



**Agenda  
for the Meeting  
of the  
Management Committee**

**Tuesday, 7th October, 2025**

**At**

**6.30 pm**

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

For further information regarding this meeting, please contact:

Committee Team

0118 938 4611

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

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



**MEETING:** Management Committee Meeting

**DATE AND TIME:** Tuesday, 7th October, 2025 at 6.30 pm

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

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## S U M M O N S

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

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

**GRAHAM BRITTEN**  
Monitoring Officer

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**To: Members of the Management Committee:**

Councillor Peter Frewer	Councillor Jeff Brooks
Councillor George Blundell	Councillor Paul Gittings
Councillor Wendy Griffith	Councillor Rachelle Shepherd-DuBey
Councillor Tina McKenzie-Boyle	Councillor Simon Werner
Councillor Helen Taylor	Councillor Dave McElroy
Councillor Wayne Smith	

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

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Reading, Berkshire RG31 7SD

## **AGENDA**

### **1. Representative Bodies**

Purpose:

The Chair may, at his discretion, invite the Representative Bodies present to address the Management Committee once on any Part I item, on the prerequisite that the Representative Bodies advise the Chair at the commencement of the meeting of those Agenda items they wish to speak to.

### **2. Apologies for Absence**

### **3. Declarations of Interest**

Purpose:

To receive Declarations of Interest from Members 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.

### **4. Minutes of the meeting held on 14 July 2025 (Pages 7 - 18)**

Purpose:

That the Minutes of the meeting and any recorded actions held on 14 July 2025 be confirmed as a correct record and signed by the Chair.

### **5. Receipt of Announcements**

Recommendation:

To receive announcements from the Chair and / or Chief Fire Officer.

### **6. 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.

**7. Urgent late Item - Leadership Succession Planning** *(Pages 19 - 24)*

Purpose:

To agree the establishment of a cross-party Task and Finish group to oversee the selection process of the Chief Fire Officer/Chief Executive position, to agree the Task and Finish group act as an Appointment Panel, and to agree a Member Stakeholder panel be formed to assist the interview process.

**8. Light Vehicle Urgent Operational Requirement Replacement Capital Spend Approval** *(Pages 25 - 28)*

Purpose:

To approve the capital expenditure for the water and animal rescue light fleet asset, and to note that a nearly new asset will be procured via Royal Berkshire and Fire and Rescue Service (RBFRS) and Hampshire and Isle of Wight Fire and Rescue Fleet Joint Working Agreement to meet this unforeseen requirement.

**9. Solar PV Professional Services Stage 1 Investigation** *(Pages 29 - 38)*

Purpose:

To agree the release of expenditure from the Strategic Asset Investment Plan (SAIF) for professional services fees to investigate the installation of roof mounted solar PV at RBFRS sites and to note the public sector compliant Laser Framework previously used for LED installation will be used to design, plan and deliver the project as programmed in the SAIF for 2026/2027, and a further update will be presented to Management Committee in February 2026.

**10. ICT Capital Expenditure Release** *(Pages 39 - 42)*

Purpose:

To approve the release of funds to deliver the planned ICT hardware replacement and integration programme.

**11. Community Risk Management Plan (CRMP) - Verbal Update**

Purpose:

To note the CRMP verbal update.

**12. 2025/26 Budget Monitoring - Quarter One** *(Pages 43 - 56)*

To note revenue and capital outturns as well as treasury position at the end of quarter one 2025/26.

**13. Quarter One Appliance Availability to Meet Corporate Measures 14, 15 and 16** (*Pages 57 - 64*)

Purpose:

To note the Appliance Availability for Quarter One.

**14. Forward Plan** (*Pages 65 - 66*)

Recommendation:

To note the Forward Plan.

**15. Date of next meeting**

Wednesday 10 December 2025, 6.30pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

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**MINUTES OF THE MEETING OF THE MANAGEMENT COMMITTEE**

Held on Monday, 14th July, 2025 at 6.30 pm

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



**Members:**  
(\*present)

- |                              |                                      |
|------------------------------|--------------------------------------|
| * Councillor Jeff Brooks     | * Councillor Tina McKenzie-Boyle     |
| * Councillor George Blundell | * Councillor Rachelle Shepherd-DuBey |
| * Councillor Paul Gittings   | Councillor Wayne Smith               |
| * Councillor Peter Frewer    | Councillor Helen Taylor              |
| * Councillor Wendy Griffith  | * Councillor Simon Werner            |
| * Councillor Dave McElroy    |                                      |

**In Attendance:** Wayne Bowcock (Chief Fire Officer, CFO)  
 Becci Jefferies (Head of Human Resources and Learning and Development, HHR&L&D)  
 Graham Britten (Monitoring Officer, MO)  
 Conor Byrne (Head of Finance and Procurement, HF&P)  
 Katie Mills (Assistant Chief Fire Officer, ACFO)  
 Annie Pratt (Head of Corporate Services, HCS)  
 Ashtok Rai, Estates Manager  
 Nikki Richards (Deputy Chief Executive, Dep ChEx)  
 Fayth Rowe (Democratic Support Lead DSL)  
 Pete Skinner (Group Manager, Fleet and Equipment)

**Action**

**1. ELECTION OF CHAIR FOR MUNICIPAL YEAR 2025/26**

Councillor Paul Gittings presided over the meeting as 2024/25 Management Committee Vice-Chair. He requested nominations for the position of Chair. Councillor Simon Werner nominated Councillor Jeff Brooks. Councillor Paul Gittings seconded the nomination.

There being no other nominations, it was:

**RESOLVED** that Councillor Jeff Brooks be elected Chair of Management Committee for the 25/26 Municipal Year.

**2. APPOINTMENT OF VICE-CHAIR FOR MUNICIPAL YEAR 2025/26**

The Chair sought nominations for Vice –Chair. Councillor Peter Frewer nominated Councillor Paul Gittings. This was seconded by the Chair, Councillor Jeff Brooks.

There being no other nominations, it was:

**RESOLVED** that Councillor Paul Gittings be elected Vice-Chair of Management Committee for the 2025/26 Municipal Year.

**3. REPRESENTATIVE BODIES**

There were no questions received from Representative Bodies on any of the agenda items.

**4. APOLOGIES FOR ABSENCE**

Apologies were received from Councillors George Blundell, Dave McElroy, Wayne Smith and Helen Taylor.

**5. DECLARATIONS OF INTEREST**

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

**6. MINUTES OF THE MEETING HELD ON 7 APRIL 2025**

The action for the Chair to write to Central Government on behalf of Royal Berkshire Fire Authority to express their concerns relating to Local Government Reorganisation, Swindon Borough Council interest to combine Oxfordshire County Council and Berkshire Council's was complete. The draft letter will be circulated to Management Committee for comment then sent on Friday 18 July 2025.

**RESOLVED** that the Minutes of the meeting on 7 April 2025, be approved as a true record to be signed by the Chair.

**7. RECEIPT OF ANNOUNCEMENTS**

**Incident at Bicester Motion – Update**

The Chair provided an update on the tragic incident that happened in Bicester on Thursday, 15 May.

Over the past two months, the Service has been offering additional support to staff, including those in Thames Valley Fire Control, who have been affected by this tragic incident.

