, to approve the amended Fire Authority Terms of Reference, which will be looked at in further detail, later on in this agenda. The amended Terms of Reference formally include the roles of Armed Forces and Equality, Diversity and Inclusion (EDI) Honorary Member Champions, Local Government Association (LGA) Representatives and Thames Valley Fire Control Service (TVFCS) Joint Committee Representatives.¹
- 3.15 The role of the Armed Forces and EDI Honorary Member Champions do not attract a SRA. Their role description and the roles of LGA and TVFCS Joint Committee Representatives have been formally included in the updated Role Descriptions for Fire Authority (Appendix A).
- 3.16 The Role Descriptions document has been amended to refer to the 'Community Risk Management Plan' (CRMP), which is now used nationally in the sector to refer to what was previously known as the 'Integrated Risk Management Plan' (IRMP). This means the Fire Authority appointment will be for a Community Risk Management Plan Lead Member. Paragraph 2.5 is seeking the Fire Authority to agree the updated Member Role Description.
- 3.17 In accordance with RBFA Scheme of Allowance MA10, no more than 10 SRAs should be paid at any one time. Members with two or more SRA roles receive the payment of one role, usually the higher allowance.
- 3.18 Three nominations have been received in Table 9 for the appointment of LGA representative. Paragraph 2.3 is seeking the Fire Authority to agree the appointment of a LGA representative and LGA substitute Member.

Table 5

Audit and Governance Committee (9 seats)	(Con)
	(Lab)
	(Lab)
	(Lib Dem)

¹ Thames Valley Fire Control Service appointments do not attract a Special Responsibility Allowances except for when Royal Berkshire Fire Authority chairs the Joint Committee, which is reflected in the Scheme of Allowances.

Management Committee (11 seats)	(Con)
	(Lab)
	(Lab)
	(Lab)
	(Lib Dem)
	(Lib Dem)

Table 6 – Special Responsibility Allowance Roles

	Royal Berkshire Fire Authority Chairman Royal Berkshire Fire Authority Vice-Chairman
Chairmen of Committees	Management Committee Chairman Audit and Governance Committee Chairman
Opposition Leaders	Labour Group Opposition Leader Liberal Democratic Opposition Leader
Lead Member	Budget and Income Generation Lead Community Risk Management Plan Lead Strategic Assets Lead Collaboration Lead
Member Champion	Community Safety Champion Safety, Health, Fitness and Wellbeing Champion Organisational Development Champion

Table 7

TVFCS Joint Committee (2 seats)	TVFCS Joint Committee representative / TVFCS Joint Committee Chairman ² TVFCS Joint Committee representative
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Table 8- Working Group appointments

Collaboration Working Group – minimum three Members
Member Development Working Group – minimum three Members
Property Development Working Group – Minimum three Members

Table 9 –

Appointments to outside bodies	LGA representative LGA representative’s substitute
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Table 10 – Honorary Champion roles (non-Special Responsibility Allowance)

Honorary Member Champion	Armed Forces Champion Equality Diversity and Inclusion Champion
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3.19 The nominations for appointments of the Chairman and Vice-Chairman of Management Committee and Audit and Governance Committee will be made at the rising of the formal Fire Authority meeting on 30 June 2021.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

4.1 Not applicable.

² The appointment of TVFCS Joint Committee Chairman is made on an annual rotational basis between appointed Members of Royal Berkshire Fire Authority, Buckinghamshire and Milton Keynes Fire Authority and Oxfordshire County Council. In 2021/22 the appointed Chairman of TVFCS Joint Committee will be one of the TVFCS representatives and will attract an SRA.

5. FINANCIAL IMPLICATIONS

5.1 This is in accordance with Members Scheme of Allowances.

6. LEGAL IMPLICATIONS

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

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

- (i) Not all seats on each Committee are to be allocated to the same Group.
- (ii) The majority of seats is to be allocated to a particular Group if the number of persons belonging to that Group is a majority on the Authority.
- (iii) Subject to the above paragraphs, the number of seats on the Committees allocated to each Group should bear the same proportion to the total of all the seats on the Committees as that borne by the number of Members of that Group to the Membership of the Authority.
- (iv) Subject to paragraphs (i) to (iii) above, that the number of the seats on the body which are allocated to different political groups bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.

6.2 Appointments to the TVFCS Joint Committee are exempt the political balance rules under section 15 of the Local Government and Housing Act 1989 as it is a joint committee appointed by two or more authorities under section 102 of the Local Government Act 1972 but to which the Authority appoints fewer than three members.

6.3 The Authority is required to make appointments to committees and outside bodies in accordance with the wishes of the respective Political Groups.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 There are no equality and diversity implications.

8. RISK IMPLICATIONS

8.1 There are no risk management implications.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 Not applicable.

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10. PRINCIPAL CONSULTATION

10.1 Chief Fire Officer

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

10.2 Chief Finance Officer

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

10.3 Monitoring Officer

Report sponsor.

11. BACKGROUND PAPERS

11.1 RBFA Scheme of Allowance – February 2021.

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

12. APPENDICES

12.1 Member Role Descriptions (Appendix A).

13. CONTACT DETAILS

13.1 Fayth Rowe (Democratic Support Lead) 0118 938 4611

13.2 Katie Mills (Director of Corporate Services) 0118 938 4605

ROYAL BERKSHIRE FIRE AUTHORITY

Member Role Description

June 2021



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Appendix A

INTRODUCTION

This document is linked to the Member Scheme of Allowance and Fire Authority Terms of Reference. It contains the role description for Royal Berkshire Fire Authority Members and specific Member appointed roles. All of the Member roles listed below are appointments made annually at the Annual Fire Authority meeting held in June; or, whenever a vacant position becomes available mid-year.

- Member of the Fire Authority
- Chairman and Vice-Chairman of the Fire Authority
- Chairman and Vice-Chairman of Fire Authority Committees
- Fire Authority Lead Member
- Fire Authority Member Champion
- Fire Authority Honorary Member Champion
- Local Government Association Fire Commission Representative; and
- Thames Valley Fire Control Service Joint Committee Representative

For clarity, where the document refers to Fire Authority this means Royal Berkshire Fire Authority (RBFA).

FIRE AUTHORITY MEMBER - ROLE DESCRIPTION

1 Accountabilities

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

2 Role and Functions of all Councillors

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

2.1 Making decisions and overseeing Fire Authority performance

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

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Appendix A

2.2 Representing the Authority (subject to appointment)

- To represent the Fire Authority on outside bodies as an appointee of the Fire Authority
- To represent and be an advocate for the Fire Authority on local and national bodies and events

2.3 Internal governance, ethical standards and relationships

- To promote and support good governance of the Fire Authority and its affairs
- To provide leadership and promote citizenship as a representative of the Fire Authority

2.4 Personal and role development

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

3 Rights and Duties

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

4 Allowance

- All 20 Fire Authority Members receive a Basic Allowance in line with Member Scheme of Allowance.

FIRE AUTHORITY CHAIRMAN (AND VICE-CHAIRMAN)

ROLE DESCRIPTION

5 Chairman - Role and Purpose of Activity

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

- To uphold the democratic values of the Authority
- To be the elected representative' figurehead for the Authority and be the principal political spokesperson for the Authority
- To be recognised as a media contact in liaison with Royal Berkshire Fire and Rescue Service Communications and Engagement Team
- To provide leadership in building a political consensus around the Authority's policies
- To provide strong, clear leadership in the coordination of policies, strategies and service delivery
- To represent the Authority at civic and ceremonial functions
- To chair meetings of the Authority in line with its Standing Orders
- To preside over meetings of the Authority, so that its business can be carried out effectively and efficiently
- To ensure that the Authority conducts its meetings in line with the Authority's Standing Orders

5.2 Managing and leading the work of the Authority

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

5.3 Participating in the collective decision making of the Authority

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

5.4 Working with officers to lead the organisation

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

Vice-Chairman

5.5 To fulfil the duties of the Chairman in his/her absence

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

5.6 Allowance

- 7.1 The Chairman and Vice-Chairman of Royal Berkshire Fire Authority are entitled to receive a Special Responsibility Allowance in line with Member Scheme of Allowance.

CHAIRMAN AND VICE CHAIRMAN OF A COMMITTEE -

6. Committee Chairman

6.1 Provide leadership and direction

6.1.2 In addition to Member Role description in sections 1-3, the Committee Chairmen are required to:

- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
- To demonstrate integrity and impartiality in decision making in accordance with legal, constitutional and policy requirements
- To delegate actions to sub committees and Working Parties as appropriate

6.2 Promoting the role of the Committee

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

6.3 Effective meeting management

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

6.4 Committee Vice-Chairman

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

6.5 Allowance

- 6.5.1 The Chairman of Committees are entitled to receive a Special Responsibility Allowance in line with Member Scheme of Allowance.

LEAD MEMBER ROLE DESCRIPTION

7 Lead Member Appointments

7.1 The Structure of the Fire Authority have allocated the following Lead Member roles:

- Budget and Income Generation
- Community Risk Management Plan
- Strategic Assets; and
- Collaboration

7.2 Role and Responsibilities

7.2.1 In addition to Member Role description in sections 1-3, Lead Members are required:

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

sound and evidence based, have followed appropriate processes, and are aligned to strategic commitments / policy direction.

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

7.3 Allowance

- 7.3.1 Lead Member appointments are entitled to receive a Special Responsibility Allowance in line with Member Scheme of Allowance.

ROLE OF MEMBER CHAMPIONS

8 Member Champion

8.1 The structure of the Fire Authority allocates the following Member Champions:

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

8.2 Roles and Responsibilities

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

8.2.2 In addition to Member Role description in sections 1-3, Member Champions are required:

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

- To attend meetings / conferences related to their area of business on behalf of the Fire Authority
- To publish six month and annual reports on work undertaken for consideration by the Fire Authority.

8.3 Allowance

- 8.3.1 Member Champions are entitled to receive a Special Responsibility Allowance in line with Member Scheme of Allowance.

ROLE OF HONORARY MEMBER CHAMPIONS

9 Honorary Member Champion

9.1 The structure of the Fire Authority allocates the following Honorary Member Champion roles:

- Armed Forces Honorary Champion
- Equality, Diversity and Inclusion (EDI) Honorary Champion

9.2 Roles and Responsibilities

- To act as an advocate for Armed Forces and Equality Diversity and Inclusion.
- To attend meetings and events relating to the above.
- To represent the Fire Authority at such meetings.

9.3 Allowance

9.3.1 Honorary Member Champions do not attract a Special Responsibility Allowance (SRA).

ROLE OF LOCAL GOVERNMENT ASSOCIATION (LGA) FIRE COMMISSION REPRESENTATIVE

10 Local Government Association (LGA) Fire Commission Representative

10.1 Roles and Responsibilities

- To attend and actively engage and participate at LGA Fire Commission meetings, representing and advocating for the Fire Authority.
- To report the LGA's priorities and policy lines in relation to fire to the Fire Authority.
- To attend conferences and other events initiated by the LGA in relation to fire.
- To read and understand all LGA Committee papers in advance of any meetings, and to keep abreast of all developments locally and nationally in relation to the policy areas covered by the LGA.

10.2 Allowance

- 10.2.1 The Local Government Association Fire Commission representatives do not attract a Special Responsibility Allowance.

THAMES VALLEY FIRE CONTROL SERVICE (TVFCS) JOINT COMMITTEE REPRESENTATIVE

11 Thames Valley Fire Control Service (TVFCS) Joint Committee Representative

11.1 Roles and Responsibilities

- On a rotational annual basis between Royal Berkshire Fire Authority, Buckinghamshire and Milton Keynes Fire Authority and Oxfordshire County Council, Chair TVFCS Joint Committee meetings (please refer for item 6, Committee Chairman roles and responsibilities)
- To uphold and adhere to the principles set out in the TVFCS Partnership Agreement
- To attend and actively engage at TVFCS Joint Committee meetings providing strategic direction for TVFCS
- To attend conferences and workshops organised by TVFCS and Thames Valley Fire and Rescue Authorities (Royal Berkshire Fire Authority, Buckinghamshire and Milton Keynes Fire Authority and Oxfordshire County Council).
- To monitor the performance of TVFCS
- To publish annual reports on work undertaken and progress of TVFCS for consideration by the Fire Authority.
- To recommend the annual Budget and any other relevant report to the Fire Authority for approval.

11.2 Allowance

- 11.2.1 Thames Valley Fire Control Service appointments do not attract a Special Responsibility Allowances except for when Royal Berkshire Fire Authority chairs the Joint Committee, which is reflected in the Scheme of Allowances.

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ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	30 JUNE 2021
SUBJECT	ANNUAL PLAN 2021/22
LEAD OFFICER	KATIE MILLS, DIRECTOR OF CORPORATE SERVICES
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	FOR DECISION

1. EXECUTIVE SUMMARY

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

2. RECOMMENDATION

- 2.1 **APPROVE** the Annual Plan 2021/22 for publication.

3. REPORT

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

Agenda Item 13

planning and decision-making. In addition, it will be published on the RBFRRS website for the public.

- 3.2 The Plan has links to a number of other planning tools and processes which will bring the focus of managers to a single location and will create a more joined up approach to planning.
- 3.3 The planned component parts of the Annual Plan to consider:
 - Annual Objectives 2021/22
 - Delivery of the Annual Objectives
 - Corporate Measures
 - Priority Programmes
 - Risk Management
 - Assurance
 - HMICFRS.
- 3.4 The draft Annual Plan is usually considered by the Audit and Governance Committee prior to being recommended to the Fire Authority for approval. However the ongoing impact of the COVID-19 pandemic has delayed production of the draft Plan. To expedite approval and publication, the Plan is now presented directly to the Fire Authority.
- 3.5 The Annual Plan has been drafted to refer to the 'Community Risk Management Plan' (CRMP), which is now used nationally in the sector to refer to what was previously known as the 'Integrated Risk Management Plan' (IRMP).

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

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

5. FINANCIAL IMPLICATIONS

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

6. LEGAL IMPLICATIONS

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

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 There are no direct impacts from this report.

8. RISK IMPLICATIONS

- 8.1 There are no direct impacts from this report.

9. CONSISTENCY WITH DUTY TO COLLABORATE

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

10. PRINCIPAL CONSULTATION

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

11. BACKGROUND PAPERS

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

12. APPENDICES

12.1 Appendix A – Annual Plan 2021/22

13. CONTACT DETAILS

Katie Mills
Director of Corporate Services
0118 938 4605

Becca Chapman
Data, Performance and Risk Manager
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ANNUAL PLAN

2021 - 2022





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INTRODUCTION

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

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

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

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

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

COVID-19 Pandemic

At the time of publication of our 2020/21 Annual Plan, the COVID-19 pandemic was in its early stages, and whilst we made some amendments to our plans and targets, we did not know then what the full impacts would be on our ability to deliver the Plan. Early in the pandemic, in line with government guidance, RBFRS suspended non-essential activities to protect our communities, staff and critical functions. Since then we have continually risk assessed our activities, reintroducing services when case levels and restrictions have allowed.

In developing our Annual Plan for 2021/22, we have reviewed our progress against the objectives we set last year, re-assessed our priorities in the light of developments in the sector and considered the likely ongoing impact of the pandemic. We recognise that we may still face further challenges due to COVID-19 and that we may need to adapt again throughout the year. We remain committed to delivering this Annual Plan for the people of Royal Berkshire.



