

MINUTES OF THE MEETING OF THE ROYAL BERKSHIRE FIRE AUTHORITY



Held on Tuesday 31 July 2018 at 6.30pm

RBFRS Headquarters, Lynda Kenyon Suite, Newsham Court, Pincents Lane, Calcot, Reading RG31 7SD

Members: (* present)	*	Councillor Malcolm Alexander	*	Councillor Paul Gittings
	*	Councillor Alistair Auty	*	Councillor Pauline Helliard-Symons
	*	Councillor Christine Bateson	*	Councillor Iain McCracken
	*	Councillor Phillip Bicknell	*	Councillor Tina McKenzie-Boyle
	*	Councillor Jason Brock	*	Councillor Satpal Parmar
	*	Councillor Jeff Brooks	*	Councillor Ted Plenty
	*	Councillor Paul Bryant	*	Councillor Dexter Smith
	*	Councillor Colin Dudley	*	Councillor Angus Ross
	*	Councillor Adrian Edwards	*	Councillor Rachelle Shepherd-DuBey
	*	Councillor Jan Gavin	*	Councillor Emma Webster

In Attendance: Jess Bailiss (Committee Officer)
Graham Britten (Monitoring Officer)
Alex Brown (Head of Property Capital Projects & Estates)
Doug Buchanan (Group Manager (Risk and Performance))
Conor Byrne (Head of Finance and Procurement, HOF)
Trevor Ferguson (Chief Fire Officer, CFO)
Steve Foye (Deputy Chief Fire Officer, DCFO)
Tamara Hack (Democratic Support Assistant)
Paul Jacques (Area Manager (Protection and Prevention))
Simon Jefferies (Assistant Chief Fire Officer, ACFO)
Katie Mills (Head of Corporate Services)
Linda Pye (Committee Officer)
Nikki Richards (Director of Support Services)
Fayth Rowe (Democratic Support Lead)

Observers: Officers, Royal Berkshire Fire and Rescue Service
Members of Representative Bodies
Members of the Public

Action

23. APOLOGIES FOR ABSENCE

Apologies for inability to attend the meeting were received from Councillor Alistair Auty and Pauline Helliard-Symons.

24. DECLARATIONS OF INTEREST

In accordance with the provisions of the Fire Authority's Local Code of Conduct, Councillors Emma Webster and Iain McCracken stated that should the Thames Valley Police and Crime Panel be discussed at the meeting they declared a

personal interest by virtue of the fact that they were Members of this Panel. They would therefore not participate in any debate on the Thames Valley Police and Crime Panel should it materialise.

In accordance with the provisions of the Fire Authority's Local Code of Conduct, Councillors Malcolm Alexander, Phillip Bicknell and Christine Bateson declared a personal interest in Agenda Item 12 (Royal Borough of Windsor and Maidenhead appointments to the Fire Authority) by virtue of the fact that they were Members of Royal Borough of Windsor and Maidenhead Council.

In accordance with the provisions of the Fire Authority's Local Code of Conduct, Councillors Colin Dudley and Tina McKenzie-Boyle declared a personal interest in Agenda Item 5 (Receipt of Announcements) with regards to the announcement on plans for Crowthorne Fire Station, by virtue of the fact that they were Members of Bracknell Forest Council, which had approved the plans.

In accordance with the provisions of the Fire Authority's Local Code of Conduct, Councillor Malcolm Alexander and Angus Ross stated should the Thames Valley Fire Control Service (TVFCS) be discussed at the meeting they declared a personal interest as Members of the TVFCS Joint Committee. They would therefore not participate in any debate on the TVFCS should it materialise.

There were no Declarations of Interest received from Officers.

25. MINUTES OF THE MEETING HELD ON 28 JUNE 2018

RESOLVED that:

As there were no issues to raise in relation to the Part II Minutes it was agreed that the Part I and Part II Minutes of the meeting held on 28 June 2018 be approved as a true and correct record and signed by the Chairman.