Staff have organised a series of fundraisers to raise money for The Fire Fighters Charity in honour of Martyn Sadler and Jennie Logan, the two firefighters who lost their lives during the incident.

Firefighters at Slough and Bracknell held car washes that have raised several thousand pounds for the Charity and Memorial Fund.

Meanwhile, Red Watch from Whitley Wood took on the Three Peaks challenge in full fire kit in memory of Martyn and Jennie. The group raised an impressive total of over £3,463.

On Saturday, 14 June, a representative of RBFRS attended a special memorial service at Bicester Fire Station to mark Jennie Logan's funeral.

Looking forward, Martyn's wife, Charlie, and his family have informed Oxfordshire Fire and Rescue Service that his funeral will be held on Thursday, 31 July in Bicester.

RBFRS colleagues will help line the route of Martyn Sadler's funeral cortege as it moves through Bicester. This is due to take place on the morning of Thursday, 31 July 2025.

There will also be opportunity for staff to pay their respects at their local place of work if they are unable to travel to Bicester.

### **State Visit by The President of the French Republic and Mrs Brigitte Macron**

Last week, The President of the French Republic, Emmanuel Macron, and his wife Mrs Brigitte Macron visited Windsor, stayed at Windsor Castle under invitation from The King.

We are proud to have supported this State Visit by working with our partners at Royal Borough of Windsor and Maidenhead, Thames Valley Police and the Crown Estate to minimise the disruption to those who live and work in Windsor or planned to visit, while continuing to provide excellent response during incidents in our communities.

### **Fire Cadets Graduation Ceremony**

On Thursday, 3 July, the Service held a special Graduation Ceremony at Maidenhead Fire Station, to celebrate the Fire Cadets and recognise their hard work and dedication.

The Fire Cadets programme is run each year at four of our fire stations across the county; at Crowthorne, Maidenhead, Newbury and Whitley Wood.

The course takes place over the academic year with a challenging programme of activities, such as firefighter drills, breathing apparatus procedures and fire safety awareness sessions, whilst also promoting essential life skills such as teamwork self-discipline, confidence and leadership.

This year, 35 young people between the ages of 13 and 17 years old, graduated from the programme, and used the Ceremony to showcase the new skills that they have mastered over the past several months.

As their family and friends proudly watched on, each Cadet Unit performed their own drills with different scenarios. This year, they showed the skills necessary to deal with a house fire, an electric scooter fire, and realistic training drills.

All Members present congratulated the latest group of Fire Cadets. The Chair thanked the Vice-Chair, Councillor Paul Gittings for attending this event on his behalf.

In response to a question from the Vice-Chair, Katie Mills, Assistant Chief Fire Officer advised some Fire Cadets had joined the Service as wholtime apprentices and advised she will confirm the number at the next Management Committee meeting.

ACFO

### **Internship Opportunities**

The Service is once again welcoming several interns over the summer months. This year marks the fourth year in which we have run our Summer Internship Scheme. As part of the Scheme, four interns - all of whom are aged 18 and from underrepresented groups in Berkshire – will join the Service for two weeks.

The Internship is running from Thursday, 3 July to Friday, 8 August, during which time the interns will each be designated to a department at Service Headquarters and visit several fire stations across the country.

At the end of the internship, the interns will present back to Members, our Senior Leadership Team and other staff about their experience with the Service, based on previous years, will be both an informative and entertaining afternoon.

Meanwhile, the Service has also welcomed interns as part of the Leonard Cheshire Change100 Scheme. The Change100 Scheme offers university students with a disability and a predicted grade of at least a 2:1 to do a three-month placement at one of Leonard Cheshire's partners.

The Service has proudly supported Change100 for several years and this year, we will be welcoming two interns from the Scheme.

All members present welcomed new interns and wished them well during their time with the Service.

In answer to a question from Councillor Wendy Griffith on the number of Summer Interns that received employment opportunities within the Service. Fayth Rowe, Democratic Support Lead reported three Summer Interns have successfully applied and received further employment or work experience opportunities beyond their Internship within the Service.

In terms of Leonard Cheshire Interns, the Service has been working with Leonard Cheshire since 2017, 31 Interns have been matched to work across departments within the Service, and 11 have gained fixed or permanent roles.

### **Opening of new Learning and Development Centre**

After over a year of work at the site, the Service's new Learning and Development Centre at Whitley Wood will officially open on Friday, 25 July.

The new facility, built by Premier Modular Limited, represents a significant investment by the Fire Authority into the Service and its staff.

As Fire Authority Members, you are all invited to the Opening Ceremony and should have received an invite via your RBFRS emails. If you haven't and would like to attend, please contact the Communications and Engagement Team as soon as possible.

### **Handover of Latest Fire Appliances**

The latest fire appliances to join the RBFRS fleet will be officially handed over to crews on Monday, 21 July.

Crews from Newbury and Theale will come together at Newbury Fire Station to receive the keys for the new vehicles from West Berkshire Fire Authority Members.

The newest Volvo fire appliances have been built by Emergency One in Scotland. Following this, crews have undergone comprehensive familiarisation training.

These state-of-the-art vehicles are part of the aligned Thames Valley series but boast a range of innovative features to enhance firefighter safety and operational efficiency.

These newest appliances represent a substantial investment into our fleet from the Fire Authority.

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

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

## 9. SUSTAINABILITY ROADMAP UPDATE - PRESENTATION

Nikki Richards, Deputy Chief Executive (Dep ChEx) provided a progress update on the Sustainability Capital Programme and Sustainability Roadmap Year 1. In December 2024, the Fire Authority launched its Sustainability Strategy and five-year action plan outlining over 100 proposed actions aimed to achieve sustainability objectives.

During the development of the Strategy, Royal Berkshire Fire and Rescue Service (RBFRS) partnered with Mortice Consulting to define what sustainability means for the Service, as a result of this partnership, the Service has integrated sustainability principles across the organisation.

Paragraphs 3.8 and 3.9 of the report, outline the ongoing progress, activities and projects included in year 1 programme. Completed projects to date are Low Carbon Skills Fund – Heat Decarbonisation Plan (HDP) which provided the detail and supporting information to successfully bid and receive funding for the Phase 3c Public Sector Decarbonisation Scheme (PSDS). In addition, the LED lighting project, which has seen the delivery across many sites ahead of schedule and within budget.

The next project in the Sustainability capital programme is Solar PV, Stage 1 of this project will be brought to Management Committee in October 2025 to agree the release of funds from the Strategic Asset Investment Framework (SAIF) for Laser professional fees to investigate the condition of roofs and viability of Solar PV, and Stage 2 will be brought back to Management Committee in February 2026 to seek approval to run a competition process for principle delivery contractor.

Councillor McKenzie-Boyle commended RBFRS attendance a Bracknell-Forest Council's Joint Climate Action Board meeting. She thanked Wayne Bowcock, Chief Fire Officer and Nikki Richards, Dep ChEx.

**RESOLVED** that:

- 1) The progress of the Sustainability Capital Programme be noted; and
- 2) The progress of the Sustainability Roadmap Year 1 be noted.

## 10. ESTATES MINOR NEW WORKS CAPITAL SPEND APPROVAL

Ashok Rai, Estates Manager reported for 2025, two sites had been identified within the SAIF for minor works upgrades and improvements projects covering security and resilience in Headquarters (Newsham Court) and Wokingham Fire Station.