ANNUAL OBJECTIVES 2021 - 2022

In order to achieve the [Strategic Commitments](#) we have made to the people of Royal Berkshire, we have set the following 10 Annual Objectives for 2021/22, and highlighted areas of focus in achieving these Objectives. This is further supported by our Corporate Measures (outlined on page 10) which are directly aligned to the Annual Objectives and our core duties and responsibilities.

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

- Continue to deliver against the commitments in our Prevention Strategy, improving quality assurance and evaluation of Prevention activity.
- Deliver an effective fire, road and water safety education programme, aligned to the National Fire Chiefs Council guidance.
- Continue to deliver Safe and Well Visits for the vulnerable in Berkshire in line with our Prevention Strategy, and introduce a new risk-based programme of follow-up visits for the most vulnerable cases.

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

- Commence a feasibility pilot of dynamic risk-based daytime nucleus crewing in the West of the County
- As set out in our Response Strategy, commence the review of our specialist support capabilities to be aligned to local risk and reflect national best practice.
- Continue to focus on the sustained availability of the on-call duty model.
- Conduct a review of our Incident Command provision to ensure alignment to National Operational Guidance and best practice.

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

- Through our built environment programme, we will implement the learning from the phase one Grenfell inquiry and adapt to legislative changes, enabling us to respond quickly to the changing fire safety environment.
- We will visit all high rise residential buildings, 18m and above, within Berkshire



and support the safety of residents through the appropriate use of our regulatory powers and professional influence.

- We will develop our Risk-Based Inspection Programme methodology to look at both risk of property and risk of compliance.
- We will continue to promote and influence the fitting of sprinklers in both new and existing buildings where appropriate.

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

- Continue to support the community response to the COVID-19 pandemic, to include planning for a potential Third Wave.
- Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe.
- Maintain a focus on making high quality safeguarding referrals to other agencies.
- Designate our Fire Stations as recognised Safe Spaces for those experiencing domestic abuse or otherwise in need of safety.

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

- Deliver the 2021/22 requirements of the Strategic Asset Investment Framework.
- Complete the build of the new fire station in Theale which will offer an improved operational response whilst adding value to the community and savings by providing a blue light hub for all three emergency services.
- Ensure we have the resources to deliver the Prevention, Protection and Response Strategies and develop proposals to balance the budget.
- Continue to work in partnership with other Fire and Rescue Services to develop a Value for Money assessment that can be used across the sector.

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

- Continue to influence and encourage greater flexibility in the setting of Council Tax locally to ensure our Service effectively meets local risk.
- Proactively engage and respond to relevant consultations and opportunities to



shape fire and rescue services in England, including the Fire Reform White Paper.

- Engage with the development of professional Fire Standards for fire and rescue services in England and ensure approved Standards are implemented.

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

- Design and consult on the People Strategy 2021-23 to align with the current iteration of the Corporate Plan and CRMP.
- Ensure workforce planning leads to the right people, in the right positions, with the skills required.
- Establish Development and Assessment Pathways for Fire Safety Inspecting Officers.
- Deliver the 2021/22 requirements of the Health, Safety and Wellbeing Action Plan.

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

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

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

- Review and consult on the Equality, Diversity and Inclusivity (EDI) Objectives and Action Plan, and deliver the 2021/22 requirements of the plan.
- Embed the use of the Behavioural Competency Framework across RBFRS.



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

- Continue to explore and pursue opportunities to collaborate in the use of our property and estates and in the procurement of goods and services.
- Further our operational alignment with Thames Valley partners through the introduction of common policy, guidance, equipment and training.
- Evaluate and implement National Operational Guidance and learning to align to industry best practise.
- Explore opportunities and champion the work of the Fire and Rescue Indemnity Company Limited to reduce the frequency and cost of risk related incidents.



DELIVERY OF THE ANNUAL OBJECTIVES

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

Service Plans

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

Local Safety Plans

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



Programme Board

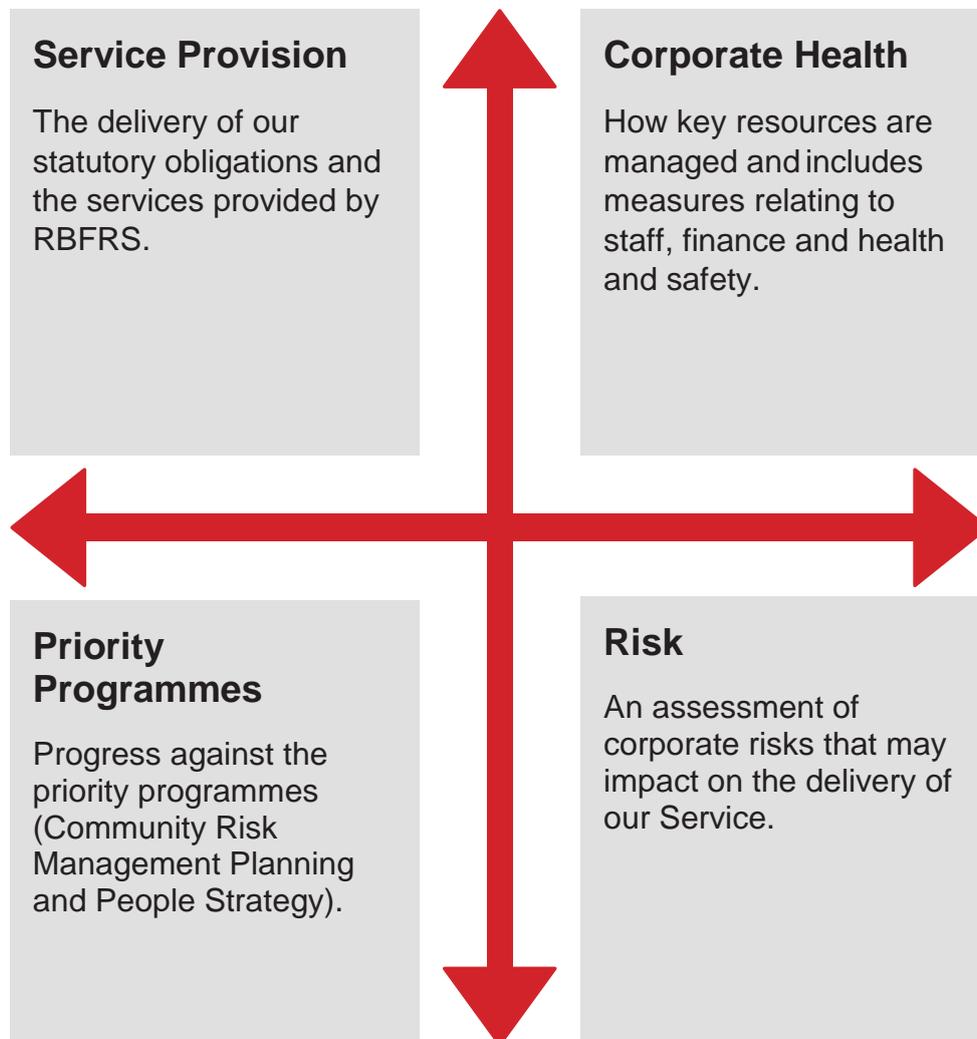
Our priority projects are overseen by the Programme Board. The primary focus of the Programme Board in 2021/22 will be to oversee the delivery of projects of strategic importance including, but not limited to, the [CRMP](#) and [People Strategy](#).



Performance Management

Ongoing analysis of performance data supports decision making across the organisation. Management teams review and monitor data and information regularly. The Strategic Performance Board monitors performance in all four quadrants (as set out below) on a quarterly basis. A quarterly Strategic Performance Report is then reviewed by the Senior Leadership Team and scrutinised by the Audit and Governance Committee.

Reporting is structured into four quadrants





CORPORATE MEASURES

Service Provision

Service Provision monitors the service we provide to the public. Performance is monitored in relation to attendance at incidents, types of incidents, Prevention activities and fire safety in commercial buildings.

Last year we removed some of our targets in key areas of delivery that were impacted by COVID-19 and the need to protect our communities, staff and critical functions. This year we have set targets in these areas, but these are lower than the targets set by earlier CRMP commitments, to take account on the ongoing impacts in the early part of the year.

These measures are marked with an asterisk in the table below.

ID	Measure	2020/21 Target	2021/22 Target
1	Number of fire deaths in accidental dwelling fires	0	0
2	Number of non-fatal fire casualties in accidental dwelling fires	20 max	20 max
3	Number of deliberate primary fires	Reduce	Reduce
4	Number of deliberate secondary fires	Reduce	Reduce
Prevention			
5	Number of Safe and Well Visits delivered to those with individual characteristics making them at higher risk of death in the event of an accidental dwelling fire	Monitor	5,700*
6	Number of Safe and Well Visits delivered to those who live in households with demographic characteristics associated with higher risk of injury in accidental dwelling fires.	Monitor*	1,870*
7	Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours.	100%	100%
Protection			
8	Total Number of Full Fire Safety Audits carried out in premises in Berkshire	Monitor	1,100*
9	Percentage of Fire Safety Audits with a 'Broadly Compliant' result.	60% max	60% max



10	Percentage success when cases go to court.	80%	80%
11	Percentage of statutory fire consultations completed within the required timeframes.	95%	95%
12	The number of Automatic Fire Alarm calls received.	Monitor	Monitor
13	Percentage of Automatic Fire Alarm calls where RBFRS did not attend	Improve	Monitor
Response			
14	Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	75%	75%
15	Percentage of full shifts where there is adequate crewing on all wholetime frontline pumping appliances	100%	100%
16	Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)	60%	60%
Customer Experience			
17	Percentage of domestic respondents satisfied with the overall service	100%	100%
18	Percentage of commercial respondents satisfied with the overall Service	95%	95%
19	Percentage of respondents satisfied with the services with regards to Fire Safety Audits	90%	90%
20	% of domestic respondents satisfied with the service regards their Safe and Well Visit	100%	100%
21	Number of complaints received	Monitor	Monitor
22	Number of compliments received	Monitor	Monitor

Definitions of measures are available in Appendix A.



Corporate Health

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

ID	Measure	2020-21 Target	2021-22 Target
Human Resources and Learning & Development			
23	Percentage of working time lost to sickness across all staff groups	4%	4%
24	Percentage of eligible operational staff successfully completing fitness test	100%	100%
25	Percentage of eligible staff with Personal Development Reviews	100%	100%
26	Percentage of eligible operational staff in qualification	100%	100%
27	Number of formal grievances	Monitor	Monitor
Health and Safety			
28	Number of RIDDOR accidents	Max 6	Max 6
Finance and Procurement			
29	Percentage of spend subject to competition	85%	85%
30	Compliant spend as a percentage of overall spend	100%	100%
Freedom of Information			
31	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Regulations or Data Protection Legislation)	0	0

Definitions of measures are available in Appendix A.



PRIORITY PROGRAMMES – KEY DELIVERABLES

Community Risk Management Planning

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

In 2021/22, our key CRMP deliverables will include:

Project 1: Risk Analyses

- Continued development of our existing Risk Methodology and Risk Modelling capability to ensure we have an even better understanding of all foreseeable Fire and Rescue related risks.
- Continue to maintain a theoretical response model for the Thames Valley, in collaboration with our Thames Valley Fire and Rescue partners to ensure our Risk Methodology and Risk Modelling aligns to theirs.
- Continue to engage with and drive the [National Fire Chiefs Council](#) (NFCC) work to develop national best practice in this area.
- Align our analysis to the Fire Standard for Community Risk Management Plans.
- Develop our risk analysis to ensure equality of access to our services for all the communities of Royal Berkshire.

Project 2: Prevention

- Continue to work towards the delivery of our 'Risk to Individuals' and 'Risk to Household' Safe and Well Visits, working in collaboration with our Berkshire partners to identify the most vulnerable people in our society.
- Develop a programme of follow up Safe and Well Visits to the most vulnerable.
- Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe.
- Carry out targeted road safety activity, including for motorcyclists.
- Further develop local safety initiatives, campaigns and events to target risk at a local level and evaluate their effectiveness.
- Ensure a high standard of service through the quality assurance of our Prevention activities.



Project 3: Protection

- Develop our risk-based inspection programme to ensure that we are identifying and targeting our resources at the areas of highest risk, in line with our Protection Strategy.
- Through our built environment programme, implement the learning from the phase one Grenfell Tower inquiry.
- Visit all high rise residential buildings 18m and above within Berkshire, supporting the safety of residents through the appropriate use of our regulatory powers and professional influence.
- Ensure a high standard of service through the quality assurance of our Protection activities.

Project 4: Response Resource Deployment

- Continue to evaluate future developments in housing and infrastructure to ensure that our resource deployments match predicted future demands.
- Undertake a review of our specialist water rescue capability to ensure it continues to be aligned to local risk and reflects national best practice.
- Commence a project to consider the feasibility of introducing dynamic risk-based daytime nucleus crewing in the West of the County to improve emergency incident response times.
- Conduct a review of our Incident Command provision to ensure alignment to National Operational Guidance and best practice.

Project 5: Response Safe Systems of Work Development

- Align our systems of work and training to National Operational Guidance and National Operational Learning.
- Work with the NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.
- Continue our investment of resource and expertise in the Thames Valley Breathing Apparatus Replacement project, conducting an effective and efficient joint procurement prior to implementation in 2022/23.



PEOPLE STRATEGY

The purpose of our [People Strategy 2018-2021](#) is to support RBFRS staff to become the best public servants they can be, creating a workforce that can deliver efficient and effective service on behalf of the Fire Authority, to manage all foreseeable fire and rescue related risks that could affect the people of Berkshire. In addition to those actions that are identified in the annual objectives for this year, we will also be undertaking the following activities under each of these objectives in 2021/22.

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

- Undertake Fire Fighter recruitment using Apprenticeships.
- Expand on alternative ways of delivering learning and development through improved use of technology.

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

- Continue to support the Leonard Cheshire Change 100 programme to work with disabled graduates on a 100-day intern programme.
- Review and consult on our Equality, Diversity and Inclusion objectives and deliver associated actions, including taking positive action to ensure job and career opportunities in our service are accessible to all individuals and groups in our communities.
- Develop and implement the Chairman's Internship which will target young people from under-represented groups in Berkshire.

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

- Deliver a framework for coaching and mentoring.
- Integrate and embed our behavioural competency framework and values at all levels of the service.



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

- Continue to deliver the Fire Authority Member Development Programme.
- Develop a Communications and Engagement Strategy.
- Develop and deliver a programme of staff engagement to inform our People Strategy, policies and processes and improvements.

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

- We will explore the options for use of digital resources for our Protection services.
- Develop our approach on equality of access to services and employment for potential staff and communities

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

- Learn and adapt to different ways of working during and after the COVID-19 pandemic.
- Deliver the requirements of the 2021/22 Mental Health Action Plan.



RISK

Corporate Risk Register

Achievement of the objectives set is influenced by a number of internal and external factors, which in turn create a level of uncertainty and risk. RBFRS has developed a comprehensive Organisational Risk Management Policy, along with a framework for monitoring and managing risks and uncertainties to ensure that organisational objectives can be achieved.

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

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



ASSURANCE

Audit Plan

Audits are an important part of providing the Fire Authority and the public with the assurance that the Service is run properly and in ways that have been agreed by our Officers and Members. They demonstrate that the business is conducted in accordance with relevant legislation, government expectations, good practice and organisational policy. The audits contribute towards the annual Statement of Assurance.