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

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

27. RECEIPT OF ANNOUNCEMENTS

The Chairman made the following announcements:

Fire Authority Members

- On behalf of Royal Berkshire Fire Authority, the Chairman welcomed back Councillor Jeff Brooks. Jeff had been appointed to the Fire Authority from West Berkshire Council. Councillor Brooks was no stranger to the Fire Authority, as he was previously a member for 18 years and was Chairman from 1997 – 2003. His input was appreciated.
- Sadly, Councillor Carol Jackson-Doerge from West Berkshire Council had stepped down from the Fire Authority. The Chairman took the opportunity to thank her sincerely for her time and commitment to Audit and Governance Committee and the Equality, Diversity and Inclusion Forum (EDI), which she assisted in the development of the EDI objectives. The Chairman wished Councillor Jackson-Doerge success within her Chairmanship of West

Berkshire Council in 2018/19.

Pay Award

- On 27 July, the National Employers' wrote formally to confirm its suggestion that basic pay and continual professional development payments were uplifted for those on Grey Book (uniformed staff) terms and conditions by 2% with effect from 1 July 2018, while negotiations continued to put in place a longer-term deal.
- The National Joint Committee has agreed a two-step approach for Brigade Managers which provided a 1% increase on 2017 basic salary levels with effect from 1 January 2018, rising to a 2% increase on 2017 salary levels with effect from 1 July 2018.
- A copy of this letter and the FBU response had been provided for all Members to set out the latest position on these negotiations.
- As the Chairman had previously reported to Fire Authority in April, a pay award had been agreed for staff on Green Book terms and conditions effective from April 2018, and confirmed a 2% increase in April 2018 and April 2019.

Arrival of New Fire Engines

- Three new fire engines had now arrived into Royal Berkshire Fire and Rescue Service. These three vehicles followed the four fire engines that were delivered in the previous year.
- The new vehicles had been built by Emergency One (UK), as part of the joint procurement project between the fire and rescue services in the Thames Valley, providing joint savings to all three Fire and Rescue Services across the Thames Valley.
- One of the new vehicles was stationed at Slough on Thursday, 19 July and the other two vehicles were stationed at Newbury on Tuesday, 24 July. The Fire Authority was also planning a press photo of the delivery of the fire engine to Newbury Fire Station with local Councillors in West Berkshire.
- These stations had been selected for the new fire engines due to their location and, in particular, their proximity to neighbouring fire and rescue services, enabling better partnership working among the control staff and the frontline firefighters. The Chairman stated that the reason for the joint procurement was so that the Fire Authority would have common equipment to work from and that was also the reason why they had been positioned where they were.
- It took only five minutes for the Slough fire engine to be put to use at a grass fire, which led very nicely onto the next update on the hot weather currently being experienced.

Hot Weather Update

- With temperatures, exceeding 30 degrees on some days, the Service was urging everyone to take extra care as the spell of dry, hot weather was forecast to continue, with only limited possibility of isolated showers.
- The weather conditions had led to a large number of outdoor fires – over 374 in June and July alone to be exact.

- Staff continued to work around the clock to keep communities safe, but the Fire Authority was also asking the public to carefully prepare activities outside and away from the home as this would go a long way to prevent fires. People were asked to be careful when discarding glass and when using disposable BBQ's. Care should also be taken around open water and rivers in the hot weather.
- There was a wealth of information on the rbfrs.co.uk website and everyone was asked to remain vigilant and report any concern of fire immediately.

Firefighter Personal Protective Equipment (PPE) Replacement

- A request was made at the April Fire Authority meeting for the newly approved PPE kit to be displayed when available. Presented at the back of the room was an example of the current firefighting ensemble for protecting fire fighters at incidents. The new ensemble included a rescue jacket to enhance response at incidents such as road traffic collisions and, topically, fires in the open.

New Mobile Data Terminals

- All fire engines in the County had now been equipped with new tablet devices and software to assist firefighters in providing the best possible response to the people of Berkshire.
- The new Mobile Data Terminals (MDTs) had been fitted to provide relevant operational intelligence and risk information to crews. The Chairman stated that he had seen one of the terminals in action and they provided a good idea of the risk at and in neighbouring properties and indicated the location of the fire hydrant. As well as providing a wealth of information that could support them on the way to and at an emergency, they could also now connect to Wi-Fi for system updates, providing technological advancements almost immediately and excellent value-for-money.
- In addition, the new MDTs also utilised the telecommunication system used when the fire engine was mobilised to an incident, meaning they could receive instant updates that could help the crew decide how to respond to an incident in advance of arrival, enabling them to work more efficiently and effectively.

Crowthorne Planning Application Approved

(Councillor Colin Dudley declared an interest in this item).