The scope of works includes the following:

- Installation of a security fence and automated gate at Wokingham Fire Station
- Newsham Court building management system (BMS) replacement – crucial for controlling and managing workplace conditions to support wellbeing and productivity
- Newsham Court air circuit breakers (ACB) – need to be maintained every five years to comply with regulations.
- Newsham Court extensive repairs to roof mounted chillers
- Newsham Court water softener installation
- Improvements to equality, diversity and inclusion (EDI) facilities to support, encourage, and promote a more diverse workforce, improvements to contamination control, sustainability and building infrastructure.

The estimated costs of the works had been taken from market testing suppliers and/or consultant estimates, with stated project timelines dependent on resources.

In addition, updates were provided on the 2024/25 minor new works capital projects with Lambourn and Mortimer Fire Stations fire safety works completed, but there had been setbacks to EDI improvements at Windsor and Wokingham Fire Stations. There are action plans in place to deal with the challenges at Windsor and Wokingham.

In answer to the Chair's question in relation to whether EDI improvements to Windsor Fire Station, Wayne Bowcock, CFO reported options for a semi-permanent solution was currently being looked at.

**RESOLVED** that:

- 1) The release of £190,000 from the SAIF to meet all costs for estate related Minor New Works Capital Projects, as defined in paragraph 3.4, to cover professional consultancy services, design, planning, contractor costs and construction costs along with ancillary works and other fees be approved.
- 2) It be noted the EDI works approved in 2024 for Windsor and Wokingham are underway and will be funded from the previously released budget.

## **11. LIGHT FLEET REPLACEMENT CAPITAL SPEND APPROVAL 2025/26**

Pete Skinner, Group Manager Fleet & Equipment, reported that Royal Berkshire Fire and Rescue Service (RBFRS) has a proactive planned fleet and equipment replacement programme which seeks to renew vehicles, operational equipment and ancillaries in a sustainable way. He stated the ongoing fleet replacement programme is a steady state programme. RBFRS has aligned the front-line appliance replacement profile to a 12-year cycle as recommended by the National Fire Chiefs Council. Other fleet assets will be life cycled based on several factors, including emerging operational needs, reliability, condition and

sustainability. The replacement programme will be reviewed regularly opportunities are sought to build a more environmentally sustainable fleet where operationally and financially viable.

In referring to Appendix A, Pete Skinner took Members through the light fleet replacement plan 2025. The financial implications would cost the Authority £271,000 to replace assets that are at, or beyond their usable life. The budget request is £76,000 less than provisions contained in the SAIF 2025. He added every effort has been made to ensure best value for money and stated a Fleet and Equipment Management Group had been established to provide more robust governance.

**RESOLVED** that:

- 1) The capital expenditure of up to £271,000 over one year for the light fleet assets as identified in Appendix A be approved.
- 2) It be noted due to rationalisation of assets and in pursuit of sustainability, the budget request for the fleet requirements represents a c22% reduction on the forecasted SAIF 2025 provision (see paragraph 6.2 and Appendix A).

**12. JOINT WORKING AGREEMENT (JWA) FOR FLEET MAINTENANCE PARTNERSHIP WITH HAMPSHIRE & ISLE OF WIGHT FIRE AND RESCUE AUTHORITY**

Pete Skinner, Group Manager, Fleet and Equipment reported that a fleet maintenance services partnership between Royal Berkshire Fire Authority (RBFA) and Hampshire & Isle of Wight Fire and Rescue Authority (HIWFRA) through a Joint Working Agreement (JWA) commenced on 1 January 2014 and was renewed on 5 February 2019. A further JWA was entered into at that point, followed by a 12 months extension and is currently running on a rolling extension. He stated this report was recommending that RBFA renew the JWA for a period of five years from 1 August 2025 until 31 July 2030.

In referring to a recent internal audit option, he stated a 'substantial assurance' rating had been given, reflecting a significant non-cashable benefit to RBFRS. He further stated over the life of the current agreement, savings of c£690,000 had been made (i.e., £69,000 annual savings over 10 years).

The Chair commended the value for money and asked whether both Fire Authorities had tested the market in line with the Procurement Act 2025. Wayne Bowcock, CFO advised the joint working agreement was not a commercial contract, therefore the procurement rules did not apply.

**RESOLVED** that:

- 1) It be agreed the renewal of the Fleet Maintenance Partnership Joint Working Agreement with Hampshire & Isle of Wight Fire and Rescue Authority for the joint provision of fleet maintenance and management services for a period of 5 years from 01 August 2025 until 31 July 2030.
- 2) It be noted that there have been financial benefits realised of c£690,000 since the original JWA was entered into in 2014, along with considerable non-monetised collaborative benefits.

### 13. 2024/25 BUDGET MONITORING - QUARTER 4

Conor Byrne, Head of Finance and Procurement advised the revenue budget for 2024/25 agreed by the Fire Authority in February 2024 was set at £45.964m. The outturn for 2024/25 shows a surplus of £370,000 compared to budget. £350,000 of this surplus will be transferred to the Budget Contingency Reserve to cover the unbudgeted element of the pay awards for 2025/26 with the balance of £20,000 transferred to the Transformation Fund.

Conor Byrne highlighted the following:

- *Employees and Pensions (Employer Contributions)* were on budget.
- *Clothing* – The purchase of new non-PPE clothing was largely and rolled out by 31 March 2025. This expenditure, together with a backdated price increase on the national PPE contract of £28,000, led to addition expenditure of £103,000.
- *Communication* – below budget following the Competition and Markets Authority imposed a charge control mechanism on Motorola in respect of the revenue that it could earn from Airwave. Motorola lodged an appeal but were unsuccessful. The Authority received £344,497 in compensation.

In referring to paragraph 3.23, Conor Byrne reported income generation relates to additional rental income from ex-service houses. The extra income in 2024/25 was less than planned due to the need for renovation works before the properties could be marketed.

In response to the Chair's question on the capital programme, Conor Bryne reported £9.225 million had been budgeted but spent £6.336 million due to the Langley refurbishment project had been delayed.

The Chair commented the Authority should set a capital programme of an assurance rate of 80% delivery and advised this would be looked at the next Budget Working Party meeting.

Conor Byrne explained Officers were looking at the decarbonisation scheme which had impacted the Langley refurbishment project.

In referring to Appendix F (Efficiency savings), the vice-Chair asked whether Officers could reassure Members they were confident savings would be made if implemented earlier in the year. In response, Conor Byrne explained the recruitment of additional Firefighters took place later in the year and referred to the achieved Efficiency Plan Cashable Savings made in 2024/25.

In referring to Appendix E (Usable Reserves) the Chair commented on the strain on reserves and stated he was hopeful a three-year settlement would be made by Central government.

**RESOLVED** that:

- 1) The reported be noted; and
- 2) The reserves position as set out in Appendix E be agreed.

**14. QUARTER FOUR APPLIANCE AVAILABILITY TO MEET CORPORATE MEASURES 14, 15 AND 16**

Katie Mills, Assistant Chief Fire Officer reported Whole-time appliance availability across the quarter was above target at 98.1% against a target of 97.4%. On-call availability was below target at 36.6% against a target of 50%, however it was an 11.9 percentage point increase compared to quarter 3.