Our Internal Annual Audit Plan is developed in collaboration with our auditors, RSM, and approved by the Audit and Governance Committee at the start of the year. Each audit is linked to a risk on our Corporate Risk Register. The audits agreed for 2021/22 are:

- Cyber Essentials
- Performance Management
- Value for Money
- Vetting and pre-employment checks
- Risk Management and Governance
- Firefighter Pension Administration
- Payroll Provider
- Key Financial Controls

The plan also includes provision for three call off audits, to be agreed by Audit and Governance in response to changing circumstances.

Statement of Assurance

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



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

In 2018/19, we were inspected for the first time by her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Through the inspection process, we were able to gain external, independent, assurance in relation to the effectiveness and efficiency of our operational response. The results were published in June 2019, and it should be noted that Royal Berkshire Fire and Rescue Service was judged as 'good' across the three main pillars of 'Effectiveness', 'Efficiency' and 'People'. The report for RBFRS can be found [here](#). The next round of inspections are underway with RBFRS being inspected in tranche 3 with fieldwork due to take place in Spring to Summer 2022. For more information on the inspection of Fire and Rescue Services, please visit the HMICFRS [website](#)

**APPENDIX A: MEASURE DEFINITIONS****Service Provision**

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



ID	Measure	Definition
Protection		
8	Total Number of Full Fire Safety Audits carried out	A Fire Safety Audit is carried out to enforce the Regulatory Reform Order (RRO) 2005, which applies to virtually all non-domestic premises and covers nearly every type of building, structure and open space. This is the total number of Full Fire Safety Audits carried out in premises in Berkshire. This is calculated once the service has been closed by RBFRS and only includes the initial Full Fire Safety Audit.
9	Percentage of Fire Safety Audits with a 'Broadly Compliant' result.	The percentage of closed Fire Safety Audits carried out in commercial premises, where the result was 'Broadly Compliant' (satisfactory) and no further action or follow-up was required.
10	Percentage success when cases go to court.	The percentage of cases prosecuted following Fire Safety Audits that result in a successful outcome.
11	Percentage of statutory fire safety consultations completed within the required timeframes	Statutory fire consultations have a legally defined timeframe in which they must be completed and include: <ul style="list-style-type: none"> • Licensing • Building regulations • Building regulations approved supplier
12	The number of Automatic Fire Alarm calls received	Automatic Fire Alarm calls are calls from Alarm systems and have a higher likelihood of being a false alarm.
13	The percentage of Automatic Fire Alarm calls where RBFRS did not attend.	This is the number of Automatic Fire Alarm calls received where we did not attend. In some circumstances we are able to seek confirmation that this is not a false alarm, before attending.



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



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



Corporate Health

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



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



CONTACT US

In an emergency

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

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

Contacting us when it's not an emergency



Visit our website: rbfrs.co.uk



Email us at: performance@rbfrs.co.uk



Call us on: 0118 945 2888



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

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ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	30 JUNE 2021
SUBJECT	2021/22 CORPORATE CALENDAR
LEAD OFFICER	KATIE MILLS, DIRECTOR OF CORPORATE SERVICES
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	DECISION

1. EXECUTIVE SUMMARY

- 1.1 Members are asked to agree the 2021/22 Corporate Calendar listing dates of Fire Authority and Committee meetings during 2021/22.

2. RECOMMENDATION

That the Fire Authority:

- 2.1 **AGREE** the 2021/22 Corporate Calendar.

3. REPORT

- 3.1 On an annual basis, Royal Berkshire Fire Authority (RBFA) Members are asked to approve its Corporate Calendar. This report is presented to the April or June Fire Authority following the approval of the unitary authorities' Council and committee meeting schedules.
- 3.2 The Democratic Support Team has worked closely with its counterparts in the six unitary authorities to avoid clashes with full Council and Fire Authority meetings. Members will note that it is impossible to avoid some clashes, which may affect Member attendance at RBFA committee meetings.

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- 3.3 Five Management Committee meetings have been programmed into the calendar during the year, however, subject to business need, additional meetings may be programmed into the Calendar as required.
- 3.4 The Audit and Governance Committee will continue to monitor the attendance of Members on an annual basis and feedback 2021/22 attendance figures to the Fire Authority in June 2022.
- 3.5 In 2021/22 Thames Valley Fire Control Service (TVFCS) Joint Committee meetings will be hosted and held at Royal Berkshire Fire and Rescue Service Headquarters.
- 3.6 2021/22 Fire Authority and Committee meeting dates will be subsequently added to Members calendars following approval.

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 2021.

6. LEGAL IMPLICATIONS

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

7. EQUALITY AND DIVERSITY IMPLICATIONS

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

8. RISK IMPLICATIONS

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

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 Not applicable.

10. PRINCIPAL CONSULTATION

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

11. BACKGROUND PAPERS

11.1 None.

12. APPENDICES

12.1 Appendix A- 2021/22 Corporate Calendar.

13. CONTACT DETAILS

13.1 Fayth Rowe, Democratic Support Lead 0118 938 4611.

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ROYAL BERKSHIRE FIRE AUTHORITY MEETINGS, COMMITTEES AND EVENTS 2021 /22

	Day and Start time	Venue	JUN 21	JUL 21	AUG 21	SEPT 21	OCT 21	NOV 21	DEC 21	JAN 22	FEB 22	MAR 22	APR 22	MAY 22	JUN 22	JUL 22
FIRE AUTHORITY	6.30pm	TBC	30					2			15		28		30	
MANAGEMENT COMMITTEE	6.30pm	HQ		29			12		7		3		5			19
AUDIT AND GOVERNANCE COMMITTEE	6.30pm	HQ		19			20			24		23				28
THAMES VALLEY FIRE CONTROL SERVICE JOINT COMMITTEE	2.00pm	HQ		13					14							

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

Good Friday 15 April 2022; Easter Monday 18 April 2022

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ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	30 JUNE 2021
SUBJECT	AMENDED FIRE AUTHORITY TERMS OF REFERENCE
LEAD OFFICER	KATIE MILLS, DIRECTOR OF CORPORATE SERVICES
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	DECISION

1. EXECUTIVE SUMMARY

- 1.1 To agree the amendment of the Fire Authority Terms of Reference to include the appointment of the Honorary Member Champions roles for Armed Forces and Equality, Diversity and Inclusion (EDI), Local Government Association (LGA) Fire Commission and appointment of representatives to the Thames Valley Fire Control Service Joint Committee.

2. RECOMMENDATION

That the Fire Authority:

- 2.1 **AGREE** the amended Fire Authority Terms of Reference (Appendix A).

3. REPORT

- 3.1 This report is a recommendation from Audit and Governance Committee on 31 March 2021. Since the last Audit and Governance Committee, a further amended has been made to refer to the 'Community Risk Management Plan' (CRMP), which is now used nationally in the sector. This was previously known as Integrated Risk Management Plan (IRMP). Paragraph bii) of Appendix A has reflected this change.
- 3.2 At the Fire Authority meeting held on 16 November 2020, the Authority requested that officers consider how the roles of Armed Forces Champion and

Agenda Item 15

Equality, Diversity and Inclusion (EDI) Champion could be formalised in the Authority's Constitution.

- 3.3 The Armed Forces role was established following Royal Berkshire Fire Authority (RBFA) and Royal Berkshire Fire and Rescue Services' (RBFRS) commitment to the Armed Forces Covenant on 27 February 2018, and the EDI role developed shortly after the newly formed RBFRS EDI Forum in 2017.
- 3.4 These important Honorary Member Champion Roles have been included in the list of appointments to be made by Fire Authority as part of its Terms of Reference. The appointments will be made on an annual basis at the first meeting of Fire Authority in the Municipal Year. These roles will not be eligible for a Special Responsibility Allowance, in accordance with the Members' Scheme of Allowances.
- 3.5 When reviewing the Terms of Reference, the opportunity has also been taken to reflect the other appointments made by Fire Authority to outside bodies at its annual meeting. The role of Local Government Association representative (and substitute) has been a long-standing appointment made on an annual basis. These appointments do not attract a Special Responsibility Allowance.
- 3.5 Further to this, the Authority annually appoints representatives to sit on the Thames Valley Fire Control Service Joint Committee. These appointments have also been reflected in Appendix A. The appointments do not attract a Special Responsibility Allowance except for when Royal Berkshire Fire Authority chairs the Joint Committee, which is reflected in the Scheme of Allowances.
- 3.6 The amendments to the Fire Authority Terms of Reference do not have any impact on the Members' Scheme of Allowances and reflect existing custom and practice.
- 3.7 In preparation for the annual meeting in June, the Member Role Descriptions will be updated to include these roles and presented to Fire Authority for approval.
- 3.8 Lastly, a minor amendment has been made to point (h) in the Terms of Reference regarding appointments or dismissals. This is a point of clarification in the language used only and does not change any responsibilities of the Fire Authority.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 Commitment 4- We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.
- 4.2 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

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

5. FINANCIAL IMPLICATIONS

5.1 There will be no financial implications as a result of this report.

6. LEGAL IMPLICATIONS

6.1 None identified.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 Formalising the appointment of the Honorary Armed Forces Champion and Equality, Diversity and Inclusion Champions, is reflective of the commitments made by the Fire Authority.

8. RISK IMPLICATIONS

8.1 No risk implications have been identified.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 Not applicable.

10. PRINCIPAL CONSULTATION

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

11. BACKGROUND PAPERS

11.1 Members' Scheme of Allowance.

12. APPENDICES

12.1 Appendix A- Fire Authority Terms of Reference.

13. CONTACT DETAILS

13.1 Fayth Rowe, Democratic Support Lead 0118 938 4611.

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FIRE AUTHORITY

Terms of Reference

June 2021



FIRE AUTHORITY TERMS OF REFERENCE

Membership

- CO1. The Authority shall have 20 Members and the quorum of a meeting of the Authority shall be 7¹ members.
- CO2. The appointment of the Chairman and Vice-Chairman shall be the first item of business at the initial meeting of the Municipal Year.

Functions of the Fire Authority

- CO3. The Authority shall exercise the following functions and responsibilities:
- a) To approve the Authority's Standing Orders; Scheme of Delegation to Officers; Contract Procedure Rules; Financial Regulations; and Terms of Reference for its Standing Committees including deciding upon their political composition and making appointments to them;
 - b) To appoint on an annual basis the Authority's Standing Committees, Lead Members, Member Champions, Honorary Member Champions and representatives to outside bodies in the following areas of responsibility:
 - i) Budget and Income Generation Lead Member
 - ii) Community Risk Management Plan Lead Member
 - iii) Strategic Assets Lead Member
 - iv) Collaboration Lead Member
 - v) Community Safety Champion
 - vi) Safety, Health, Fitness and Wellbeing Champion
 - vii) Organisational Development Champion
 - viii) Armed Forces Honorary Champion

¹ See SI: minimum of a third or such number as the Authority agrees. Therefore see SO13. Agenda publication and frequency of Committee meetings can be found in Standing Orders: SO1 and SO112.

- ix) Equality, Diversity and Inclusion Honorary Champion
- x) Local Government Association Fire Commission Representative
- xi) Thames Valley Fire Control Service Joint Committee Representatives
- c) To approve a balanced revenue budget and adopt a Medium Term Financial plan for the Authority;
- d) To approve the Authority's Precept;
- e) To approve the Strategic Asset Investment Framework;
- f) To approve the Reserve Strategy;
- g) To approve the Authority's level of borrowing;
- h) To approve the Prudential Indicators in accordance with the Prudential Code;
- i) To approve the Treasury Investment Strategy;
- j) To appoint and revoke the appointment of any member or individual to:
 - i) Any office other than an office in which he or she is employed by the Authority; and
 - ii) Any other outside body, organisation or a joint committee of two or more authorities;
- g) To approve any proposed remuneration for any post in excess of £100,000 per year.
- h) To approve the **terms of** appointment or dismissal of the Chief Fire Officer or Chief Executive, Deputy to the Chief Fire Officer, Chief Finance Officer and Monitoring Officer;
- i) To approve the Authority's Code of Conduct for Members on recommendation from the Audit and Governance Committee;

JUNE 2021

Agenda publication and frequency of Committee meetings can be found in Standing Orders: SO1 and SO112.

TO BE APPROVED BY ROYAL BERKSHIRE FIRE AUTHORITY ON 30 JUNE 2021

Agenda Item 15

Appendix A

- j) To approve the name change of the fire and rescue service for the Authority's area from "Royal Berkshire Fire and Rescue Service";
 - k) To approve the Annual Pay Policy Statement and Scheme of Members' Allowances;
 - l) To approve, amend and adopt the Authority's Policy Direction / Strategic Commitments including (but not exclusively) the following areas of policy: -
 - i) Corporate Plan and Integrated Risk Management Plan (IRMP)
 - ii) Annual Plan
- CO4. To approve all other matters which, by law, must be reserved to the Fire Authority.

Committees

Total Number of Committee Places

- CO5. The total number of Standing Committees shall be two - 1) the Audit and Governance Committee of [9] members and 2) the Management Committee of [11] members - whose membership shall be mutually exclusive.

Terms of Reference

- CO6. All other matters not listed in the Terms of Reference are delegated to the committees except where there is a requirement to submit a recommendation to the Fire Authority or another Committee. A committee may delegate matters within its Terms of Reference to a subcommittee and / or an officer as it deems appropriate.
- CO7. These Terms of Reference will be reviewed no later than every four years.

JUNE 2021

Agenda publication and frequency of Committee meetings can be found in Standing Orders: SO1 and SO112.

TO BE APPROVED BY ROYAL BERKSHIRE FIRE AUTHORITY ON 30 JUNE 2021

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ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	30 JUNE 2021
SUBJECT	ANNUAL REPORT ON GOVERNANCE
LEAD OFFICER	KATIE MILLS, DIRECTOR OF CORPORATE SERVICES
LEAD MEMBER	COUNCILLOR TINA MCKENZIE-BOYLE
EXEMPT INFORMATION	NONE
ACTION	DECISION

1. **EXECUTIVE SUMMARY**

- 1.1 To receive the recommendation from Audit and Governance Committee on 31 March 2021, to note the Annual Report on Governance detailing Member Attendance and Allowances in 2020/21.

2. **RECOMMENDATION**

That the Fire Authority:

- 2.1 **NOTE** Members' Allowances received for the period of June 2020 – May 2021;
- 2.2 **NOTE** the 2020/21 attendance record of Royal Berkshire Fire Authority Members for the same period as 2.1.

3. **REPORT OF CHAIRMAN OF AUDIT AND GOVERNANCE COMMITTEE**

- 3.1 This has been an unprecedented year, of which most of 2020/21 to date, has been spent in restricted measures for our safety against the pandemic. As Chairman of Audit and Governance Committee, I am proud of the achievements and efforts Royal Berkshire Fire Authority (RBFA) and Royal Berkshire Fire and Rescue Service (RBFRS) has made in maintaining its critical core services through its response to COVID-19.
- 3.2 This has also been recognised by the recent inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in

Agenda Item 16

January 2021, which confirmed that RBFRS has '*adapted and responded to the pandemic effectively*'. The next inspection of the Service will take place in the spring – summer 2022, and I have every confidence in the organisation that we will continue to demonstrate our effectiveness in serving the people of Berkshire.