- Plans for Crowthorne Fire Station had been approved by Bracknell Forest Council on 10 July 2018.
- Crowthorne would become Royal Berkshire's second tri-service community station, following in the successful footsteps of Hungerford Community Fire Station which of course reopened in July 2017.
- It would offer a shared location for Royal Berkshire Fire and Rescue Service (RBFRS), Thames Valley Police (TVP) and South Central Ambulance Service (SCAS) right in the heart of Crowthorne.
- The work was anticipated to begin around Easter 2019, with completion expected in Summer 2020. While the Fire Station was being re-built, the retained (on-call) crew and fire engine would be turning out from an alternative location in close proximity to the High Street. Therefore, a swift and

effective response from Crowthorne to emergencies would be maintained. This was great news and would provide a new fire station similar in style to that in Hungerford.

Young Firefighters Graduation

- On 18 July, the Chairman along with some other members of the Fire Authority had the pleasure of attending the Young Firefighters Graduation Ceremony.
- For those of you who were not aware, Young Firefighters was a 36-week course provided by Royal Berkshire Fire and Rescue Service Instructors (all voluntary) to equip 12 to 16 year olds with a host of valuable practical and theoretical skills, which boosted their confidence, enhance community engagement and career prospects.
- A total of 38 cadets had completed the course, which ran during term-time at Crowthorne, Maidenhead, Whitley Wood and Newbury fire stations.
- It was incredibly rewarding to see the difference it made. The scheme had already reached several hundred young people across Berkshire and it was anticipated that it would only continue to expand.
- The Chairman personally thanked staff, volunteers, young people and parents who all made Young Firefighters such a success. It was a fantastic evening.

New Wholetime Firefighters

- 14 new firefighters would be welcomed into Royal Berkshire Fire and Rescue Service after completing a 12-week course at the Fire Service College.
- Over 400 applications had been received during the recruitment process and the quality of applicant had been very high so we were delighted to be welcoming these talented and bright firefighters into the Service.
- The training had been delivered jointly between RBFRS and Oxfordshire County Council Fire and Rescue Service.
- The Graduation Ceremony for these new recruits would be held on Friday, 7 September at the Fire Service College in Moreton-in-Marsh.
- All Fire Authority Members should now have received a save the date and would be invited to attend shortly, so once the invitation was received Members were asked to RSVP to Helen Finan in the Business Support Team by 17 August. The Chairman realised that not all would make it but he asked Members to try to attend this event.

FireBreak Ceremony

- On Thursday, 26 July, the Fire Authority celebrated the achievements of eight young carers upon completion of their four-day FireBreak course at Mortimer Fire Station.
- The course was commissioned by Berkshire Young Carers and was run by RBFRS Instructors to engage young people and encourage them to make positive choices.
- At the end of the course, the pupils proudly demonstrated what they had learnt in front of their families and friends at a ceremony on Thursday, 26 July, where all the young people were presented with certificates by Chief Fire

Officer, Trevor Ferguson.

Charity Round Up

- As you will be aware from the photograph taken prior to the meeting, the Fire Authority had been presented with a Certificate of Appreciation from The Fire Fighters Charity.
- This certificate recognised the support and contribution of staff and volunteers in fundraising during the financial year 2017/18, alongside an indication of the number of people from the Service who the charity had supported over the same period.
- RBFRS had raised £132,798.87 to date, which had helped to support 70 beneficiaries in the area.
- Particular congratulations to Slough Fire Station who topped the league for 2017/18, beating runners up Epsom Fire Station by just a few pounds in The Fire Fighters Charity National Car Wash League!
- In May, Slough firefighters were thanked by the charity for raising an incredible £5,009. The station also won the highest income award, having raised £2,467.70 from the March 2018 car wash alone!
- Well done to everyone that took part and to the local communities for their generosity.

Firehouse

- The Firehouse was set to be completely re-configured to provide a contemporary facility for firefighters' training.
- On Monday, 9 July, work began to refurbish the Firehouse and it was anticipated to be completed by mid-September 2018.
- The Firehouse was a critical piece of infrastructure, which provided the Fire Authority with the ability to train and assess firefighters in realistic conditions, therefore the Chairman was delighted that this project was now underway to update this important facility. The Chairman urged Members to visit the Firehouse but stated that it would be necessary to book an appointment in order to see it in action once it had been refurbished.