The performance against the response standard for quarter 3 was below target with 72.2% (against a corporate measure target of 75%) of all incidents reached within 10 minutes of the time of first emergency call being answered.

She explained the Response Standard was a stretched target agreed by the Fire Authority, however for further context Royal Berkshire Fire and Rescue Service (RBFRS) was the only fire and rescue service in England to improve its attendance times at primary fires over a ten-year period, improving the average speed of response by 22 seconds.

In quarter 4, the arrival of 18 new apprentices on stations will improve availability in the coming months.

In relation to On-call, two key departures at Mortimer and Crowthorne Stations had impacted crewing, however a new temporary watch manager has led Mortimer to achieve above 53% availability for the last two months of quarter 4.

The Chair stated it was important for the Service to achieve its Response Standards targets and commented on the improved On-call availability albeit corporate measures had not been met. Katie Mills reiterated the Response Standard was a stretched target which had only been met during the COVID years.

**RESOLVED** that:

- 1) The 2024/25 quarter four performance of **98.1%** appliance availability of the Service's 14 whole-time appliances, in line with Corporate Measure 14<sup>1</sup> be noted.
- 2) The 2024/25 quarter four overall on-call appliance availability performance of **36.6%**, in line with Corporate Measure 15<sup>2</sup> be noted.
- 3) The 2024/25 quarter four performance of **96.7%** of shifts where 14 or more pumping appliances were available, in line with Corporate Measure 16<sup>3</sup> be noted.

## 15. FORWARD PLAN

Subject to an amendment of a typo, it was **RESOLVED** that the Forward Plan be noted.

## 16. DATE OF NEXT MEETING

Tuesday 7 October 2025, 6.30pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

## 17. EXCLUSION OF THE PUBLIC

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

## 18. PART II MINUTES IF THE MEETING HELD ON 7 APRIL 2025

**RESOLVED** that the Part II Minutes of the meeting on 7 April 2025, be approved as a true record to be signed by the Chair.

## 19. CRMP PROGRAMME - PRESENTATION AND VERBAL UPDATE

Annie Pratt, Head of Corporate Services listed new and changing parameters affecting Community Risk Management Planning (CRMP) from the Spending Review – Medium Term Financial Plan, Devolution, areas for improvement (AFI) from His Majesty's Inspectorate of Constabulary Fire and Rescue Service (HMICFRS) to demands on workforce planning and resourcing.

She reported the change of governance within CRMP was to strengthen the co-ordination and delivery across the entire programme. Slide 3 of the presentation illustrated CRMP governance arrangements aimed to strengthen the co-ordination and delivery across the entire programme.

She stated HMICFRS Report 2021/22 identified the need for RBFRS to monitor its Response Standards and appliance availability which led to the creation of Priority 3 (P3) within the CRMP – the development of RBFRS response model to ensure the Service is providing an effective response to incidents within Berkshire ensuring sustainability and value for money.

The CRMP Portfolio Board was an integrated approach / Priority 1: We will develop our Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire due to climate change, societal and technological shifts.

*This presentation is only available to Management Committee Members. For a copy of the presentation contact [committeeteam@rbfrs.co.uk](mailto:committeeteam@rbfrs.co.uk)*

*(The meeting concluded at 19:49)*

**ROYAL BERKSHIRE FIRE AUTHORITY**



<b>COMMITTEE</b>	<b>MANAGEMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>7 OCTOBER 2025</b>
<b>SUBJECT</b>	<b>LEADERSHIP SUCCESSION PLANNING</b>
<b>LEAD OFFICER</b>	<b>BECCI JEFFERIES, HEAD OF HR AND L&amp;D</b>
<b>LEAD MEMBER</b>	<b>COUNCILLOR JEFF BROOKS, FIRE AUTHORITY CHAIR</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>TO AGREE</b>

**1. EXECUTIVE SUMMARY**

- 1.1 The Chief Fire Officer, Wayne Bowcock, has announced his retirement and will leave the Service in March 2026. To avoid unnecessary uncertainty and allow for a smooth handover, a Member Task and Finish Group led by the Chair of the Fire Authority is to be established.
- 1.2 The Task and Finish Group will include the leaders of the three main parties to support the development of a robust, open and transparent selection process to attract and select the best candidates for the Chief Fire Officer/Chief Executive position.

**2. RECOMMENDATION**

That the Management Committee:

- 2.1 **AGREE** that a cross-party Task and Finish Group, as proposed in Appendix A, be established to oversee the process; and
- 2.2 **AGREE** that the Members of the Task and Finish Group act as the Members' Appointment Panel for the CFO/CEx process: and
- 2.3 **AGREE** a Member Stakeholder panel will be formed to assist the interview process.

**3. REPORT**

- 3.1 This report seeks the establishment of a cross-party Member Task and Finish Group led by the Chair of the Fire Authority. The Task and Finish Group will

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include the leaders of the three main parties to support the development of a robust, open and transparent selection process to attract and select the best candidates for the Chief Fire Officer/Chief Executive position.

- 3.2 The Membership is outlined in Appendix A and will both oversee the process and act as the Members' Appointment Panel for the CFO/CEX process.
- 3.3 This paper also seeks agreement that a Member stakeholder panel will be informed to assist with the interview process.
- 3.4 Members will be provided further details regarding the process once developed.

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

- 4.1 Commitment 1 – Prevention. We will reduce the risk to our communities through our partnership duties and prevention education activities, ensuring that our services are accessible to all.
- 4.2 Commitment 2. Protection. We will support those with responsibility for premises to understand their duties in ensuring the safety of all people using buildings covered by the Building Safety Act 2022 and Regulatory Reform (Fire Safety) Order 2005, whilst ensuring that our services are accessible to all.
- 4.3 Commitment 3. Response. We will ensure that our people are trained and resources are located to provide the most effective response and to have a positive impact on incidents in our communities. We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.
- 4.4 Commitment 4. Resilience. We will ensure our resilience and work with our partners to promote and build resilience in the communities we serve.
- 4.5 Commitment 5. Sustainability. We will ensure that we provide a financially sustainable and environmentally friendly service to our communities.
- 4.6 Commitment 6. People. We will support our staff by providing a safe and inclusive environment for them to thrive in, building a diverse organisation that is engaged with, and accessible to, our communities.

### **5. FINANCIAL IMPLICATIONS**

- 5.1 No additional financial implications as this process will be managed within existing budgets.

### **6. LEGAL IMPLICATIONS**

- 6.1 The Berkshire Fire Services (Combination Scheme) Order 1997 provides that “the Authority may appoint such other officers and employees as they think necessary for the efficient discharge of their functions”.
- 6.2 Paragraphs SO98-SO100 of the Standing Orders provide as follows.