- 3.3 All Committee meetings this year were held remotely, and the fact we were not able to meet in person, did not prohibit us fulfilling our duties defined in our Terms of Reference.
- 3.4 This year, we reviewed and amended a number of constitutional documents namely:
- Fire Authority, Management Committee and Audit and Governance Committee Terms of Reference
 - Standing Orders
 - Member Code of Conduct
 - Financial Regulations
 - Contract Regulations
- 3.5 We have analysed the assumptions for the Medium Term Financial Plan (MTFP) and we have continued to scrutinise the performance of the Service through the Quarterly Performance Reports.
- 3.6 Our Internal Auditors, RSM held remote audits during the year and gave their audit opinion of substantial assurance in all of the audits they carried out thus far, which were:
- Firefighter Pension Administration
 - Payroll Provider: Dataplan
 - Fleet / Transport Management
- 3.7 RSM will provide their audit opinion on the other audits they carried out on Cyber Essentials, Capital Projects, Key Financial Controls and Risk Management and Governance later on this agenda (31 March 2021).
- 3.8 The most recent update the Committee received on Emergency Services Mobile Communication Programme (ESMCP) informed us that RBFRS Officers **was** working to the National Programmes timeline for all emergency services to be moved to the Emergency Services Network (ESN) by November 2024, with the Fire Sector being one of the later services to transition. As a Committee, we continue to keep a close eye on ESMCP and continue to ask pertinent questions around the delay of the programme.
- 3.9 **Governance**
As well as the constitutional amendments made to the documents outlined in paragraph 3.4, we carried out our own audit on the Member Code of Conduct based on the 15 best practice recommendations made by the Local Government Ethical Standards in Public Life. As a result, we agreed to review the Code of Conduct annually. In addition, we agreed the Employee Code of

Conduct and received a presentation on the Code of Ethics for Fire and Rescue Services (England), developed in draft as a code of conduct for all fire and rescue services in England. We look forward to receiving the final version in order to adopt and amend the Service's Code of Conduct. We also approved a revised Complaints, Compliments and Comments Policy and Procedure.

3.10 No formal complaints have been received against Members this year. I would like to take this opportunity to thank our Independent Person (s) who have been on standby on the event they will be required to investigate complaints along with our Monitoring Officer, Graham Britten.

3.11 **Member Allowances**

Member Allowances for the period of June 2020 – May 2021 are shown in **Appendix A**. During the year an increase of 2.75% was backdated to 1 April 2020 and 1 June 2020 (for new Members appointed to the Fire Authority in June 2020) following the National Joint Council (NJC) Government Services pay agreement for staff employed under 'Green Book' terms and conditions for 2020/21.

3.12 **Member Attendance**

The Attendance of RBFA Members for the Municipal Year 2020/21 is shown in Appendix B of this report. The Appendix includes all meetings up to the 31 May 2021.

3.13 Member Attendance this year has been good, no meetings were inquorate, and all business was able to be conducted. Committee meeting absences have been due either to a meeting clash, and apologies, when received, have generally been in good time.

3.14 Appendix B details Committee meeting attendance only, and does not include Member attendance at other remote meetings and events held during the year, for example, Task and Finish Groups, Working Groups, Steering Groups, Fire Liaison Group meetings and Member Development courses.

4. **CONTRIBUTION TO STRATEGIC COMMITMENTS**

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

5. **FINANCIAL IMPLICATIONS**

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

6. **LEGAL IMPLICATIONS**

6.1 There are no legal implications in this report.

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7. EQUALITY AND DIVERSITY IMPLICATIONS

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

8. RISK IMPLICATIONS

8.1 There are no risk implications in this report.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 None for the purpose of this report.

10. PRINCIPAL CONSULTATION

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

11. BACKGROUND PAPERS

11.1 Audit and Governance Committee on 29 July and 3 November 2020, and 28 January 2021.

11.2 2021/22 Member Scheme of Allowance Review, Fire Authority, 17 February 2021.

11.3 Scheme of Allowances 2021/22.

12. APPENDICES

12.1 Appendix A- Member Allowances.

12.2 Appendix B- Member Attendance.

13. CONTACT DETAILS

13.1 Fayth Rowe, Democratic Support Lead 0118 938 4611.

Royal berkshire Fire Authority - Member Allowances and Travel Expenses paid in 2020/2021 Municipal Year

Member Payments 25 June 2020- 31 May 2021					
<u>SURNAME</u>	<u>FORENAME</u>	<u>To date Member Allowance</u>	<u>To date Special Responsibility Allowance</u>	<u>To date Travel Expenses</u>	<u>Total Paid to Date 31/05/20</u>
Bateson	Christine	£2,563.68	£1,281.88	0.00	£3,845.56
Benneyworth	Dennis	£2,563.68		0.00	£2,563.68
Brooks	Jeff	£2,563.68		0.00	£2,563.68
Brown	Tricia	£2,563.68		0.00	£2,563.68
Cannon	David	£2,563.68	£3,846	0.00	£6,409.23
Dudley	Colin	£2,563.68	£12,818.45	0.00	£15,382.13
Gittings	Paul	£2,563.68	£2,563.68	0.00	£5,127.36
Helliari-Symons	Pauline	£2,563.68	£6,409.23	30.60	£9,003.51
Howe	Graham	£2,563.68	£3,846.00	0.00	£6,409.23
Hulme	Christine	£2,592.52		0.00	£2,592.52
Linden	Tony	£2,563.68		0.00	£2,563.68
Lovelock	Jo	£2,563.68		0.00	£2,563.68
McKenzie-Boyle	Tina	£2,563.68	£3,846	0.00	£6,409.23
Minhas	Harjinder	£2,563.68		0.00	£2,563.68
Plenty	Ted	£11.38		0.00	£11.38
Ross	Angus	£2,563.68	£3,846	20.70	£6,429.93
Shepherd-DuBey	Rachelle	£2,563.68	£2,563.68	0.00	£5,127.36
Simpson	Garth	£2,563.68		0.00	£2,563.68
Smith	Dexter	£2,563.68	£3,846	0.00	£6,409.23
Stanford-Beale	Jane	£2,563.68		0.00	£2,563.68
Werner	Simon	£2,563.68		0.00	£2,563.68
Independent Person (s)					
Comben	David	0	0.00	0.00	0.00
Penfold	Roger	0	0.00	0.00	0.00
					96,229.79

Please Note:

Cllr Ted Plenty received backpayment of 2.75% from 1 April - 31 May 2020
 Cllr Christine Hulme received backpayment of £28.84 from 2019/20 Municipal Year
 No more than 10 Special Responsibility Allowances (SRA) are paid

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Royal Berkshire Fire Authority Member Attendance June 2020- May 2021

Username	Total Expected	Present	% Present	Apologies	Committee	Meeting Date	Attendance
Councillor Angus Ross	13	13	100%	0	Management Committee	21/10/20 18:30	Present, as expected
					Management Committee	07/12/20 18:30	Present, as expected
					Management Committee	03/02/21 18:30	Present, as expected
					Management Committee	15/03/21 19:30	Present, as expected
					Management Committee	19/04/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected
					TVFCS Joint Committee*	13/07/20 14:00	Present, as expected
					TVFCS Joint Committee	21/09/20 14:00	Present, as expected
					TVFCS Joint Committee	14/12/20 14:00	Present, as expected
					Management Committee	21/07/20 18:30	Present, as expected
Councillor Christine Bateson	8	8	100%	0	Audit and Governance Committee	03/11/20 18:30	Present, as expected
					Audit and Governance Committee	30/07/20 18:30	Present, as expected
					Audit and Governance Committee	28/01/21 18:30	Present, as expected
					Audit and Governance Committee	31/03/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected
Councillor Christine Hulme	8	7	88%	1	Audit and Governance Committee	30/07/20 18:30	Present, as expected
					Audit and Governance Committee	03/11/20 18:30	Present, as expected
					Audit and Governance Committee	28/01/21 18:30	Apologies due to Council Business
					Audit and Governance Committee	31/03/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected

Royal Berkshire Fire Authority Member Attendance June 2020- May 2021

Username	Total Expected	Present	% Present	Apologies	Committee	Meeting Date	Attendance
Councillor Colin Dudley	12	12	100%	0	Audit and Governance Committee	30/07/20 18:30	In attendance
					Audit and Governance Committee	03/11/20 18:30	In attendance
					Management Committee	21/07/20 18:30	Present, as expected
					Management Committee	21/10/20 18:30	Present, as expected
					Management Committee	07/12/20 18:30	Present, as expected
					Management Committee	03/02/21 18:30	Present, as expected
					Management Committee	15/03/21 19:30	Present, as expected
					Management Committee	19/04/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected
					Councillor David Cannon	13	11
Management Committee	21/07/20 18:30	Present, as expected					
Management Committee	07/12/20 18:30	Present, as expected					
Management Committee	03/02/21 18:30	Present, as expected					
Management Committee	15/03/21 19:30	Present, as expected					
Management Committee	19/04/21 18:30	Present, as expected					
Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected					
Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected					
Royal Berkshire Fire Authority	17/02/21 18:30	Apologies					
Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected					
TVFCS Joint Committee	13/07/20 14:00	Present, as expected					
TVFCS Joint Committee	21/09/20 14:00	Present, as expected					
TVFCS Joint Committee	14/12/20 14:00	Present, as expected					
Councillor Dennis Benneyworth	8	6	75%	2	Audit and Governance Committee	30/07/20 18:30	Present, as expected
					Audit and Governance Committee	03/11/20 18:30	Apologies
					Audit and Governance Committee	28/01/21 18:30	Present, as expected
					Audit and Governance Committee	31/03/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Apologies
					Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected

Royal Berkshire Fire Authority Member Attendance June 2020- May 2021

Username	Total Expected	Present	% Present	Apologies	Committee	Meeting Date	Attendance
Councillor Dexter Smith	10	10	100%	0	Management Committee	21/07/20 18:30	Present, as expected
					Management Committee	21/10/20 18:30	Present, as expected
					Management Committee	07/12/20 18:30	Present, as expected
					Management Committee	03/02/21 18:30	Present, as expected
					Management Committee	15/03/21 19:30	Present, as expected
					Management Committee	19/04/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected
Councillor Garth Simpson	8	7	88%	1	Audit and Governance Committee	30/07/20 18:30	Present, as expected
					Audit and Governance Committee	28/01/21 18:30	Apologies
					Audit and Governance Committee	03/11/20 18:30	Present, as expected
					Audit and Governance Committee	31/03/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected
Councillor Graham Howe	10	9	90%	1	Management Committee	21/07/20 18:30	Present, as expected
					Management Committee	21/10/20 18:30	Present, as expected
					Management Committee	07/12/20 18:30	Present, as expected
					Management Committee	03/02/21 18:30	Present, as expected
					Management Committee	15/03/21 19:30	Apologies due to Council Business
					Management Committee	19/04/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected

Royal Berkshire Fire Authority Member Attendance June 2020- May 2021

Username	Total Expected	Present	% Present	Apologies	Committee	Meeting Date	Attendance
Councillor Harjinder Minhas	8	7	88%	1	Audit and Governance Committee	30/07/20 18:30	Present, as expected
					Audit and Governance Committee	03/11/20 18:30	Apologies
					Audit and Governance Committee	28/01/21 18:30	Present, as expected
					Audit and Governance Committee	31/03/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected					
Councillor Jane Stanford-Beale	8	7	88%	1	Audit and Governance Committee	03/11/20 18:30	Present, as expected
					Audit and Governance Committee	28/01/21 18:30	Present, as expected
					Audit and Governance Committee	31/03/21 18:30	Apologies
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected
Audit and Governance Committee	30/07/20 18:30	Present, as expected					
Councillor Jeff Brooks	10	7	70%	1	Management Committee	21/07/20 18:30	Present, as expected
					Management Committee	21/10/20 18:30	Absent
					Management Committee	07/12/20 18:30	Present, as expected
					Management Committee	03/02/21 18:30	Present, as expected
					Management Committee	15/03/21 19:30	Apologies
					Management Committee	19/04/21 18:30	Absent
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected					

Royal Berkshire Fire Authority Member Attendance June 2020- May 2021

Username	Total Expected	Present	% Present	Apologies	Committee	Meeting Date	Attendance
Councillor Jo Lovelock	10	7	70%	3	Royal Berkshire Fire Authority Management Committee	24/03/21 18:30	Present, as expected
					Management Committee	21/10/20 18:30	Present, as expected
					Management Committee	07/12/20 18:30	Apologies due to Council Business
					Management Committee	03/02/21 18:30	Apologies due to Council Business
					Management Committee	15/03/21 19:30	Present, as expected
					Management Committee	19/04/21 18:30	Apologies due to Council Business
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Management Committee	21/07/20 18:30	Present, as expected
Councillor Paul Gittings	10	9	90%	1	Management Committee	21/07/20 18:30	Present, as expected
					Management Committee	21/10/20 18:30	Present, as expected
					Management Committee	07/12/20 18:30	Present, as expected
					Management Committee	03/02/21 18:30	Present, as expected
					Management Committee	15/03/21 19:30	Apologies due to Council Business
					Management Committee	19/04/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected
Councillor Pauline Helliars-Symons	11	10	90%	1	Audit and Governance Committee	30/07/20 18:30	In attendance
					Management Committee	21/07/20 18:30	Present, as expected
					Management Committee	21/10/20 18:30	Apologies due to Council Business
					Management Committee	07/12/20 18:30	Present, as expected
					Management Committee	03/02/21 18:30	Present, as expected
					Management Committee	15/03/21 19:30	Present, as expected
					Management Committee	19/04/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected					

Royal Berkshire Fire Authority Member Attendance June 2020- May 2021

Username	Total Expected	Present	% Present	Apologies	Committee	Meeting Date	Attendance
Councillor Rachelle Shepherd-DuBey	10	8	80%	0	Management Committee	21/07/20 18:30	Present, as expected
					Management Committee	21/10/20 18:30	Present, as expected
					Management Committee	07/12/20 18:30	Present, as expected
					Management Committee	03/02/21 18:30	Present, as expected
					Management Committee	15/03/21 19:30	Present, as expected
					Management Committee	19/04/21 18:30	Absent
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	24/03/21 18:30	Absent
Councillor Simon Werner	8	6	75%	0	Audit and Governance Committee	30/07/20 18:30	Present, as expected
					Audit and Governance Committee	03/11/20 18:30	Absent
					Audit and Governance Committee	28/01/21 18:30	Present, as expected
					Audit and Governance Committee	31/03/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	24/03/21 18:30	Absent
Councillor Tina McKenzie-Boyle	9	7	78%	2	Audit and Governance Committee	30/07/20 18:30	Present, as expected
					Audit and Governance Committee	03/11/20 18:30	Present, as expected
					Audit and Governance Committee	28/01/21 18:30	Present, as expected
					Audit and Governance Committee	31/03/21 18:30	Apologies
					Management Committee	15/03/21 19:30	In attendance
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
Royal Berkshire Fire Authority	24/03/21 18:30	Apologies					
Councillor Tony Linden	8	8	100%	0	Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected
					Audit and Governance Committee	03/11/20 18:30	Present, as expected
					Audit and Governance Committee	28/01/21 18:30	Present, as expected
					Audit and Governance Committee	31/03/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
					Audit and Governance Committee	30/07/20 18:30	Present, as expected

Royal Berkshire Fire Authority Member Attendance June 2020- May 2021

Username	Total Expected	Present	% Present	Apologies	Committee	Meeting Date	Attendance
Councillor Tricia Brown	10	9	90%	1	Management Committee	21/07/20 18:30	Present, as expected
					Management Committee	21/10/20 18:30	Present, as expected
					Management Committee	07/12/20 18:30	Present, as expected
							Apologies due to
					Management Committee	03/02/21 18:30	Council Business
					Management Committee	15/03/21 19:30	Present, as expected
					Management Committee	19/04/21 18:30	Present, as expected
					Royal Berkshire Fire Authority	25/06/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	16/11/20 18:30	Present, as expected
					Royal Berkshire Fire Authority	17/02/21 18:30	Present, as expected
Royal Berkshire Fire Authority	24/03/21 18:30	Present, as expected					

*Thames Valley Fire Control Service (TVFCS) Joint Committee

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ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	30 JUNE 2021
SUBJECT	THAMES VALLEY FIRE CONTROL ANNUAL REPORT 2020/21
LEAD OFFICER	JIM POWELL, AREA MANAGER COLLABORATION AND POLICY
LEAD MEMBER	COUNCILLOR DAVID CANNON
EXEMPT INFORMATION	NOT APPLICABLE
ACTION	TO NOTE

1. EXECUTIVE SUMMARY

1.1 To provide a high level summary of Thames Valley Fire Control (TVFCS) activity during the year 202/21.

2. RECOMMENDATION

2.1 To **NOTE** the annual report.

3. REPORT

3.1 An annual report is produced each year by RBFA members who form part of the Thames Valley Fire Control Joint Committee. In 2020/21 RBFA was represented by Cllr Angus Ross and Cllr David Canon.