Awards Ceremony

- The staff awards ceremony would take place on Friday, 28 September. On this date, all the fantastic achievements that had been made over the last 12 months would be celebrated.
- All members should have received their save the date and would receive an invitation shortly. Once the invitation had been received Members were asked to RSVP to events@rbfrs.co.uk by 24 August.
- The Chairman was personally really looking forward to the event and he hoped that all Members would be able to take the time to attend.

28. ISSUES ARISING FROM THE AUDIT AND GOVERNANCE COMMITTEE

It was noted that no reports had been referred by the Audit and Governance

Committee.

29. QUESTIONS FROM MEMBERS UNDER STANDING ORDER 30

There were no questions from Members under Standing Order 30.

30. NOTICES OF MOTION UNDER STANDING ORDER 43

There were no Notices of Motion under Standing Order 43.

31. APPOINTMENT OF COMMITTEES

Graham Britten, Monitoring Officer, presented a report which set out Member nominations on the appointment of Royal Berkshire Fire Authority Committees in accordance with the Constitution and the rules relating to political balance.

The Fire Authority had 20 members in 2018/19 and following nominations by Local Authorities would comprise 13 Conservative members, 5 Labour members and 2 Liberal Democrat members.

It was noted that a new member from West Berkshire Council, Councillor Jeff Brooks, had been appointed to the Fire Authority since the Annual meeting. Councillor Carol Jackson-Doerge from West Berkshire Council had stepped down from the Fire Authority. With the appointment of two Liberal Democrats onto the Fire Authority, they would have the opportunity to form a group and to appoint one of their group to act as group leader.

It was noted that an updated version of Table 4 had been circulated prior to the meeting setting out the membership on the Management Committee and Audit and Governance Committee. Appointment to Committees and Special Responsibility Allowance (SRA) roles was proposed as follows:

Management Committee	Con Con Con Con Con Con Con Lab Lab Lab Lib Dem	Councillor Colin Dudley Councillor Pauline Helliar-Symons Councillor Emma Webster Councillor Angus Ross Councillor Phillip Bicknell Councillor Malcolm Alexander Councillor Tina McKenzie-Boyle Councillor Paul Gittings Councillor Jason Brock Councillor Ted Plenty Councillor Rachelle Shepherd-DuBey
Audit and Governance Committee	Con Con Con Con Con Con Lab Lab Lib Dem	Councillor Iain McCracken Councillor Alistair Auty Councillor Christine Bateson Councillor Adrian Edwards Councillor Paul Bryant Councillor Dexter Smith Councillor Satpal Parmar Councillor Jan Gavin Councillor Jeff Brooks

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Special Responsibility Allowance (SRA) Roles (required to be capped to no more than 10)	
RBFA Chairman	Councillor Colin Dudley
RBFA Vice-Chairman	Councillor Pauline Helliard-Symons
Labour Opposition Leader	Councillor Paul Gittings
Liberal Democrat Opposition Leader	Councillor Rachelle Shepherd-DuBey
Audit and Governance Chairman	Councillor Iain McCracken
Budget and Income Generation	Councillor Phillip Bicknell
IRMP	Councillor Emma Webster
Strategic Asset	Councillor Angus Ross
Collaboration	Councillor Malcolm Alexander
Community Safety	Vacant
Organisational Development	Councillor Pauline Helliard-Symons
Health, Safety and Wellbeing	Councillor Adrian Edwards
Non SRA Roles	
TVFCS Joint Committee	Councillor Angus Ross Councillor Malcolm Alexander
LGA Representative	Councillor Iain McCracken
LGA Representative's Substitute	Councillor Paul Bryant

Councillor Angus Ross queried whether the changes would alter the Special Responsibility Allowances. It was noted that if the Liberal Democrats formed a group and appointed a group leader then the group leader would be entitled to a Special Responsibility Allowance. The Scheme of Allowances provided that Special Responsibility Allowances should not exceed 10 being payable at any one time. The payment of an allowance to the Liberal Democrat Group Leader would be within the 10 limit. Councillor Colin Dudley stated that the Conservative Group had agreed that their Member Champions would forego all Special Responsibility Allowances that they were entitled to and he thanked Members of his group for agreeing to that.