SO98. *Where the Authority proposes to appoint a Chief Fire Officer or Chief Executive, the Monitoring Officer shall:*

- a) *draw up a statement specifying:*
  - i) *the duties of the officer concerned; and*
  - ii) *any qualifications or qualities to be sought in the person to be appointed.*
  - iii) *make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it, and*
  - iv) *make arrangements for a copy of the statement mentioned in paragraph*
- b) *above to be sent to any person on request.*

6.3 This is a typographical error from when the Standing Orders were revised and updated and should read from the earlier iteration:

*'Where the Authority proposes to appoint a Chief Fire Officer, the Monitoring Officer shall draw up a statement specifying: i) the duties of the officer concerned; and ii) any qualifications or qualities to be sought in the person to be appointed. iii) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it, and iv) make arrangements for a copy of the statement above to be sent to any person on request.'*

SO99. *Where a post has been advertised as provided in SO98 the Authority shall:*

- a) *interview all qualified applicants for the post; or*
- b) *select a short list of such qualified applicants and interview those included on the short list.*

SO100. *Where no qualified person has applied, the Monitoring Officer shall make further arrangements for the post to be advertised in accordance with this Standing Order.*

- 6.4 The Management Committee's Terms of Reference include the responsibility to (CO13.) *"select on behalf of the Authority the Chief Fire Officer / Chief Executive, and deputy to the Chief Fire Officer / Chief Executive, or equivalent, taking advice from suitable advisers and to make recommendations to the Authority as to the terms of appointment or dismissal."*
- 6.5 There would be no prohibition on Members of the "Task and Finish"/ Members' Appointment Panel being counted among any other advisers that may be deemed appropriate in advising the Management Committee.
- 6.6 To mirror the Terms of Reference of the Management Committee, the Terms of Reference of the Authority confirms its role in approving the terms of appointment or dismissal of the Chief Fire Officer.
- 6.7 Moreover, the Authority is required by its Terms of Reference to approve any proposed remuneration for any post in excess of £100,000 per year. This is in accordance with the statutory guidance issued by the Department for Communities and Local Government in February 2012: *'Openness and accountability in local pay: guidance under section 40 of the Localism Act'*

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- 6.8 Section 41 of the Localism Act 2011 requires that the Authority must comply with its Pay Policy Principles and Statement for the relevant financial year when making a determination that relates to the remuneration, or other terms and conditions of a 'chief officer' (defined elsewhere in the Act).
- 6.9 Section 38 (4) of the Localism Act 2011 requires that the Pay Policy Principles and Statement include, i.e., the following (a) the level and elements of remuneration for each chief officer, (b) remuneration of chief officers on recruitment, (c) increases and additions to remuneration for each chief officer, and(d) the use of performance-related pay for chief officers.

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

- 7.1 Royal Berkshire Fire Authority is committed to increasing diversity of staff at all levels and promoting a culture of equality, diversity and inclusion as set out in the Services' Equality, Diversity and Inclusion Objectives.

### **8. RISK IMPLICATIONS**

- 8.1 None.

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

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

### **10. PRINCIPAL CONSULTATION**

- 10.1 The Monitoring Officer and Chief Finance Officer has been consulted on the report.

### **11. BACKGROUND PAPERS**

- 11.1 Royal Berkshire Fire Authority Constitution
- 11.2 [Openness and accountability in local pay: Guidance under section 40 of the Localism Act](#)

### **12. APPENDICES**

- 12.1 Appendix A – Membership of Member Task and Finish Group

**Appendix A – Membership of Task and Finish Group**

- Councillor Jeff Brooks (Chairman)
- Councillor Paul Gittings (Vice-Chairman)
- Councillor Tina McKenzie-Boyle

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**ROYAL BERKSHIRE FIRE AUTHORITY REPORT**



<b>COMMITTEE</b>	<b>MANAGEMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>07 OCTOBER 2025</b>
<b>SUBJECT</b>	<b>LIGHT VEHICLE URGENT OPERATIONAL REQUIREMENT REPLACEMENT CAPITAL SPEND APPROVAL</b>
<b>LEAD OFFICER</b>	<b>PAUL BROOKS, HEAD OF ASSETS</b>
<b>LEAD MEMBER</b>	<b>COUNCILLOR SHEPHERD-DUBEY, STRATEGIC ASSETS AND SUSTAINABILITY LEAD MEMBER</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>TO AGREE</b>

**1. EXECUTIVE SUMMARY**

- 1.1 Royal Berkshire Fire and Rescue Service (RBFRS) has a proactive planned fleet and equipment replacement programme which seeks to renew vehicles and operational equipment and ancillaries that are at the end of their expected life.
- 1.2 As briefed in July 2025, RBFRS has aligned the front-line appliance replacement profile to a 12-year cycle as recommended by the National Fire Chiefs Council (NFCC), with other fleet assets to be life cycled based on several factors, including emerging operational needs, reliability, condition and sustainability.
- 1.3 In July 2025, the Royal Berkshire Fire Authority (RBFA) Management Committee (MC) approved the light fleet replacement programme for 2025 with a budget of £271,000 as provided for in the Strategic Asset Investment Framework (SAIF). Notably, this budget fell c22% below the total provision in the SAIF of £347,000.
- 1.4 However, an urgent operational requirement has emerged for a water and animal rescue light vehicle to be replaced due to a catastrophic engine failure meaning an additional budget is required to meet this need. Further, for expediency, procurement of a nearly new asset via the RBFRS / Hampshire and Isle of Wight FRS (HIWFRS) Fleet Joint Working Agreement (JWA) is proposed to meet this unforeseen requirement.
- 1.5 This paper seeks to gain approval from Management Committee to draw down on the remaining capital provision for light fleet in the SAIF of up to £76,000 for the replacement of a critical light fleet asset.

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### **2. RECOMMENDATION**

The Management Committee:

- 2.1 **APPROVE** capital expenditure of up to £76,000 over for the water and animal rescue light fleet asset as described in paragraph 3.4.
- 2.2 **NOTE** that, for expediency, a nearly new asset is to be procured via the HIWFRS/RBFRS JWA to meet this unforeseen requirement which will also realise cost savings and ensure it falls within the forecasted SAIF 2025 provision.

### **3. BACKGROUND AND REPORT**

- 3.1 RBFRS follows a planned approach to replacing vehicles and equipment when they reach the end of their expected life. The frontline fire appliances are replaced every 12 years, in line with NFCC recommendations, while other vehicles are evaluated based on needs and condition. In July 2025, a light fleet replacement plan with a budget of £271,000 was approved that was around 22% less than the £347,000 originally allocated in the SAIF.
- 3.2 Despite regular maintenance and inspections, an unforeseen catastrophic engine failure on a vehicle that was being 'sweated' with a view to replacing it in 2026/27 has led to an urgent operational requirement to procure a replacement asset. The urgency and operational criticality is because the asset is a key component of the water and animal rescue capability at Caversham Road Fire Station that requires a specialised 4x4 van variant that is capable of carrying animal rescue equipment and also towing the jet boat.
- 3.3 An interim capability has been put in place using a Ford Ranger vehicle and a repurposed trailer, but this carries risk and has impacted on operational delivery as follows:
  - 3.3.1 The Ranger is at, or near, its towing capacity putting strain on key components like the clutch and gearbox, and it has enforced speed restrictions that impact on response times.
  - 3.3.2 The Ranger has no specialised stowage meaning a lot of equipment is mixed loose in the back of the pick-up and some items deemed less essential have to be omitted due to space restrictions – this impacts on overall capability.
  - 3.3.3 The volume of animal rescue equipment required means a training asset (a horsebox used for carrying a training mannequin) has had to be repurposed to ensure that animal rescue operational capability is not compromised.
  - 3.3.4 There is a need to currently switch between the boat and the temporary animal rescue trailer which, coupled with road speed limitations and non-use of blue lights impacts on response times. (The temporary animal rescue trailer is not fitted with emergency lighting or high visibility markings.)
- 3.4 The Fleet and Equipment (F&E) team has been working hard to find a replacement vehicle of an equal specification to that currently used, but the lead time for a brand new asset via the extant vehicle procurement framework is 12-14 months, which is an unsustainable amount of time. However, the recent RBFRS Fleet and Equipment Management Group endorsed an expeditious approach using the