3.2 This report will provide a high-level overview of control room activity and any progress made in relation to service plans and performance, including a look at staffing and a summary of the financial position at year end. Finally, it will provide a look forward to 2021/22 and the key areas of work required to continue making improvements to TVFCS on behalf of the three Thames Valley Fire and Rescue Services (FRS).

BACKGROUND

3.3 TVFCS has and continues to be the flagship of collaboration in the region and went live in April 2015. The control centre handles calls and mobilises resources for the three Thames Valley FRS.

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- 3.4 Governance of TVFCS is undertaken by elected members, 2 from each contributing authority, who form the TVFCS Joint Committee. Senior Responsible Officers (SRO) from each TV FRS form the Joint Coordinating Group (JCG) and support the control manager to monitor and manage performance, reporting into the Joint Committee.
- 3.5 The service utilises a single employer model with a single mobilising system, which has delivered significant cost efficiencies to all three authorities. Increased resilience, efficiency and improved performance will result in collective savings of over £1 million a year for the next 15 years. Overall, the combined services are projected to achieve total savings of £15,871,672 by the end of 2024-25.

PERFORMANCE

- 3.6 TVFCS is measured against a set of targets agreed by the Joint Committee. A new format was agreed and introduced in April 2020. The new format continues to provide information on key mobilising performance metrics but also provides members with information relating to other activities undertaken by TVFCS which provide added value to the three FRS and their communities.
- 3.7 TVFCS has performed well against the existing measure for how quickly calls are answered during the year, with the target met in every month and exceeded on the majority of occasions.
- 3.8 Levels of performance against the time taken to mobilise resources declined compared with previous years. This coincided with the introduction of national restrictions to combat the COVID19 pandemic. These restrictions have caused societal and behavioural changes which have likely influenced the way TVFCS has been required to work which has impacted on the time taken to handle calls in some scenarios.
- 3.9 Call challenging for Automatic Fire Alarms has also been shown to have an impact on call handling times. Call challenging is an integral part of the response process for RBFRS and offers significant benefits by reducing the number of emergency vehicle movements. This preserves resources for more urgent incidents, improving the overall response standard, reducing costs and reducing the road risk posed by 'blue light' response. The application of effective call challenge to commercial and retail premises has been more challenging during the pandemic.
- 3.10 For the first time the new format also reports on the key contribution TVFCS staff make in the areas of Prevention and Protection. A significant focus is on the part TVFCS play in routing information from partner agencies, primarily relating to Safeguarding. In particular they manage notifications from Thames Valley Police when a credible threat of arson has been received against a person or premises and action needs to be urgently taken. It also includes supporting residents who have issues with defective smoke alarms, providing details to the Duty Officer who is then able to take the appropriate action.

STAFFING

- 3.11 Staff turnover rates have remained at a consistently low level over the last 12 months, with only two staff leaving TVFCS. Both of these individuals moved onto to other roles within the Fire & Rescue Service.
- 3.12 It has continued to be possible to fill all internal vacancies for Supervisory and Middle Management roles with internal candidates, demonstrating the progress that has been made in terms of staff development and succession planning.

YEAR END FINANCIAL POSITION

- 3.13 The budget for TVFCS is set at the December meeting of the Joint Committee each year. The budget for TVFCS for 2020/21 was £2,355,110. At year end, the actual expenditure was £2,341,485 creating an in year efficiency of £13,624 and a small variance of -0.58%. The principal cause being lower than anticipated costs relating to the technology used within TVFCS.

NOTABLE ACTIVITY

- 3.14 Throughout the year, activity in TVFCS has largely been driven by the need to respond to the COVID19 pandemic, ensuring that the service was resilient and able to continue to operate to a high standard throughout whilst placing a focus on the health and wellbeing of our staff.
- 3.15 An early decision was made to restrict access to the Control room and surrounding area to essential staff only to reduce the risk of transmission of the virus to TVFCS staff. This was replicated in the secondary control room at Kidlington.
- 3.16 Enhanced arrangements for cleaning and personal hygiene have been introduced to mitigate the risk of virus spread between TVFCS staff members. Screens have been provided between workstations that were not separated by at least two metres to create the safest working environment possible and partitions provided in communal areas to facilitate social distancing.
- 3.17 A local agreement between RBFRS and the Fire Brigades Union was reached, allowing for the variance of some normal working arrangements, enabling better support for the health and wellbeing of staff whilst providing increased resilience to the staffing of the Control room.
- 3.18 Working in partnership with the RBFRS Human Resources team, TVFCS were able to offer 'end of the day' vaccinations to Control staff as part of the national drive to prevent vaccine wastage. All TVFCS staff that wished to be vaccinated had received a first dose by the end of February 2021.
- 3.19 During Q4, a lateral flow testing site was opened in Newsham Court to provide rapid testing for TVFCS staff. This site is facilitated by volunteers from TVFCS

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and RBFRS corporate staff and has provided over 400 tests since commencing operation.

- 3.20 TVFCS has continued to evidence its operational effectiveness during the year, managing spate flooding conditions and providing lifesaving advice to callers trapped by fire on a number of occasions. A member of TVFCS staff has been recognised as 'Emergency Responder of the year' in the RBFRS annual awards for the lifesaving advice she provided to two youths trapped in a domestic fire in Reading during the Summer of 2020.
- 3.21 TVFCS have implemented technological change to support the introduction of new arrangements for the exchange of information between Fire Service Control rooms nationally. These arrangements are now embedded and were used successfully nationally during a recent high rise fire in London. TVFCS have also been involved in the production of new Control Room National Operational Guidance. Control guidance is a key work stream within the National Fire Chiefs Council (NFCC) Central Programme Office (CPO). Both of these key areas contribute to meeting the recommendations of the Grenfell Tower phase one inquiry.

LOOKING FORWARD

- 3.22 The Joint Committee will be considering the options available relating to the extension of the current contract for the Capita Secure Solutions and Services (SSS) 'Vision' command and control system. This is a key decision for the next 4-5 years, ensuring the service has the support it needs and continues to utilise the most up to date technology.
- 3.23 Staffordshire & West Midlands Fire Control (S&WMFS) provide the 'fall back' solution as part of TVFCS business continuity planning. They are undertaking an upgrade to their Command & Control system which will provide an enhanced and improved service, enabling S&WMFS systems to mirror TVFCS systems.
- 3.24 TVFCS will continue to adopt National Operational Guidance as it published by the Central Programme Office, ensuring control staff are able to work to 'industry best practice'.
- 3.25 Technical work required to implement the new Emergency Services Network is scheduled to start during the year, which will impact on Control room operations.
- 3.26 TVFCS will continue to adapt to the changing demands of the national response to COVID19, making the changes required to support the health and wellbeing of our staff whilst continuing to provide a first class service.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 Not applicable.

5. FINANCIAL IMPLICATIONS

5.1 None in relation to this report.

6. LEGAL IMPLICATIONS

6.1 None in relation to this report.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 N/A.

8. RISK IMPLICATIONS

8.1 Risks relating to future activity are captured in the TVFCS risk register and reviewed regularly by the SROs.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 The TVFCS Annual Report outlines activity in accordance with the duty to collaborate.

10. PRINCIPAL CONSULTATION

10.1 Not applicable.

11. BACKGROUND PAPERS

11.1 None.

12. APPENDICES

12.1 None.

13. CONTACT DETAILS

13.1 Jim Powell (Area Manager) powellj@rbfrs.co.uk

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ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	FIRE AUTHORITY
DATE OF MEETING	30 JUNE 2021
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 2021 received from Lead Members and Member Champions.

2. RECOMMENDATION

2.1 To **NOTE** the reports.

3. REPORT

3.1 The attached appendices A-F detail the Annual Reports from the following Lead Members and Member Champions and TVFCS Joint Committee:

- a) Budget and Income Generation – Cllr Graham Howe
- b) Collaboration – Cllr David Cannon
- c) Integrated Risk Management Plan – Cllr Dexter Smith
- d) Strategic Assets – Cllr Angus Ross
- e) Safety, Health, Fitness and Wellbeing and Community Safety Champion – Cllr Christine Bateson

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f) Organisational Development Champion – Cllr Pauline Helliard-Symons

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

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

5. FINANCIAL IMPLICATIONS

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

6. LEGAL IMPLICATIONS

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

7. EQUALITY AND DIVERSITY IMPLICATIONS

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

8. RISK IMPLICATIONS

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

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 Please refer to individual reports.

10. PRINCIPAL CONSULTATION

- 10.1 None for the purpose of this report.

11. BACKGROUND PAPERS

- 11.1 Not applicable.

12. APPENDICES

- 12.1 Appendix A - Budget and Income Generation- Cllr Graham Howe
- 12.2 Appendix B - Collaboration – Cllr David Cannon
- 12.3 Appendix C - Appendix C - Integrated Risk Management Plan – Cllr Dexter Smith
- 12.4 Appendix D - Strategic Assets – Cllr Angus Ross
- 12.5 Appendix E - Safety, Health, Fitness and Wellbeing, and Community Safety Champion - Cllr Christine Bateson
- 12.6 Appendix F - Organisational Development Champion – Cllr Pauline Helliars-Symons

13. CONTACT DETAILS

- 13.1 Budget and Income Generation – Conor Byrne (Head of Finance and Procurement) 0118 938 4720
- 13.2 Collaboration – Mark Arkwell (Deputy Chief Fire Officer) 0118 938 4800
- 13.3 Integrated Risk Management Plan – Katie Mills (Director of Corporate Services) 0118 938 4605
- 13.4 Community Safety – Doug Buchanan (Assistant Chief Fire Officer) 07887 830207
- 13.5 Organisational Development– Nikki Richards (Deputy Chief Executive) 0118 938 4702
- 13.6 Safety, Health, Fitness and Wellbeing - Becci Jefferies (Head of Human Resources and Learning and Development) 0118 938 4670

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Budget and Income Generation

Review

The outbreak of the global coronavirus (COVID-19) pandemic has had profound financial consequences for the Authority. However, with additional financial support from the Government, the Authority has been able to take all necessary measures to preserve its ability to provide critical emergency response and to protect its staff from unnecessary risk during 2020/21.

In March 2020, the Government announced £1.6bn of additional funding for Local Government to help them respond to COVID-19 pressures across all of the services they deliver. The Authority was allocated £126,000 from this fund. In April 2020 extra funding was made available and the Authority received a further £682,000. A final grant payment of £97,000 was announced in March 2021.

Whilst Covid-19 has hugely impacted the way we work and the services that we can provide to the public, it is important to reflect on key projects that have been and continue to be delivered through these difficult times.

One of the uses of the Covid-19 grant was to develop a secure means of holding committee meetings remotely. To further improve the effectiveness of remote working, the Authority recently submitted a bid for £101,000 to the Government's Covid-19 Contingency Fund which has just been approved.

The Authority continues to build on the foundations that have been put in place over the last couple of years in relation to its Protection work. As part of the Government's commitment in this area, it has provided three grants to the Authority to build resilience and expertise. The Building Risk Review Programme has provided the Authority with £60,000 to review all high-rise buildings over 18m. The Protection Uplift Programme supports initial improvements in local protection capability; the Authority's allocation is £64,899. Finally, the Authority has received £64,400 from the Grenfell Infrastructure Improvements Grant to implement the relevant findings from the Grenfell phase 1 inquiry. RBFRS had already pushed ahead to deliver against its own action plan but the Authority has welcomed the additional funding which, while not sufficient, is allowing further progress to be made in this critical area.

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Appendix A

Whilst the Authority is making excellent progress in delivering certain elements of the Corporate Plan, there are of course many business-as-usual activities that have had to be suspended, curtailed, or delivered using new ways of working. The year-end position for 2020/21 will therefore show that some budgets will need to be carried over to 2021/22 to deliver delayed corporate priority programmes of work.

The effect of COVID-19 on the collection of council tax and business rates has been substantial. The size of the collection fund deficits for 2020/21, especially in relation to business rates is unprecedented. Even allowing for the spreading of these deficits over three years, the amount that this Authority needs to repay to unitary authorities in 2021/22 is almost £2.2m, which underlines the damaging impact that Covid-19 has had on business rates as a funding stream. Fortunately, this fall off in income will be offset through exceptional Government support in 2021/22.

As well as impacting business rates income, COVID-19 has also affected our council tax base. Although there is quite a bit of variation between unitary authorities, the overall tax base in Berkshire will shrink by 0.08% in 2021/22. Again, we are fortunate that the loss of income associated with this decline in the tax base is being offset by a one-off payment in the form of a Local Council Tax Support Grant.

Looking Forward

Government support for 2021/22 means that the Authority does not face any immediate funding pressures. However, the funding position for 2022/23 and beyond is precarious as there is no clear consensus on the magnitude of the impact that Covid-19 will have on the wider economy and hence council tax and business rates income streams. Another complicating factor is the extent to which the Government will continue to provide financial support to offset reductions in council tax and business rates income.

On the expenditure side of the budget, there are potentially large pressures around pay. Whilst the Government has stated that it wishes to freeze public sector pay in 2021/22, ultimately the level of pay will be determined by the NJCs for both green and grey book staff. Unions representing green book staff are seeking a minimum 10% increase and there are ongoing national discussions with the FBU in relation to the broadening of roles, with proposals from the Trade Union to increase pay by up

to 17%. Any such pay increases without significantly increased funding would be unaffordable for the Authority. Building in pay increases into the Medium Term Financial Plan has a significant impact with each additional 1% increase in pay adding just under a quarter of a million pounds to the base budget.

Another risk in the medium term relates to pension costs. Since 2019/20 the Authority has faced a very steep increase in employer contributions to the Firefighter pension schemes. We currently receive a specific grant to cover most of these increased costs. The Government has announced that it intends to build this funding into the base in the upcoming Comprehensive Spending Review but there is the potential for the funding to be subsumed in other changes to base funding.