RESOLVED that:

- The political balance of the Management Committee and Audit and Governance Committee be noted;
- Nominations received for the appointment of Audit and Governance and

Management Committees as set out in table 4 be agreed.

32. STRATEGIC ASSET INVESTMENT FRAMEWORK

Conor Byrne, Head of Finance and Procurement (HoFP), presented the 10 year Strategic Asset Investment Framework which set out the Authority's aspirations to invest in its assets which supported the vital public services provided by RBFRS.

The strategic assets of the Fire Authority could be broken down into three broad categories:

- Buildings – which included 18 fire stations
- Fire appliances, support fleet and equipment
- ICT infrastructure and systems

In 2017 a detailed analysis of the building stock had been undertaken which had confirmed that almost all of the existing buildings would need major refurbishment or replacement over the next 10 years. The existing stations, which had mostly been built between the 1950's and 1970's were not only expensive to maintain and operate but they were no longer suitable for a modern community-based fire and rescue service. £52m would be required over 10 years split into four phases.

In 2015 a review of the RBFRS fleet had been completed. The review identified that RBFRS had the second oldest pumping appliance fleet among English fire and rescue services.

ICT was a key enabler and data was a core business asset. Both of these needed to be effectively managed, keeping in step with appropriate technology changes, national initiatives and security standards in order to support and improve the service provided to the public. Following the Ransom cyber-attack in June 2017 systems had been restored in 20 minutes and that had been down to the virtualisation system.

The Strategic Asset Investment Framework set out how the Authority had already started to renew its asset base, often in collaboration with blue-light partners. The 10 year strategy contained in the Framework built on the success of recent capital projects and envisaged further collaboration to ensure not only the efficient renewal of assets but also the delivery of a more effective service to the public.

Without additional funding the ability of the Fire Authority to continue to invest beyond Phase 1 would be severely restricted as earmarked reserves and capital receipts had been expended. Given the shortfall in funding and the fact that the Fire Authority was one of the lowest precepting fire authorities in the country, the Fire Authority had given the Chairman and the Chief Fire Officer a mandate to lobby Berkshire MPs to make them aware of these issues and to ask for greater flexibility to increase Council Tax when setting the budget. MPs had therefore been lobbying the Government to provide the flexibility to increase Council Tax by up to £5 rather than the maximum of 2.99% without holding a referendum. A £5 increase would generate an additional £1.7m.

Alternatively, the Fire Authority would be keen to see the establishment of a national Transformation Fund against which fire authorities could bid to secure funding for capital projects which delivered revenue savings and more effective services for residents.

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The HoFP stated that the Strategic Asset Investment Framework would be updated annually with the budget papers in February of each year.

Councillor Angus Ross proposed that Members approve the recommendation set out in section two of the report, which was to approve the Strategic Asset Investment Framework for 2018 to 2028 however, requested that one amendment be included. Councillor Ross requested that the annual update on the Strategic Asset Investment Framework be provided to the Fire Authority at each annual budget meeting. Councillor Colin Dudley seconded this recommendation.

Councillor Ted Plenty stated that he understood that phase one of the plan could be funded, however asked if there was any insight into how the three parts of phase two would be funded. The HoFP stated that funding options were still being progressed for phases two, three and four however funding for phase one had been obtained.

Councillor Phillip Bicknell stated that if a modern Fire Authority was to be provided then a robust plan would be required, with cost indications after phase one. He noted that phase one was in hand however phases two, three and four needed to be secured.

Councillor Jeff Brooks noted the amount of real estate and asked if there was any evidence of capital receipts. The HoFP confirmed that capital receipts had been taken into account. £5.5 million of grants had been built into the funding and included the development of Dee Road. Councillor Brooks asked if this could be reflected on page 37 of the Strategic Asset Investment Framework and the HoFP confirmed that this information could be included. Councillor Dudley commented that caution needed to be applied regarding receipts relating to property about to be placed on the market.

Councillor Paul Gittings noted that the delivery of phases two and three were at risk and asked Trevor Ferguson, the Chief Fire Officer (CFO), what the impact would be if these phases could not be delivered. The CFO stated that he was not aware of another Strategic Asset Investment Framework projecting a long term view for assets. In the short term the knowledge of assets was essential however in the medium to long term, it needed to be noted that fire safety was extremely asset intense and therefore investment in the future was vital.