HIWFRS/RBFRS Fleet JWA, whereby a suitable nearly new vehicle of the correct specification could be procured to meet the requirement. The replacement vehicle will be sourced from a trusted dealer via the JWA, with specification and low mileage being essential criteria. As per a new asset, a blue light package will need to be fitted, visual markings added, and work undertaken in the rear cargo area to support the needs of the specialist equipment. Notably, there is huge demand for this type of vehicle for conversion to off road leisure vehicles, so there is a degree of urgency and flexibility required to take advantage of procurement opportunities as they arise.

- 3.5 More widely and as reported in the July paper to Management Committee, there have been extraordinary pressures within the vehicle and equipment segment caused by global supply chain pressures, continuing conflict in the Ukraine and Middle East, emerging threats to global maritime trade in the Red Sea and the surging costs of living. Price increases greater than 10% have been common in the last 12 months and are unlikely to subside substantially, so a used vehicle will be value for money with depreciation factored in.

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

- 4.1 Response. We will ensure that our people are trained and resources are located to provide the most effective response and to have a positive impact on incidents in our communities.
- 4.2 Resilience. We will ensure our resilience and work with our partners to promote and build resilience in the communities we serve.
- 4.3 Sustainability. We are committed to ensuring that we provide a financially sustainable Service and take meaningful action to help address the climate emergency.

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

- 5.1 RBFRS requires up to £76,000 for the replacement of an operationally critical asset and the budget request is within the provision contained in the SAIF 2025. As a cost comparator, a brand new (lower specification) 4x4 van is currently priced at £70,000 without any FRS adaptations, so there is a predicted saving of c£20,000 by procuring a used vehicle.
- 5.2 Every effort will be made to value engineer the delivery aspects and balance out risk to ensure that best value for money is achieved.

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

- 6.1 In accordance with Section 3.5.iv of the RBFA financial regulations, financial provision in the SAIF does not give authority to spend on capital projects. Provision is only converted into capital once approved by the Management Committee, hence the need for this paper.
- 6.2 The JWA has provision in it for procurement activity with guiding principles in Clauses 5.1.7, 15.1 and 15.2 of the main agreement document ensuring all activity is aligned with, and compliant with, public procurement legislation.

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

7.1 As this requirement replaces an asset almost like-for-like, there are no known equality and diversity implications.

### **8. RISK IMPLICATIONS**

8.1 If RFBRS does not replace the water and animal rescue specialist van in a timely manner, there is risk of delays to response times, reduced resilience and denuded capability.

8.2 If procurement is not expedited, there is a high probability that the replacement asset will not be available, leading to increased costs as described in paragraph 5.1.

### **9. SUSTAINABILITY IMPLICATIONS**

9.1 Not applicable.

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

10.1 The recommendations in this report provide an excellent opportunity for collaboration with HIWFRS under the Fleet Maintenance JWA using an efficient and effective route to procure a fleet asset to RFBRS' benefit.

### **11. PRINCIPAL CONSULTATION**

11.1 The Deputy Chief Fire Officer, Head of Finance and Procurement were consulted during the preparation of this report.

11.2 The Lead Member for Strategic Assets and Sustainability and the Monitoring Officer were consulted during the preparation of this report.

### **12. BACKGROUND PAPERS**

12.1 [Strategic Asset Investment Framework \(rbfrs.co.uk\)](http://rbfrs.co.uk)

### **13. APPENDICES**

13.1 None.

### **14. CONTACT DETAILS**

14.1 Paul Brooks – Head of Assets (Estates, Fleet & Equipment), [brooksp@rbfrs.co.uk](mailto:brooksp@rbfrs.co.uk)

14.2 Pete Skinner – Group Manager Fleet & Equipment, [skinnerp@rbfrs.co.uk](mailto:skinnerp@rbfrs.co.uk)

**ROYAL BERKSHIRE FIRE AUTHORITY REPORT**

<b>COMMITTEE</b>	<b>MANAGEMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>07 OCTOBER 2025</b>
<b>SUBJECT</b>	<b>SOLAR PV PROFESSIONAL SERVICES STAGE 1 INVESTIGATION</b>
<b>LEAD OFFICER</b>	<b>PAUL BROOKS, HEAD OF ASSETS</b>
<b>LEAD MEMBER</b>	<b>COUNCILLOR SHEPHERD-DUBEY, STRATEGIC ASSETS AND SUSTAINABILITY LEAD MEMBER</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>TO AGREE</b>

**1. EXECUTIVE SUMMARY**

- 1.1 The Authority is committed to reducing the impact of the organisation's operations on the environment and reducing its carbon footprint. The estate contributes 65% of the Authority's carbon output, which equates to 1,524 tons of CO<sub>2</sub> per year. Royal Berkshire Fire Authority (RBFA) has acknowledged that there is a global climate emergency in their Annual Plan and RBFRS has made a strategic commitment to sustainability. Noting this, investment is required to reduce the negative impact our built estate has on the environment.
- 1.2 Estate strategic sustainability planning included the production of estate heat decarbonisation plans (HDP) using specialist consultants, which was funded by central government using the Low Carbon Skills Fund (LCSF) in 2023. The HDPs stimulated planning for investment in sustainability initiatives at 11 of the 17 sites in the RBFRS estate portfolio using building fabric upgrades and a range of modern technologies including, inter alia, heat pumps, solar photovoltaic (PV) and LED lighting. Planning crystallised with Authority approval on 22 April 2024 for the £1.77M RBFRS Sustainability Programme Phase 1 to start to decarbonise five 'priority 1' sites using combined Public Sector Decarbonisation Scheme (PSDS) and Strategic Asset Investment Framework (SAIF) capital. Notably, solar PV was removed from four of the five Priority 1 sites to help meet budget limitations with a view to those sites being considered more widely in the project already identified in the SAIF.
- 1.3 The early cost-benefit analysis indicates that, for an investment of £432,000 at four of our sites, annual savings of £65,000 can be achieved, with a return

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over 6.8 to 7.3 years. Carbon savings can also be realised in the order of 54 tons of carbon per year. To ensure the Authority is able to make fully informed risk-based decisions, a three-stage approach is proposed (see paragraph 4.3). Stage 1 (**the subject of this paper**) is the investigation of the four most beneficial sites at a cost of £24,000. The wider costs are identified in the SAIF with a total provision of £450,000 over 2026-2027.

- 1.4 This paper seeks approval to release capital from the SAIF to start detailed design and planning on the wider estate solar PV opportunities. This is critical early activity to ensure successful application of this potentially hugely beneficial technology.