The final major risk concerns funding for our Fire Protection function. As Members are aware, a four-phase plan to deal with the additional workload post Grenfell was presented to Management Committee on 19 September 2017. Recruitment of additional resources has taken place and specialist training programmes have been established to ensure staff development and competence. Whilst some Government support has been provided, the Authority continues to lobby for sustainable base funding to ensure it has a properly resourced Fire Protection function to undertake the work that will be required over the next 15 to 20 years.

Faced with this huge level of uncertainty, we will be working on a range of scenarios and will lobby local MPs as to the deleterious effects that any funding reductions will have on the provision of our services to the public. Having already made over £7m of savings since 2010, cuts in funding would certainly impact on the efficiency and effectiveness of our Service.

Cllr Graham Howe, Budget and Income Generation Lead

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Collaboration

Review

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

In my six-month review, I described how Covid-19 had impacted on delivering some of our collaborative work but was able to report a number of successes in how Royal Berkshire Fire and Rescue Service (RBFRS) collaboratively supported our communities by engaging in the work of the wider Local Resilience Forums (LRF) response to the pandemic. I was able to signpost members to [this document](#) which detailed, amongst other activity, how the service had coordinated the administration and distribution of over six million pieces of Personal Protective Equipment (PPE) to frontline social care providers, supporting those most at risk from the virus. We have continued to build and strengthen our relationships, not just with our Fire and Rescue colleagues but also across the Local Authorities in Berkshire. RBFRS staff were seconded into key roles in a number of unitary partners supporting the rollout of vaccinations and Lateral Flow Testing. These teams were embedded into council teams, working seamlessly together in delivering these fundamental elements of the Governments plan to combat the pandemic.

As services adapted to a 'life with Covid', members and officers have utilised technology and virtual meeting spaces to great effect. This has enabled key elements of the collaborative programme to carry on. A significant focus of activity has and continues to be operational alignment across the three Thames Valley Fire and Rescue Services (TVFRS). Specifically this has centred around the adoption and implementation of National Operational Guidance (N.O.G.) through the operational alignment project. This will ensure TVFRS will be working to nationally

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recognised best practice guidance and a significant proportion of this work is now complete. A key enabler to maximise interoperability between services will be the use of standardised Breathing Apparatus (BA) equipment and a joint procurement project is well underway with a tender process commencing in April 2021. Members will also be aware that we have been jointly procuring fire engines with our Thames Valley partners for some time now and this is set to continue with a new contract under the Strategic Asset Investment Framework. All these elements are coming together to ensure RBFRS can provide an effective and efficient service to the communities we serve now and into the future.

As I reported in my six month review, the way that forensic fire investigation is accredited, specifically where the investigation may lead to criminal prosecution, is changing and we are working closely with colleagues in Thames Valley Police supporting a project that will develop a collaborative, cost effective and sustainable approach to the delivery of fire investigation services in Thames Valley.

Ongoing and looking forward

The focus into the next municipal year is to continue this programme of work that will demonstrate how our political leadership is ensuring compliance with our statutory duty under the Act.

Priority activity will include:

- Breathing Apparatus
This summer will see a key part of the tender process begin. In July teams from across the TVFRS will undertake a rigorous process to trial and evaluate BA equipment from a range of suppliers to ensure we choose a quality product that suits the needs of all our operational staff.
- Fire Investigation
As this project develops there will be a number of key decision points in the coming year as we determine the most effective and efficient model to be adopted.

- Data sharing

Scoping work will be undertaken with a view to potentially commission a project that could deliver benefits across all three blue light services. This work will look at how we can provide access to a wide range of incident related data that is collected by Police, Fire and Ambulance that could help to inform our Response and Prevention strategies creating efficiencies for all services.

Collaboration work by its nature continues to be a complex and challenging environment. I will continue to work closely with officers and elected members across the Thames Valley to ensure we maintain the right balance of resourcing and pace to maximise the expected benefits of our collaborative work.

Councillor David Cannon, Collaboration Lead Member

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Integrated Risk Management Plan (IRMP)

Review

Building on the six month update I presented to Fire Authority in November, I would like to use this opportunity to look back over the course of what has been an unprecedented and challenging year, one unlike anything we have ever known before. COVID-19 has impacted on both the Service and on the delivery of the IRMP programme of work. However, I am pleased that we have continued to adapt as best we can, and delivered a number of notable achievements as part of our IRMP programme in the 2020/21 year.

An important achievement this year was the agreement of our three new strategies and underpinning risk analysis for Prevention, Protection and Response. At the Fire Authority in June, the Fire Authority conscientiously considered the outcome of the public consultation and agreed the strategies, which further refine our understanding of local risk, and will drive our activity through to 2023.

Throughout our response to the pandemic, we have retained an important focus on our Protection activity and, in particular, on responding to and learning from the recommendations relating to the Grenfell Tower fire through our Built Environment Programme. As part of this, there has been an increased focus on the challenges posed by High Risk Residential Buildings (HRRBs), with the Service, where appropriate, making full use of its statutory powers to drive remediation of those buildings. As part of this commitment we have continued to increase our access to specialist qualified fire safety staff and engineers to ensure we have the expertise and experience to deliver this vital area of work.

Members will also be aware that I chaired a Task and Finish Group to respond to the Government's consultation on Fire Safety. The consultation outlined the Government proposes to implement the recommendations set out in the Phase One report of the Grenfell Tower Public Inquiry that requires new legislation, and allowed us to input on the Fire Safety Bill, as well as the Building Safety Bill.

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COVID-19 has impacted on the number of Fire Safety Audits undertaken this year. However, the team has adapted its ways of working, following guidance issued by Government and the National Fire Chiefs Council (NFCC), to ensure risk critical activity continued and I am pleased that nearly 400 Fire Safety Audits have been carried out during this difficult and challenging time.

We have also adapted the delivery of our prevention services in line with Government and NFCC advice to ensure we continue to deliver risk critical services where the risk of fire outweighs the risk of COVID-19. This has allowed us to deliver 1,949 Safe and Well Visits in 2020/21, and ensure our prevention activities continue to support the most vulnerable members of society in this challenging time.

One of our IRMP key deliverables for 2020/21 was to further develop local safety initiatives, campaigns and events to target risk at a local level. This is certainly an area made more challenging by the restrictions in place due to COVID-19. However, our teams have been ensuring that they have made effective use of the channels available to them. Since the first lockdown was announced through to March 2021, the Service sent out 332 Facebook posts which lead to a reach of 867,542 people, leaving 1,538,544 impressions. On Twitter, our messages made a total of 2,114,004 impressions, which is the total number of times our posts have been seen. A number of our water and fire safety posts made the most impressions including a single post about bonfire safety making 6,863 impressions and one post on water safety making 9,714 impressions.

Despite the challenges faced, since the COVID-19 restrictions have been in place, we have been meeting and exceeding our Response Standard commitment to the people of Royal Berkshire. Our target is to respond to emergency incidents within 10 minutes on 75% of occasions. For 2020/21, we responded to emergency incidents with 10 minutes on 78.2% of occasions, which is a fantastic achievement against this important public commitment.

Whilst responding to the challenges posed by the pandemic, a number of important projects continued to be delivered. These will be covered in more detail by the Lead Member for Strategic Assets and include the build of a new Arial Ladder Appliance,

delivery of new fire appliances and the development of the new Community Fire Station at Theale, all of which are important elements of our IRMP programme.

We have also been continuing to actively shape and lead work at a national level through the National Fire Chiefs Council's (NFCC) Community Risk Programme. This programme aims to provide fire and rescue services with a set of standardised tools which will enable consistent identification, assessment and mitigation strategies for community risk. Nikki Richards, Director of Support Services, is the Project Executive of the NFCC Community Risk Management Planning (CRMP) Guidance Project and continues to lead this national work which has included creating a draft Standard for fire and rescue services on CRMPs (known locally as IRMP). The Standard is designed to be fit for purpose for all UK fire and rescue services. When approved, the Standard is also likely to be used by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services to inform their inspection criteria. As I have reported previously, I firmly believe our Risk Methodology can be held up as best practice and I have no doubt we will be well placed to meet the requirements of the Standard in future.

Ongoing and looking forward

As we begin our recovery from the pandemic, we continue to be mindful that COVID-19 remains with us and will continue to be part of our lives. We know this will bring us continued challenges in 2021/22, that we must remain cognisant of when moving forward. However, as we now move into a period of recovery and the immediate burdens of the pandemic begin to ease, at least in the short-term, we are discussing how we can focus on the commitments made within our Prevention, Protection and Response Strategies and include these in our delivery plans for the next two years. Inevitably, there will be impacts to the original timescales set out for delivery, and we are working through realistic timescales for recommencing this work.

Councillor Dexter Smith, Integrated Risk Management Lead Member

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Strategic Assets

Property Capital Projects

After Crowthorne was delivered on time and on budget during the first lockdown, like the rest of the Service, all other non-essential projects were paused to take account of the impact on resources of supporting the Covid19 pandemic response by the Service.

The only property project that has continued uninterrupted throughout the entire pandemic has been the delivery of the new wholetime tri-service community fire station at Theale which progresses well. On the 19th February 2021, the Authority was able to celebrate a virtual 'topping out' ceremony for Theale, attended by local Members of Parliament, District and Parish Councillors, as well as the Chairman of the Fire Authority and the Lead Member for Strategic Assets. This successful event provided an opportunity to showcase the good work being carried out to deliver this flagship blue light hub for the benefit of local communities across the West of Berkshire.

Due to the complexity of this project which included significant contaminated ground remediation right at the outset, and the largely unknown and potentially serious impacts of Covid 19, Brexit and adverse winter weather the Capital Projects (CP) team included additional time contingency to mitigate potential impacts and scenarios. I am pleased to report that to date, none of that time contingency has been required due to the flexible and dynamic working approach of the entire project team. This project is therefore, to date, running slightly ahead of its original programme. On that basis, we are now planning to move the fire station from Dee Road into their new accommodation at Theale during October 2021. Once settled and fully established, other teams moving to this site will also be relocated in a carefully planned and well managed process to ensure what we hope to be a seamless transition over the following months.

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Our blue light colleagues at Thames Valley Police and South Central Ambulance Service have been involved throughout this project and the relocation of their local teams into their new 'home' also forms part of the detailed planning process.

Taking everything into account, we are on target to deliver this project on budget and ahead of time, with this new flagship site fully operational with all users ready for an official opening ceremony in spring 2022.

Staying with official openings, the much delayed opening ceremony for the new fire station at Crowthorne is also in the planning cycle and it is hoped that, subject to the further continued relaxing of Covid19 restrictions, this can go into the diary for later in 2021. Incredibly, we are fast approaching 12 months since completion and this project has settled well and is delivering on its objectives.

Looking forwards, the start of this new financial year will be a busy one for the CP Team who are currently re-profiling all the projects that were, out of necessity, paused during the pandemic. The Minor Capital Works (MCW) programme, designed to improve the working and living facilities on station at Bracknell, Caversham Road, Newbury, Maidenhead, Slough and Wokingham Road, will be progressing again, with an update being presented to Members during the July meeting cycle. This is a truly collaborative project with Service Delivery and Facilities and will look to address significant issues at these key stations within the Authority approved funding envelope of £1.25m. It is worth reiterating that to bring these stations up to full repair would necessitate a larger funding commitment of circa £7 - £8m however this MCW package will ensure these important property assets can remain fit for purpose until more significant funding can be secured in support of Phases 2, 3 and 4 of the Strategic Asset Investment Framework. Members should however be reminded that funding has not yet been secured for any of these future phases and only Phase 1 is currently fully funded.

Another key project for the CP team will be supporting the release of the three identified surplus assets – Dee Road, Pangbourne and Wargrave. Taking into account changes in the housing market following both Brexit and Covid19, a prudent decision has been taken to review this project again to ensure that it delivers the

most efficient and effective release strategies for the Authority in order to maximise capital receipts. Members will be presented with the outcome of this review during the July meeting cycle.

As per the last Lead Member report in November 2020, the final remaining project to complete the whole of Phase 1 of the Strategic Asset Investment Framework is the refurbishment of the Training Centre facilities at Whitley Wood. Taking into account the pressures of delivering Theale, along with the complexities of the Minor Capital Works programme and wide ranging support for the Asset Release programme, it is envisaged that this project will be presented for Officer and Member consideration within Q3/Q4 2021/22. This would still provide a good opportunity for this project to be delivered within the programmed timeline of Phase 1 completion by Q4 2024.

The Fleet update which follows, mentions the purchase of new electric and hybrid powered vehicles. In full alignment with the proposed Fleet Strategy, the infrastructure to support electric vehicle charging is included as part of the property capital programme.

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

Fleet, Equipment and Facilities

During 2020/21 the Fleet Strategy focused on a medium term plan which can be broken down into three main areas of focus; Red fleet, (fire appliances and special appliances), White fleet (all support and light vehicles) and Equipment. We have continued to improve the efficiency of our fleet and we now operate with a fleet of 116 vehicles compared to 145 vehicles in 2015 and down from 123 vehicles in 2018/19.

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Red Fleet

Through our collaborative procurement with Thames Valley partners we have procured a single standardised vehicle type for all three services. Whilst the Covid-19 pandemic did cause manufacturing delays throughout 2020, in March 2021 we took delivery of four more fire appliances and another four new appliances are expected in summer 2021. This will mean that nineteen new type fire appliances will have been brought into service in RBFRS since 2017. To continue to build on the strategic vision of the Fire Authority and the transformation of the front line response fleet, a new collaborative contract was signed in December 2020 in partnership with Buckinghamshire & Milton Keynes and Oxfordshire Fire and Rescue Services for the future provision of fire appliances across the Thames Valley. This contract will act as an enabling framework that will allow each service to be agile and flexible in their future procurement and has the capacity to supply up to 48 fire appliances over the four year contract period.

In addition to our front line fire engines, our Fleet Strategy and the SAIF take account of replacement of specialist appliances and capabilities. The new 45M Aerial Ladder Platform (ALP) arrived in service in March and is now in the process of commissioning before driver and operator training commences in April and May respectively. Procured in collaboration with Oxfordshire and Staffordshire FRS's, this will replace our existing aerial appliance and will bring improvements in height, manoeuvrability, reach and serviceability.

In addition to the new appliances and new ALP, the investment of the Fire Authority in February 2020 included the approval to purchase 4x4 double cab utility vehicles and a replacement 4x4 fire appliance at Maidenhead. Having reviewed the operational requirements, six 4x4 double cab utility vehicles have been purchased and delivered. They are currently in the process of being commissioned and are expected to be operational in April 2021. These vehicles will primarily provide logistical support for on-call stations and support the Service's four wheel drive resilience in periods of spate weather conditions. The 4x4 appliance for Maidenhead is currently in-build and it is anticipate to arrive in service in June 2021.

White Fleet

With the continued support of the Fire Authority and in line with the SAIF, in February 2021 the Fire Authority approved the purchase of nine white fleet vehicles which will include the Service's first electric and hybrid powered vehicles. This represents the first initial step in a transition towards a more environmentally friendly fleet and shows intent for the future taking into account the current government directive that no new petrol or diesel vehicles will be sold from 2030 onwards. The addition of these vehicles is coupled with further rationalisation of the white feet. By continually evaluating business requirements and in-line with the Fleet Strategy, eighteen older white fleet vehicles are due for disposal in 2021/22. Where there remains some need for ad-hoc vehicle use, utilising economical short term hire arrangements alleviates the requirement to make further capital expenditure on new vehicles and reduces liability for on-going maintenance.