The HoFP highlighted that the next item on the agenda on the RBFA Corporate Plan and Integrated Risk Management Plan (IRMP) also dealt with financial matters listed in the report and he welcomed any further questions from Members on the area.

Councillor Ross reiterated his proposal that Members approve the Strategic Asset Investment Framework, with an amendment to ensure that an update was provided to the Fire Authority at each annual budget meeting.

Councillor Paul Bryant commended the Strategic Asset Investment Framework and felt that it was an excellent long sited document and wished that other documents provided by other parts of Government could be as clear. Councillor Bryant requested that photos within the document be captioned.

Councillor Gittings reported that the Labour Group were happy to support a long term investment view and felt that it was disappointing that other parts of central Government did not apply the same level of forward planning.

Councillor Gittings added that he did not feel re-assured by the answers provided by officers to Members' questions. He stated that 2020 was fast approaching and it was important to know how assets would be funded after this time. The two Labour Members of Parliament (MPs) would be asked to lobby Government on the issue. Councillor Gittings stressed that it was important that a Fire Service that was fit for purpose was provided. Councillor Gittings agreed with Councillor Ross's proposal to monitor progress on an annual basis. Councillor Gittings commented that much equipment was now out of date and urgently needed updating, which could inhibit the ability to delivery services. Lobbying needed to take place otherwise serious issues could arise going forward. Councillor Gittings expressed his support for the Strategic Asset Investment Framework however reiterated that he had concerns.

Councillor Bicknell noted the views raised by Councillor Gittings. Public money was currently capped and therefore it was important that a realistic approach was taken. The next phases of the 10 year plan were in hand and would be deliverable once funding was secured.

Councillor Dudley commended the forward looking plan. He was not aware of another Fire Authority that had taken such a long term view in terms of the assets it would require to serve the public. Councillor Dudley noted Councillor Gittings comments however, was doubtful that any service could provide a 10 year funded plan. The aim of putting the Strategic Asset Investment Framework together was to provide a business plan that detailed how, when and why services would be provided. Councillor Dudley felt that the plan would well received by the people of Berkshire.

Councillor Dudley invited the Committee to vote on the proposal put forward by Councillor Ross and at the vote the motion was carried.

RESOLVED that:

- The Strategic Asset Investment Framework as recommended by Management Committee be approved, with the amendment that an update be provided to the Fire Authority at each annual budget meeting.

33. RBFA CORPORATE PLAN AND INTEGRATED RISK MANAGEMENT PLAN 2019-2023

Councillor Emma Webster introduced the report. She stated that all Fire Authorities were required to produce an Integrated Risk Management Plan (IRMP) and this had been included within the Corporate Plan for 2019-23. The document set out in strategic terms what RBFRS intended to achieve over the next four years. The period between now and 2023 would be a challenging one and in recognition of that the Fire Authority had reaffirmed and refined the policy direction which had been set out in the 2015-19 Corporate Plan and IRMP. The Fire Authority had achieved a great deal over the past four years and was fully committed to embedding the changes which had been started. To ensure that the plan was relevant the Strategic Commitments had also been refined and which provided a clear mandate for change. The mandate would ensure that RBFRS served the people across the county whilst at the same time balancing the Fire Authority's budget in increasingly difficult financial circumstances.

Councillor Webster thanked Doug Buchanan, Katie Mills and the Comms Team

for all their hard work on this issue and she urged Members of the Fire Authority to encourage their Councils and members of their community to respond to the consultation.

Trevor Ferguson, Chief Fire Officer, gave a presentation which set the scene on what had been achieved since 2015. On 6th March 2018 a Members planning workshop had been held and it was hoped that feedback and direction from that session had been incorporated into the draft Corporate Plan & IRMP. The draft Corporate Plan and IRMP had also been updated to align to the new National Framework 2018. The draft plan would now go out for consultation and the CFO advised that consultation responses would be brought back to the Fire Authority for consideration.