## **2. RECOMMENDATION**

It is recommended that the Management Committee:

- 2.1 **AGREE** the release of £24,000 from the SAIF for professional services fees to investigate the installation of roof mounted solar PV at RBFRS sites.
- 2.2 **NOTE** that the public sector-compliant Laser Framework previously used for LED installation will be used to design, plan and deliver the project as programmed in the SAIF for 2026/2027.
- 2.3 **NOTE** there will be a further report presented to the Management Committee in February 2026 with details of the full project scope, including the return on investment and revenue opportunities.

## **3. REPORT**

- 3.1 The Authority is committed to reducing the impact of the organisation's operations on the environment and reducing its carbon footprint as confirmed in the signing of the Emergency Services Environment and Sustainability Group (ESESG) Charter by the Fire Authority in February 2023.
- 3.2 Strategic planning in 2023 included the production of an estate HDP using specialist consultants Faithful + Gould (now Atkins Realis<sup>2</sup>). This work was funded by central Government using the LCSF administered by Salix. The outcome of the work was a roadmap to help the Authority achieve its 'Net Zero' carbon ambitions by 2050, in line with the UK Government target, at 11 of the 17 sites in the portfolio. Notably, the 11 sites selected for the roadmap were prioritised on annual energy usage, fossil fuel utilisation for heating, building age and condition of the buildings (including the current and ongoing maintenance costs). Priority 1 sites were then selected and went forward to qualify for Salix PSDS funding which was the subject of a paper approved by the Authority on 22 of April 2024 to release funds from the SAIF. During the project scoping and investigation phase, structural and condition surveys were conducted across all five sites. The findings indicated that, due to the age and overall condition of the roofs, the majority were unsuitable for the immediate installation of solar PV systems without potentially significant additional costs. The only exception was Whitley Wood Fire Station, which was deemed viable for solar PV installation, with that work in train now.

3.3 As a result of the assessment and looking across the estate, there are currently nine stations without solar PV systems that may warrant further investigation to determine feasibility and installation opportunities/benefits (see **Table 1**).

Site	Solar status (RAG)
Newsham Court (RBFRS HQ)	
Caversham Road	
Wokingham Road	Roof replacement required to accommodate solar
Newbury	Roof replacement required to accommodate solar
Hungerford	Has solar PV
Lambourn	
Wokingham	Has solar PV
Mortimer	
Ascot	
Crowthorne	Has solar PV
Bracknell	
Slough	
Langley	Requires roofing replacement ( <i>being considered in wider refurbishment project</i> )
Maidenhead	
Whitley Wood	Getting a solar PV in PSDS Project
Whitley Wood Training Centre	Currently has solar PV
Theale	Currently has solar PV

**Table 1** – Assessment of RBFRS estate.

3.4 Investing in solar PV systems presents an opportunity to reduce long-term energy costs, lower carbon emissions, and enhance the sustainability profile of our operations. Solar PV technology is well-established, reliable, and increasingly cost-effective, offering a clean and renewable source of energy. Further, by generating electricity on-site, we can reduce reliance on grid power, improve energy resilience, and contribute meaningfully to our Net Zero targets.

3.5 To ensure we properly evaluate and consider the potential benefits of solar PV being installed on our estate, adequate time is required to develop the scope, including understanding the return on investment and risks like local authority planning. Noting these considerations, project planning activities have already commenced at no cost to the Authority. However, due to the complexity and technicality of solar PV, it is imperative that professional support is sought as early possible, which requires capital. Due to the favorable experience enjoyed by RBFRS with Laser<sup>1</sup> during the recent LED project and their streamlined and publicly compliant procurement approach, it is intended to use their services for the solar PV project.

<sup>1</sup> Laser Energy Website <https://www.laserenergy.org.uk/>

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- 3.6 Laser offers a public sector-compliant procurement framework for a fully serviced solar PV project for RIBA stages 0-7<sup>2</sup> which includes project management, procurement and contract management of the principal delivery contractor. To date they have completed several free desktop surveys at no cost to the Authority to help inform early decision making in preparation for moving on to the next stage.
- 3.7 To ensure compliance with both procurement and Authority governance processes, a three-stage approach is recommended for project delivery, as detailed below. This approach provides the Authority with an opportunity to review the costs, benefits and risks without undue up-front capital commitment.
- 3.7.1 **Stage 1:** Professional services support commissioned to complete full surveys and submit detailed proposals for tender.
- 3.7.2 **Stage 2:** Professional services extended for the competitive tender process (run through Laser's compliant framework).
- 3.7.3 **Stage 3:** Appointment of a delivery contractor and professional fees for project management during delivery.
- 3.8 **Table 2** details a top-level summary of the findings from the desktop investigation conducted *pro bronno* by Laser.

Site	Site consumption (MWh)	Installation costs	Cash savings per year	Carbon savings per year (t/yr)	ROI (in years)
Newsham Court (RBFRS HQ)	740.69	£204,400	£36,227	27	5.7
Langley	108.01	£60,900	£8,974	7	6.8
Maidenhead	87.06	£85,700	£10,865	10	7.9
Bracknell	59.24	£81,300	£9,229	10	8.8
Slough	80.90	£107,900	£12,000	13	9
Mortimer	34.14	£36,800	£4,034	4	9.1
Caversham Road	15.44	£28,700	£2,361	2	12.2
Ascot	18.20	£37,700	£2,954	3	12.8
Lambourn	7.60	£23,300	£1,508	2	15.4
<b>Totals</b>	<b>1,151.28</b>	<b>£666,700</b>	<b>£88,152</b>	<b>78</b>	<b>87.7</b>

**Table 2** – Laser desktop survey results on all sites.

- 3.9 Further information was provided to Laser on the condition of the roofs from our records and a priority order was established. The priority order considers,

<sup>2</sup> RIBA Stages of work [https://www.architecture.com/knowledge-and-resources/resources-landing-page/riba-plan-of-work?srsltid=AfmBOooXLX1X5LmoMd\\_wzd24t9roEYvS9cEvxuvDzFXW28CK2D-6rXRh](https://www.architecture.com/knowledge-and-resources/resources-landing-page/riba-plan-of-work?srsltid=AfmBOooXLX1X5LmoMd_wzd24t9roEYvS9cEvxuvDzFXW28CK2D-6rXRh)

roof condition, system efficiency and (most importantly) return on investment. The sites have been assigned as priority 1, 2 or 3, in acknowledgement that there is limited budget and not all sites will be delivered within this project allocation.

Station	Roof type	Priority	Comments
RBFRS HQ	Pitched (metal)	1	Excellent roof, easy to install, high profile building. Guttering requires cleaning out and readjusting to allow a steeper pitch to improve water flow.
Langley	Flat (built-up felt)	2	Structural report undertaken by refurbishment project and structurally ok for new PV. Roofing is not in good condition; <b>it leaks and requires replacement prior to solar installation as part of the Langley refurbishment.</b>
Maidenhead	Flat (membrane)	2	Generally good condition, some small remedial work needed.
Bracknell	Flat (felt)	2	Liquid resin above felt flat roof in good condition.
Slough	Flat and pitched	2	Flat roof requires some remedial works.
Mortimer	Pitched	3	Concrete tiles are in good condition so they are expected to be easy installation.
Ascot	Pitched (slate)	3	Fibre cement slates – half of roof old, half new. Generally in good condition.
Caversham Road	Flat	3	New layer of felt required on top of existing roof prior to solar installation. Structurally should be ok.
Lambourn	Pitched and flat	3	Some moss accumulation on both roofs but generally in good condition.