Fleet Management

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

Equipment

During the past year the equipment team played a major role in overcoming the challenges of the Covid-19 pandemic. This heavily involved creating, managing and monitoring safe procedures in relation to decontamination due to the additional risk associated with Covid-19. This was specifically in regards to breathing apparatus so that the Service maintained full operational capability.

The team ensured the operational equipment for all of the new vehicles arriving into service was accepted and commissioned ready for use. To support further operational efficiency, the team rolled out a fully stowed (equipped) reserve appliance within each hub. This means that if an appliance was to be taken off the

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run due to a defect, the changeover process between appliances is significantly reduced.

The successful roll out of fire escape hoods (smoke hoods) was completed with each appliance now having them as part of their equipment inventory. A fire smoke hood is designed to conceal the full head and face and assists in the evacuation of occupants through smoke filled exit routes.

A major piece of work also commenced to replace the Service's breathing apparatus. This has 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.

Facilities

Our Facilities team have been at the forefront of keeping our sites compliant and operational during the Covid-19 pandemic. Throughout the past year they have maintained the programme of statutory compliance obligations and been on-hand to resolve critical defects and maintenance requirements. As part of the organisational response to Covid-19, the facilities team along with the Health and Safety team ensured that our sites were "COVID Secure" in line with government guidance in order for staff with a need to be in the workplace could work in a safe environment.

During 2020 the Facilities team have managed to embed and build new working relationships with a suite of new contractors following on from the transition away from our previous contractor who decided to exit the facilities sector towards the end of 2019. Although this process has been challenging, given the nature of the remote working practices, initial feedback from stakeholders is largely positive and shows a good direction of travel on which to build.

Looking Forward

Following on from the progressive work undertaken since 2015 to create a newer and more efficient fleet, the key focus for the coming year will be to successfully deliver into the Service the next four front line appliances which are due in summer 2021, and to complete further rationalisation of the white with the disposal of some of

our older vehicles and bring into service the first hybrid and electric vehicles for the Service. This will ensure that new vehicles are provided to our teams to support the effective and efficient delivery of services to the public. We will be continuing our Thames Valley operational alignment with work underway for the replacement of Breathing Apparatus which we expect to deliver in RBFRS by 2022/23.

Over the coming year, the Facilities team will be looking to resume and catch up on non-essential work requests that were temporarily paused due to Covid-19 restrictions. The aim is 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 team as part of the minor capital works refurbishment programme to ensure that the works result in improved working environments for our operational personnel.

Information and Communication Technology (ICT)

Review

The 2020-2021 financial year again saw RBFRS ICT make good progress against our strategic goals, in addition to accelerated implementation of tactical solutions for remote working, remote meeting, and enhanced mobility driven by the COVID-19 pandemic.

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

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Members will remember that RBFRS' HMICFRS report highlighted an opportunity for our service to make better use of technology within our front line services. ICT has fully engaged in a project to digitise the capture and direct upload of safe and well data during home visits, by using android tablets rather than paper based processes. The project met all engagement and development milestones and went live in September 2020, despite disruption due to the Covid-19 pandemic. All Safe & Well visits since October 2020 were carried out using the new technology. The project has highlighted the benefits of cross-organisational working and involvement of end-users in the development of digital systems. We hope to adopt learnings as part of the model for future similar activities. A transition group was established and a formal evaluation of benefits realisation is currently underway, with early findings indicating positive impact in key areas of data quality and consistency, as well as lower overall time to make safe & well visit data available in our systems. The evaluation process will identify further opportunities for improvement at its conclusion.

As part of the ongoing fight against Cyber threat, RBFRS continued its programme of IT health checks and Cyber Security audits through the year. RSM Carried out a Cyber Security audit in January 2021 that highlighted many excellent practices and no significant issues from a security perspective. This is commendable, especially in the context of a significant shift of working practices to remote connection for many staff within the service. There were a number of actions regarding policy application and documentation identified. The majority of these actions have already been closed, with only two outstanding and due for closure in Q1 of this year. Members can be assured that as well as providing modern, fit-for-purpose equipment, our data and ICT equipment is amongst the most secure in the UK.

Planning, preparation and testing for accelerated implementation of Microsoft Office 365 tools is well underway, and a pilot group of Microsoft Teams users has been testing the product whilst the ICT team prepare infrastructure for implementation. Work aimed at preparing and designing a new and updated network scheme along with our network partner, BT, which will provide a more capacious, robust and resilient network to support the adoption of cloud-based services in the future, is underway.

It would be remiss of me to neglect the immense impact that the Covid-19 pandemic has had on RBFRS' ICT team, infrastructure and services. Here are just a few of the activities carried out, in some cases in very short timeframes.

- ICT have been in HQ Monday to Friday for the whole pandemic as well as providing 24/7, 365 out of hours support.
- They have also supplied:
 - 50 additional mobile phones
 - 60 screens for home working
 - 30 tablets for video conferencing
 - 43 tablets setup and issued out for COVID lateral flow testing
 - 50 laptops for home working/shielding
 - 30 USB webcams
 - Video conferencing equipment to setup HQ meeting rooms for hybrid conferencing
 - Additional station end equipment to help facilitate station personnel bubbles
 - 100 additional 2factor authentication users setup for home/remote working
 - 380 personal issue radio fist mics for firefighters
 - 580 users setup on our new team viewer system to enhance our remote support capabilities
 - 475 mobile devices setup with mobile threat defence software to enhance security on these devices
 - Issued out 250 headsets/mics to remote users for video conference use
 - 165 users setup on WebEx video conferencing system
 - Mobile 4G routers to provide internet for those that don't have it at home
 - 12 handheld radios for use at COVID vaccination centre in Reading
 - Plus hundreds of other cables, power supplies and accessories

Through all of this, our infrastructure has held up well with no significant issues or outages to note, a testament to the expertise and commitment of the entire ICT team.

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Looking Forward

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

Although the expected internal data audit has been delayed due to other pressing pandemic related activities, significant work in the coming year will focus on the ways we capture, store, analyse, and report on our key data across the organisation. We will focus on priority areas of operation as defined by the Service Delivery directorate, in turn driven by HMICFRS, Fire Standards, and National Operational Guidance/Learning activities. We also intend to restart our programme of work to achieve Cyber Essentials Plus accreditation during the coming year.

RBFRS ICT continues to take a leading role within the South Central region for ESMCP, with the HBIS taking the vice-chair role on the SC Regional Board in support of the Oxfordshire based chair. RBFRS Project Manager, in association with PMs from Buckinghamshire and Oxfordshire continue to manage ESCMP implementation planning against an ever evolving and complex backdrop of National Programme changes.

The coming year will include significant changes to our networks and key applications as we begin the migration to cloud based services in support of the collaboration pillar of the ICT strategy. Significant infrastructure projects will include:

- Wide area network refresh with enhanced resilience and improved internet connectivity
- Local Area Network refresh to ensure reliability and enhanced performance
- Wi-Fi refresh to eliminate poor coverage areas and boost performance
- Network Management tools to provide a global view of all Wi-Fi, Local Area and Wide Area Network statuses and troubleshooting capabilities
- Implementation of Microsoft Teams group collaboration tools (and the retirement of WebEx as a result)
- Migration of RBFRS email to Exchange online, to enhance integration with Teams and other Office 365 tools

- MDT replacement evaluation
- Station End replacement evaluation

In parallel, there will be significant effort expended in supporting application development needs, likely projects including:

- Evaluation of Firewatch version 7.8
- Digitisation of priority processes within Protection
- Further Digitisation of priority processes within Prevention
- Digitisation of Incident Command processes within Response
- Data cleansing and database structural review

Cllr Angus Ross, Strategic Assets Lead Member

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Safety, Health, Fitness and Wellbeing

The work of Safety, Health, Fitness and Wellbeing teams was dominated in 2020/21 by responding to the coronavirus pandemic in order to protect the health, safety and wellbeing of staff in all roles.

From the start of the pandemic the teams reacted quickly to the changing circumstances. Immediately risk assessments were undertaken and Health and Safety Bulletins issued regarding safe systems of work across organisational activities. To address the needs of the staff working from home guidance was produced to support physical and mental wellbeing along with guidance for managers who found themselves managing teams remotely.

As the pandemic developed, issues and challenges that were observed in wider society that could impact on RBFRS staff were addressed. For example the increased risk of domestic abuse, alcohol consumption, bereavement, financial difficulties. Response included raising awareness of the issues and who may be affected, signposting to support and practical help such as advance of salary loans.

A dedicated wellbeing area of Siren was created as a reliable source of guidance and support for staff. Only recognised credible organisations were signposted to, in order to ensure staff had access to appropriate information. To help staff connect and support one another whilst the Staying In, Staying Well workplace group was set up where ideas and coping strategies could be shared.

It became apparent early on that BAME populations were at greater risk of poorer outcomes from COVID-19. As a result a risk assessment was undertaken and recommendation was made for all managers have a conversation with BAME staff about coronavirus in order to reassure them about steps the Service has taken, discuss concerns and remind of sources of support available.

The co-circulation of seasonal flu and a second wave of coronavirus would on a national level put additional pressure on the NHS and on an organisational level

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challenge crewing and resilience across all departments. It was agreed to expand the flu vaccination programme from TVFCS and Safe and Well Technicians to all staff. 25% of staff (165) requested a voucher and a number more will be eligible for the free NHS vaccination.

Members of both teams were involved in working groups set up to form an organisational response to changing national restrictions which over time were relaxed or tightened. This involved working collaboratively across the service.

In August 2020 HMICFRS conducted a virtual inspection into how well fire and rescue services were responding to the pandemic. The outcome report stated 'Staff wellbeing was a clear priority for the service during the pandemic. It identified wellbeing problems and responded to any concerns and further needs.' It specifically referenced that staff most at risk of COVID-19 were identified effectively.

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

The number of injury accidents in 2020/21 was 28 compared with 58 in 2019/20, which is a decrease of 52%. The number of RIDDOR* reportable injuries in 2020/21 was two, the same number as in the previous year. Trend analysis of all safety events is routinely undertaken and measures taken to address any recommendations for improvement that are made.

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 and initiatives from other FRS to identify best practice.

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

- ✓ Further investment in fitness equipment at on-call stations and conclusion of the first phase of a replacement programme of cardiovascular equipment. The Service has invested £108,000 in new fitness equipment since 2018.
- ✓ Two opportunities to join the Cycle to Work scheme in June 2020 and March 2021, which attracted 15 and 23 applications respectively. National lockdown restrictions were in place at the time of the June scheme, it was offered to support staff wanting to cycle for their daily exercise.
- ✓ Communications campaigns have included Sun Safety, Men's Health Week, NHS Better Health, World Menopause Day and Talk Money Week. Most of the national campaigns taking place this year had an emphasis on COVID-19 and how to reduce risk by managing long term health conditions or improving physical resilience.

Routine fitness testing takes place in April and October each year. Due to the coronavirus pandemic the decision was taken to cancel April 2020 fitness tests, compliance with the national recommendation for annual testing was maintained. Testing returned in September / October 2020 with additional control measures in place and 99% pass rate was achieved.

The Benenden Employee Healthcare scheme has been in place for three years. 444 employees are currently members of the scheme, which provides quick access to diagnostic services, treatment and physiotherapy when the waiting list on the NHS is too long. During the pandemic the GP24/7 helpline was heavily promoted as a way for staff to speak to a GP if they were unable to access their own surgery. Physiotherapy is the most well used service offered by Benenden, in July a reminder of this provision was issued detailing how treatment was being delivered during the restrictions.

On International Women's Day the Benenden Matron hosted a remote talk for staff which covered routine screening programmes and the menopause.

Duradiamond Healthcare have been delivering Occupational Health for RBFRS since March 2017. In April 2020 all appointments with the exception of driver medicals, for which there is a critical need, were reverted to telephone appointments.

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Following a thorough risk assessment with the clinic reopened in July and continued to operate without issue since.

The Employee Assistance Programme delivered by Health Assured provide information and advice through a number of routes; telephone, online health portal, mobile phone app and employee newsletter. From the outset of the pandemic the support offered by Health Assured has been routinely promoted. The HMICFRS report stated 'Most staff survey respondents told us that they could access services to support their mental wellbeing if needed.' The management information supplied by Health Assured indicates that calls for anxiety rose doubled from 2019 to 2020 and in 2020 the top three reasons for contacting the telephone helpline were anxiety, low mood and depression.

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

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

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

- ✓ Refresher training for Mental Health First Aiders.
- ✓ Support for national awareness campaigns throughout the year including Mental Health Awareness Week, International Suicide Prevention Day, World Mental Health Day, Anti Bullying Week and Time to Talk Day. Each of these highlights a different aspect of mental health and signposts to appropriate sources of support, available through RBFRS and also externally.
- ✓ RFBRS has become a member of the Zero Suicide Alliance, which works to raise awareness of suicide and work collaboratively to prevent it. The organisations free training is now available on the Learning Management System. This includes the Step-Up Isolation module produced specifically in response to COVID-19.
- ✓ In conjunction with the Equality, Diversity and Inclusion Coordinator work has been undertaken to highlight the associations between protected characteristics and poor mental health for example BAME populations and

LGBTQ+ communities. The Anniversary of the Stonewall Riots, LGBTQ+ History Month and Black History Month were mechanisms for this work.

There are over 50 Blue Light Champions across the Service, with more station-based personnel volunteering. The Champions have been supporting colleagues during the pandemic reaching out to colleagues individually as well as offering a range of social activities as a way to connect staff that are not in usual workplace. Sessions include a carers coffee morning, craft activities, self-massage and a Time to Talk Day quiz have taken place. Champions volunteered to be available over the Christmas period as a response to Berkshire being put into Tier Four and staff potentially finding themselves alone at the last minute.

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

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

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

In response to the publication in November 2020 of an independent report completed by the University of Central Lancashire, commissioned by the Fire Brigade's Union, 'minimising firefighter exposure to toxic fire effluents – interim best practice', we have been further developing our work in this area. A working group has been established, with the remit of understanding the report and to produce a prioritised action plan for addressing the recommendations and best practice guidance. The group has been created to increase collaboration and joint working across the service with regard to firefighter contamination and control, bringing together all relevant stakeholder groups.

Following a successful pilot last year, of lone worker equipment for those of our lone workers who are perceived to be at higher risk due to the nature of their work, for example our safe and well technicians, we are now in the process of developing a tender specification to provide a permanent solution to staff later in the year.

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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 addition, a monthly audit of Covid measures has been developed and is taking place at all of our sites on a monthly basis, to provide assurance that our sites remain Covid secure.

Combined training in manual handling and working at height awareness continues to be delivered to green book staff when required.

In the past year, a number of health and safety courses have been delivered. St.John's Ambulance have delivered one IOSH Managing Safely course and one refresher course. These courses are attended by all grey and green book line managers. In addition, those of our Group Managers and Area Managers on a development pathway have attended the IOSH Safety for Senior Executives and Directors course. An accident investigation course has also been delivered.

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

We continue to support the musculoskeletal health and safety of all our office based new starters through our on-line risk assessment and training software. A specific module for working at home has also been distributed, for those working at home due to the pandemic.