The CFO referred to the 2015-19 Corporate Plan following which it was recognised that there was a need to build something different for the future. The CFO stated that the Fire Authority was not there yet but it was on a journey and it should be proud about what had been achieved over the last four years. Achievements specifically mentioned included:

- **Corporate Plan and IRMP**
 - Response standards consultation and reset **(Completed)**
 - Evidence based risk model developed & delivered **(Completed)**
 - IRMP Service redesign consultation completed **(Completed)**
 - IRMP decisions to deliver £1.3m of savings agreed April 2017 **(Completed)**
 - Departmental restructures delivering £1m savings April 2018 **(Completed)**
 - IRMP £1.3m savings planned for delivery January 2019 **(Planned)**
- **Strategic Asset Investment Framework**
 - Tri Service Community station delivered at Hungerford 2017 **(Completed)**
 - Collaborative procurement of new generation fire appliances **(Completed)**
 - 11 new generation fire appliances procured **(Completed 2017 & Planned 2018)**
 - Offices at HQ & Old Wokingham station rented out **(Completed 2018)**
 - Planning Permission for Theale station. **(Delayed to Autumn 2018)**
 - Planning permission for Crowthorne. **(Completed 2018)**
 - New ALP joint procurement with Oxfordshire Autumn 2018 **(Planned)**
- **Fire Authority Restructure**
 - Authority reduced in size from 25 to 20 **(Completed 2016)**
 - Committee structure streamlined **(Completed 2016)**
 - Lead Member model introduced **(Completed 2016)**
 - Constitution and hand book rewritten **(Completed 2016)**
- **Organisation Development Programme**
 - Core skills programme developed and delivered **(Ongoing 2015 to 2018)**
 - New CFO, DCFO ACFO & DSS recruited **(Completed April 2018)**
 - Middle managers development programme **(Ongoing 2017 to 2018)**
 - Officer/Member protocol **(Completed 2017)**

- Wholetime Recruitment (**Completed for 2017 & Planned for 2018**)
- **Political Engagement**
 - Meetings between Chairman, Chief & Berkshire MPs (**Completed Feb 2018**)
 - Nation lobbying on funding to Fire Minister by Chairman (**Completed Dec 2017**)
 - Nation lobbying on funding to Fire Minister by Unitary Authorities (**Completed Feb 2018**)
 - Agreement with PCC not to progress Business Case (**Completed Spring 2017**)
- **Home Office Reform HMICFRS**
 - Consultation on new National Framework (**Completed 2017**)
 - Consultation on New Inspection Framework (**Completed 2017**)
 - Establishment of Internal Inspection lead and capability (**Completed 2017**)
- **Grenfell**
 - Completion of all 155 Initial inspections to High Rise (**Completed 2017**)
 - Completion of over 4700 home reassurance visits by Crews (**Completed 2017**)
 - Establishment of High rise team and securing additional Fire Engineering capability (**Completed 2018**)
 - Agreement of Grenfell 4 phase plan and delivery of phases 1 & 2 (**Completed & Ongoing 2018**)
- **All Whilst**
 - Responding to 23,114 emergency incidents in Berkshire 24/7 365 days per year
 - Delivering 29,003 Home Fire Safety Checks
 - Completing 4,822 Fire Safety Audits
 - Delivering comprehensive Fire, Water & Road safety education

The CFO confirmed that it could be seen that a great deal had been achieved but that there was much still to be done on the journey of improvement. 2019-23 would build on and embed the changes and savings already delivered.

Doug Buchanan, Group Manager (Risk and Performance), thanked the CFO for setting the scene for the future direction of the Service and for explaining how Members had directed that this should be articulated in the Corporate Plan and IRMP. In the workshop, Members were asked to consider the mission statement, strategic commitments and the key themes that supported delivery of the Vision. To continue the journey described by the Chief, but also to ensure alignment to the new FRS framework, it had been determined by Members that 'Serving the Community' would be a simple and effective mission statement to demonstrate the service's commitments.

In order to deliver the mission statement, the strategic commitments had also been reviewed. For the most part, Members felt that the existing commitments remained largely appropriate and relevant. As such, Officers had just made minor tweaks to reflect the national framework direction of focussing on delivering core functions.

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Similarly, Members had provided direction in relation to the vision and key themes. A great deal of work had been undertaken between 2015-18 to embed the themes of:

- Service Delivery - Fire Stations at the Heart of Community;
- Service Support - Capacity, Capability and Resilience; and
- Culture - One team working collaboratively for the people we serve.

The service had been restructured to deliver services through these themes. Therefore, Officers had taken direction from Members to continue these ways of working.

The Integrated Risk Management Plan required public consultation. The plan would be delivered by Officers, but owned by the Fire Authority. In simple terms, the authority had to identify and assess foreseeable fire and rescue risks and make provision to manage those risks through service delivery. This management of risk in the RBFA plan was articulated through five key projects. Under the current IRMP there were four projects. The proposed change and the addition of risk analysis was a response to FRS framework requirements.

In the IRMP, Officers had outlined intentions relating to consultation for transparency. Effectively, in addition to the IRMP, any project work that could create a material change to the service the public received would require public consultation.

A video was then shown which would support the consultation process.

Councillor Ted Plenty stated that looking at the current IRMP and the new plan there appeared to be a lot more incidents than there were four or five years ago. He also noted that Slough East was only recorded as having one fire engine whereas he thought that there were two at this station. Councillor Colin Dudley confirmed that it should be two and the amendment would be made. The CFO responded that there had been a slight increase in numbers of incidents but that they were still well below the level of ten years ago. There were no obvious reasons for this increase but the population was increasing and it was following the national trend.

Councillor Paul Gittings referred to the trend of increasing business and he asked how the Fire Authority would reflect that. Would it be necessary to adjust the plan to meet demand? He also asked if there would be regular reports back to Committee. The CFO confirmed that he had been in discussion with the Home Office around whether to plan for risk or demand. The Authority planned for risk. He confirmed that update reports would go through Audit and Governance Committee.

Councillor Jeff Brooks stated that there did not appear to be that many targets in the plan which were measurable but rather it was more a list of statements of intent. There was no indication of how these statements would be measured or achieved and he would like to see an appendix giving some examples. Councillor Colin Dudley replied that what had been achieved over the last few years was quite breath taking. He felt that the plan was ambitious which outlined how performance would be managed. There were some targets which were SMART but it was necessary to look at the growth of risk which was difficult to predict. It would be necessary to take into account reputational growth etc.

Councillor Emma Webster thanked Members for their support. The document set out the high level activity and action plans would provide the check and balance

in scrutinising achievements. She urged Members to ensure that as many people as possible took part in the consultation. Councillor Emma Webster moved the recommendation as set out in the report and this was seconded by Councillor Colin Dudley.

RESOLVED that:

- The draft content of the Corporate Plan and Integrated Risk Management Plan 2019-2023 be agreed for public consultation

34. ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD APPOINTMENTS TO THE FIRE AUTHORITY

Trevor Ferguson, Chief Fire Officer (CFO), presented a report which referred to a letter received from the Royal Borough of Windsor and Maidenhead in relation to its appointment of Fire Authority members.

At the start of each Municipal Year, Royal Berkshire Fire and Rescue Service confirmed with each of the six unitary authorities its appointments to the Fire Authority. The decision on appointments was a matter for unitary authorities alone as was the application of relevant legislation in making those appointments.

In making the appointments for 2018/19, there had been some discussion amongst the six unitary authorities as to the application of political balance. To inform its decision in relation to this matter, the Royal Borough of Windsor and Maidenhead was seeking the Fire Authority's views on the appointments as outlined in the letter attached at Appendix A. The Fire Authority was being asked to consider the letter, and, should it wish to do so, confirm whether it would like to express a view on the matter, which officers would then provide to the Royal Borough of Windsor and Maidenhead formally on behalf of the Fire Authority.

Councillor Colin Dudley proposed that Fire Authority Members permit the Chief Officer (CFO) to respond to the letter in line with the relevant legislation. This proposal was seconded by Councillor Iain McCracken. Councillor Jeff Brooks voiced his agreement with the proposal and stated that it was important that the nominated authorities were aware of their responsibilities and that the necessary constitutional processes were followed.

RESOLVED that:

- The letter received from the Royal Borough of Windsor and Maidenhead be considered.
- A response would be formed on behalf of the Fire Authority in line with the relevant legislation.

35. FORWARD PLAN

RESOLVED that:

The Royal Berkshire Fire Authority's Forward Plan for the period 18th October 2018 to 29th April 2019 be noted.

36. MINUTES OF THE STANDING COMMITTEES

RESOLVED that:

It was noted that the minutes of the meetings accessed from the link on the agenda had been published on the RBFRS website.

37. DATE OF THE NEXT MEETING

Monday 19th November 2018, 6.30pm in the Lynda Kenyon Suite, RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire RG31 7SD.

(The meeting concluded at 7.54pm)