*RIDDOR injuries are those that have to be reported to the Health and Safety Executive under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations due to their more serious nature or because the injured party was not able to carry out their normal work for more than 7 days.

Community Safety

Review of the year

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

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

Under the Fire and Rescue Services Act 2004 a fire and rescue authority must make provision for the purpose of promoting fire safety in its area. Under the Regulatory Reform (Fire Safety) Order 2005 fire and rescue authorities must enforce the provisions of that Order and any regulations made under it in relation to premises for which it is the enforcing authority. This report will provide an overview of community safety activity undertaken by Royal Berkshire Fire and Rescue Service (RBFRS) in 2020/21.

Covid Community Support

In 2020/21 COVID-19 presented a significant challenge to the Service and the manner in which we deliver prevention and protection to the communities that we serve. Throughout this period our teams have worked hard to continue to provide safety education, advice and regulation to our communities following a risk based approach.

An inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) confirmed that Royal Berkshire Fire and Rescue Service (RBFRS) had "adapted and responded to the pandemic effectively", highlighting the additional support the Service was able to provide to its communities throughout the public health crisis.

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In August 2020, the Home Secretary commissioned HMICFRS to examine how fire and rescue services responded to the pandemic. The inspection focused on activities undertaken by the Service between April and June 2020.

The findings highlight that the Service maintained its critical core services, adapted to the challenges posed by the pandemic, supported its communities and partners through additional activities, continued to manage its resources well and prioritised the wellbeing of its staff throughout.

Between April and June, notable additional activities that the Service undertook included working with our colleagues across the Thames Valley to deliver over six million pieces of Personal Protective Equipment to frontline health and care workers and our on-call firefighters supporting Slough Borough Council by visiting over 200 residents that were vulnerable and shielding to check on their welfare.

This work continued with the Service supporting a number of additional activities. These included training a group of firefighters who then drove ambulances in support of South Central Ambulance Service, supporting Slough Borough Council with their mass rapid COVID testing, and supporting the community rollout of the vaccination programme.

Prevention

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

Safe and Well visits include the targeted delivery of appropriate home fire safety advice and information, assessment for provision of appropriate fire safety equipment. We identify and discuss wider health and wellbeing issues and signposting to partner agencies, where appropriate. We have recently renamed visits targeted at individuals at greatest risk as 'Risk to Individuals' Safe and Well visits.

RBFRS receives a number of high quality referrals from partner agencies such as South Central Ambulance Service and Thames Valley Police. We recognise that these referrals are rich in information and will signpost us directly to the most

vulnerable people living in Berkshire. As such, we continue to train staff from other agencies, widening the reach of our Adults at risk programme.

Due to the restrictions necessarily imposed in response to the COVID 19 Pandemic we have not achieved the quantity of Safe and Well visits we had hoped this year. Instead teams have prioritised those people who have been identified to be at the highest risk and delivered safety information and advice via a blended approach of telephone and limited interaction visits. Safety visits for people identified as being at risk due to the threat of arson have also continued throughout this period.

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

Applying local knowledge, working with partners and utilising the MOSAIC database, Crews identify and target visits to this risk group. We have recently renamed visits targeted at individuals at greatest risk as 'Risk to Households' Safe and Well visits. Due to the restrictions imposed as a result of the COVID 19 Pandemic RBFRS did not achieve the volume of Safe and Well visits planned for this group, instead prioritising activity to focus on the most vulnerable group identified to be at risk of dying.

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

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

Despite the impact of COVID 19 our teams continued to target the reduction of road deaths throughout 2020/21. Activities included static displays and the posting of road safety posters in known accident blackspots across the county.

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

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

Due to the COVID 19 Pandemic and the extended closure of schools during this period it has not been possible to achieve the expected level of safety education in the planned format. Our teams have engaged with school leaders and identified alternative and preferred methods of delivery this has resulted in the creation of multimedia packages enabling the remote delivery safety messages to young people across Berkshire.

Protection

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

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

Clearly the restrictions imposed as a result of the COVID 19 pandemic and the extended closure of many businesses has resulted in the volume of audits completed for the 2020/21 period being lower than planned. Protection teams have continues to provide advice and guidance to business as well as performing targeted regulation throughout the period.

A key focus of Protection activity through this period has been the ongoing inspection and management of High Rise Residential Buildings (HRRBs) across the County. Despite the impact of COVID 19 the HRRB project remains on course to complete the inspection of all HRRBs in Berkshire by the end of May 2021.

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

Work is underway to identify the major growth plans across the six unitaries of Berkshire for the next 10 years and to determine the implications for RBFRS. In 2020/21, the Service have continued our programme of planning and activity in relation to the built environment. This programmatic approach has enabled us to remain agile to managing legislative changes and also developments within Berkshire.

Ongoing and looking forward

Prevention

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

- Introducing a risk-based programme of follow-up Safe and Well Visits for the most vulnerable cases;
- Within our Road Safety Programme include targeted activity for motorcyclists based on risk;
- Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and Fire Safe; and
- Continue to pilot an Adult FireSafe programme to fully understand the implications and potential benefits of this activity.

Delivery of the above will predominantly be through our Hub model, as detailed in the individual Local Safety Plan for each Unitary Authority. Whilst we are confident of the effectiveness of our prevention activity, it was highlighted in the HMICFRS report, that there are potential improvements to be made in how we evaluate and quality assure. As such, work is underway to strengthen those areas.

COVID 19 will no doubt continue to present some significant challenges to the Service, but it is hoped that our ability to engage more fully with vulnerable communities will be greatly improved on the previous period. The teams will continue

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to look at innovative and pragmatic ways in which we can deliver against our commitments and the targets within our Local Safety Plans.

Protection

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

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

In recognition of the challenges relating to Protection, the Authority have shown the foresight to make a significant investment in resource since the Grenfell tragedy. This continues to support our ability to plan for and respond to legislative changes. RBFRS have recently created an investigation and enforcement hub which supports the service delivery protection teams, but also undertakes specialist activity in areas such as enforcement and fire engineering. Additionally, this hub is actively developing and will oversee a quality assurance framework for the Service.

As with Prevention, COVID 19 will no doubt continue to challenge our ability to deliver some of our Protection activities. However it is again hoped that following the Governments Roadmap our teams will be able to return to normal delivery of service during this period in order to achieve the targets within our Local Safety Plans.

Councillor Christine Bateson; Safety, Health, Fitness and Wellbeing Member
Champion and Community Safety Champion

Organisational Development

Review

Like many work areas this year we have seen a reduction in planned activity but we have still seen some significant areas of development, improvement and success.

We have continued to strengthen our commitment to the armed forces and this year we have made significant developments in three areas. We were awarded the Ministry of Defence Employer Recognition Scheme Gold award which was a fantastic achievement especially as this was our first attempt to qualify for the award.

This year also saw us launch our Veterans Hub initiative. The initiative creates a forum for support organisations to come together with military veterans and their families. We originally plan the launch event as an opportunity to physically come together at our new Tri-Service station in Crowthorne, but due to Covid restrictions we quickly adapted our approach to provide a virtual space to meet. After the success of the launch event we have subsequently held a second virtual event. Both events were chaired by the RBFA Chairman, Cllr Colin Dudley and supported by Cllr Angus Ross the RBFA Armed Forces Champion. We were delighted to also receive the support of James Sunderland MP at both events. As Covid restrictions ease we hope to hold our first physical event in summer 2021.

The third development in this area was the creation of the Royal Berkshire Civilian Military Partnership Board. Cllr Angus Ross is the Armed Forces Champion for Wokingham Borough Council as well as RBFA and through his recommendation and support the Service has now joined the partnership board. This is in the early stages of formation but we are looking forward to working with all the Berkshire Authorities and military colleagues to join together to support veterans and their families across the county.

In recognition of his hard work in supporting all the veteran focussed activities for the Service, Station Manager Che Scott was nominated for a High Sheriff of Royal Berkshire Award.

One area where the Service was able to accelerate its development was adaption of course provision from face to face learning to a combination of virtual courses, with

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session run through video conferencing and online courses, delivered with our new Learning Management System. We have converted 27 course from face to face delivery to video conferences which has allowed us to maintain staff development throughout lockdown.

To further support people in their development we have increased the use of the Bursary Scheme. We have now received 46 applications for bursary support and over 75% of the applications have been supported, which is a financial commitment of just over £80k. A key requirement is that the recipients do the study in their own time. One of our Group Managers took advantage of the scheme when it was first launched to part fund an MBA and we are very pleased to say he passed with distinction this year.

We have focused heavily on Equality, Diversity and Inclusion (EDI) this year and have received great support from Cllr Tina Mckenzie-Boyle, our EDI Champion. It has also been great to see other members drop into our EDI forum meetings and there is always an open invitation to any member wishing to join.

As part of our increased commitment to EDI we have joined Stonewall and have very recently increased our Disability Confident Membership status by being awarded Disability Confident Leader. This is the highest level of membership and organisation can achieve.

We have also joined forces with Buckinghamshire, Oxfordshire, Gloucestershire and Warwickshire Fire and Rescue Services to pool resources to stand united against racism.

Most recently we have taken part in pilot EDI inspection for Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (**HMICFRS**) which will help inform the next inspection round. We received positive feedback on what we have in place now and some helpful ideas on where we can improve.

In recognition of our ongoing commitment to EDI we have now made the EDI coordinator role a permanent role within the organisation.

Again this year we supported the Leonard Cheshire Change 100 Internship programme. We welcomed seven interns into the Service in July 2020, making us the biggest employer of interns in last year's programme. This is particularly impressive as we had

to on board all the interns remotely, most of the interns had their IT equipment delivered to their home addresses and were then supported by the ICT team to allow them to join their teams and work remotely. The success of this approach will allow us to use it again in the future potentially widening the opportunities to other talented graduates.

This has been another great year for Member Development. Members were asked to complete a Member Development Survey. The survey looked back on the courses attended and asked Members whether they thought 1:1 meetings with their Group Leaders were useful, frequency of courses held were right and asked for suggestions on future courses or activities.

Member Development courses and activities have become embedded as business as usual. Adjustments were made to ensure courses were impacted as little as possible by the COVID-19 pandemic and, as a result, all courses were completed remotely using WebEx.

A revised Member Development action plan was recently agreed by the Authority which will continue to support members as we move into the next municipal year.

Towards the end of this year the Fire Authority formally recognise both the EDI Champion and the Armed Forces Champion role. Both roles will be honorary and will not attract an allowances as they are in addition to the existing Lead Member and Member Champion roles, but they will be appointed annually. This demonstrates a strong endorsement from the Authority to these important areas of focus for the Service, further strengthening the one team commitment.

Looking Forward

We are in the process of engaging with stakeholders to gain feedback to inform the next People Strategy. The revised strategy will hopefully be published in the autumn 2021. The feedback that we collect will also be used to inform both our communications and consultations strategies. The revised people strategy will again drive organisational development.

We have recently commissioned a review of our promotions process for operational staff. We are currently using an interim policy that we want to replace with a new approach.

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We have been using our Performance Management Framework for the last five years and as part of our programme of continuous improvement we are reviewing how we manage, scrutinise and report performance information.

Councillor Pauline Helliard-Symons, Organisational Development Member Champion

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Appointment of Chairman and Vice-Chairman	TVFCS Joint Committee	13.07.21	Annual	Agree	MO	N/A	Part I
Quarterly Performance Report/Budget Monitoring	TVFCS Joint Committee	13.07.21	Bi annual	Note	AM C&P and HF&P	N/A	Part I
Chairman's Annual Report	TVFCS Joint Committee	13.07.21	Annual	Note	AM C&P	N/A	Part I
Capita Maintenance and support contract recommendation	TVFCS Joint Committee	13.07.21	Ad-Hoc	Agree	AM C&P	N/A	Part I
TVFCS cost apportionment model	TVFCS Joint Committee	13.07.21	Ad-Hoc	Agree	AM C&P	N/A	Part I
Emergency Services Mobile Communication Programme	TVFCS Joint Committee	13.07.21	Bi-annaul	Note	ACFO (OCC)	N/A	Part I
Member/Officer Protocol Review	A&GC	19.07.21	every four years	Agree	DCS	N/A	Part I
Annual Governance Statement	A&GC	19.07.21	Annual	Agree	DCS	A&GC Chairman	Part I
Pension Board Annual update	A&GC	19.07.21	bi annual	Note	Pension Board Chair	N/A	Part I
Internal Audit report	A&GC	19.07.21	Quarterly	Note	HF&P	N/A	Part I
External Audit Report	A&GC	19.07.21	Annual	Note	HF&P	N/A	Part I
Q4 Performance Report	A&GC	19.07.21	Quarterly	Note	DCS	N/A	Part I
RBFRS Annual Report 20/21	A&GC	19.07.21	Annual	Note	DCS	N/A	Part I
Emergency Services Mobile Communications Programme	A&GC	19.07.21	Bi-annaul	Note	HBIS	N/A	Part I
Guiding Principles for Property Disposals	A&GC	19.07.21	Ad-hoc	Note and recommend to MC	HF&P	N/A	Part I
Annual Outturn	Management Committee	29.07.21	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
Q4 Appliance Availability	Management Committee	29.07.21	quarterly	Note	AM (R&R)	N/A	Part I
Guiding Principles for Property Disposals	Management Committee	29.07.21	Ad-hoc	Note	HF&P	Strategic Assets Lead	Part I
Capital Project Update	Management Committee	29.07.21	Ad-hoc	Note	HCP&E	Strategic Assets Lead	Part II
Budget Monitoring Q1	Management Committee	12.10.21	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
Appliance Availability Q1	Management Committee	12.10.21	quarterly	Note	AM (R&R)	N/A	Part I
External Audit report	A&GC	20.10.21	Quarterly	Note	HF&P	N/A	Part I
Internal Audit repport	A&GC	20.10.21	Quarterly	Note	HF&P	N/A	Part I
Q1 Performance Report	A&GC	20.10.21	Quarterly	Note	HCS	N/A	Part I

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Planning assumptions - Presentation	A&GC	20.10.21	Ad-hoc	Note	HF&P	Budget and Income Generation Lead	Part I
Annual Governance Statement	A&GC	20.10.21	Annual	Agree	HCS	A&GC Chairman	Part I
Lead Member Reports Six Month Update	Fire Authority	02.11.21	Bi-annual	Note	Lead Officers	Lead Members	Part I
Annual Treasury Report	Fire Authority	02.11.21	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
TVFCS Joint Committee six month update (21/22)	Fire Authority	02.11.21	Bi-annual	Note	ACFO	Collaboration Lead	Part I
Pensions Update	Fire Authority	02.11.21	Ad-Hoc	Note	HHR&L&D	N/A	Part II
Budget Monitoring Q2	Management Committee	07.12.21	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
Appliance Availability Q2	Management Committee	07.12.21	quarterly	Note	AM (R&R)	N/A	Part I
Quarterly Performance Report/Budget Monitoring	TVFCS Joint Committee	14.12.21	Bi annual	Note	AM C&P and HF&P	N/A	Part I
Proposed Budget 2022/23	TVFCS Joint Committee	14.12.21	Annual	Note and recommend	HF&P	N/A	Part I
Emergency Services Mobile Communication Programme	TVFCS Joint Committee	14.12.21	Annual	Note	ACFO (OCC)	N/A	Part I