**Table 3 – Site prioritisation.**

- 3.10 RBFRS HQ has been assigned as the only priority 1 site. This site requires the largest investment in upfront costs but has the best return on investment and will generate the most annual savings for the Authority. The roof is in good condition due to the age of the building and is not likely to require any remedial work to facilitate installation.
- 3.11 Langley, Maidenhead, Bracknell and Slough have been assigned to priority 2. These sites still require a significant upfront cost but also provide a good return on investment and annual savings. The sites will need further investigation and there may be minor remedial works required to ensure that the roofs are in good condition for the Solar PV. This excludes Langley as it requires a fully new flat roof covering, which has been provisionally agreed to as part of the refurbishment.
- 3.12 Mortimer, Ascot, Caversham and Lambourn have been assigned to priority 3. This is because they do not provide a favorable return on investment comparable to the installation cost. These sites do not offer the most efficient

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systems and therefore should not be included in this project. They could, however, be included in a further solar PV project at a later stage if the budget becomes available.

- 3.13 For illustrative purposes, two project proposals are detailed in **Tables 4 and 5** below. The recommendation at this stage is that the four-site option represents best value for money as it will provide a better spread of understanding. At this stage the costs are estimated.

Site Name	Estimated Cost
Newsham Court	£204,400
Langley Fire Station	£60,900
Maidenhead Fire Station	£85,700
<b>Total</b> <i>Professional fees and contingency to be added to this figure</i>	<b>£351,000</b>

**Table 4 – Project proposal 1 (3 Sites),**

Site Name	Estimated Cost
Newsham Court	£204,400
Langley Fire Station	£60,900
Maidenhead Fire Station	£85,700
Bracknell Fire Station	£81,300
<b>Total</b> <i>Professional fees and contingency to be added to this figure</i>	<b>£432,300</b>

**Table 5 – Project proposal 2 (4 Sites).**

- 3.14 Following the desktop assessments, site surveys are required to fully assess feasibility and to provide designs for the installations. Laser has in-house expertise with solar PV, experienced surveyors and access to specialist external resource, such as structural engineers, to complete all work.
- 3.15 The work package for stage 1 includes the following activities:
- Arranging a site survey, to assess roof type, electrical connections, structural elements.
  - Assessing structural capability to support PV system.
  - Producing proposed site setup drawing(s) providing considerations for compound, storage and impact on site operations.
  - Providing advice on network connection and planning.
  - Estimating refined costs and savings where alternative solutions are proposed.

3.16 The output from stage 1 includes a feasibility report for the Authority, supporting the detailed design requirements. The report will include:

- Site specific detailed design.
- Proposed siting of key system components.
- Structural engineering report.
- Specific health and safety considerations.
- Revised potential solar generation capacity, electricity savings forecast, and payback estimate for any alternative design proposals.

3.17 The costs for each stage are as listed below with a breakdown of Laser’s professional fees in **Table 6**. For Stage 1 (**the subject of this paper**), the fees for four sites is £24,000. The expected capital costs are identified in the SAIF with a total provision of £450,000 over 2026-2027.

Project stage and service	Calculation and invoicing	RBFRS responsibility	Fee (%)	Combined fee (Excl. VAT)
<b>Stage 1:</b> Feasibility survey, structural survey and design	Billed on submission of feasibility report	<ul style="list-style-type: none"> <li>- Provide access to sites</li> <li>- Provide as built drawings of the roof structure to aid the structural report</li> <li>- Decision to proceed to next stage</li> </ul>	Fixed	£6,000 per site: 3 sites = £18,000 <b>4 sites = £24,000</b>
<b>Stage 2:</b> Specification and Procurement	Billed on submission of award report	<ul style="list-style-type: none"> <li>- Provide details of any client specific requirements</li> <li>- Provide half hourly electricity consumption data and other specific documents</li> <li>- Receive mini-tender ranking report</li> <li>- Decision to proceed to next stage</li> </ul>	5%	3 sites = £17,550 4 sites = £21,615
<b>Stage 3:</b> Project Management	Billed on practical completion, Based on contractor final account	<ul style="list-style-type: none"> <li>- Sign contract with successful contractor</li> <li>- Authorise payments to the contractor</li> <li>- To approve budget/ costs variations</li> <li>- To accept handover of the installed system</li> </ul>	8%	3 sites = £28,080 4 sites = £34,584
<b>Totals</b>			<b>13%</b>	3 sites = £63,630 <b>4 sites = £80,199</b>

**Table 6 – Breakdown of Laser professional service fees**

3.18 **Procurement strategy.** The procurement approach for the project has been to utilise the public sector framework professional Net Zero provider Laser, who can manage the project delivery from inception to completion. The Laser

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framework is a publicly compliant route to market that helpfully packages the professional services and main contractor fees into a single element, along with facilitating early planning work at no cost to RBFRS. This approach reduces delivery risk and ensures there is a professional project management thread throughout the project, including procurement, post contract administration, defect liability periods and warranties.

- 3.19 **Governance and reporting.** Progress on the solar PV project will be reported through established governance channels. This includes regular updates to the Estates Management Group and the Portfolio Board via the 'Places' dashboard. In addition, the project will be monitored through the Sustainability Roadmap governance channel, which is being further refined but currently reports into the Senior Leadership Team (SLT), the Management Committee and the non-executive members; Estate Development and Sustainability Working Group.

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

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

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

### **5. FINANCIAL IMPLICATIONS**

- 5.1 In accordance with Section 3.5.iv of the RBFA financial regulations, financial provision in the SAIF does not give authority to spend on capital projects. Provision is only converted into capital once approved by the Management Committee, hence the need for this paper.

- 5.2 There is no implication to establishment to note.

### **6. LEGAL IMPLICATIONS**

- 6.1 Appropriate legal advice will be sought on procurement, planning and construction aspects if required.

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

- 7.1 An equality impact assessment (EIA) will be completed as part of the project process for each site and will be a requirement for any project that requires planning consent.

- 7.2 Although not in the scope of this programme, a key outcome for the related Langley SAIF project remains to improve the equality of facilities for current and future staff groups.

### **8. RISK IMPLICATIONS**

- 8.1 Early engagement with local planning authorities to de-risk planning consent and other controls will take place. This process has been followed as part of

the solar provision at Whitley Wood within the PSDS project, so the process has been fully understood and can be applied to the solar PV project.

- 8.2 Engagement with the electrical distribution network operator (DNO) will also be undertaken as early as possible to ensure that any critical issues are flagged.

**9. SUSTAINABILITY IMPLICATIONS**

- 9.1 Sustainability implications are seen as wholly positive with this project directly supporting the Authority's sustainability agenda. We will reduce our carbon footprint by generating our own energy and reduce our reliance on production of energy from fossil fuels.

**10. CONSISTENCY WITH DUTY TO COLLABORATE**

- 10.1 Opportunities to collaborate with partners, including other FRS neighbours have been discounted for this programme.

**11. PRINCIPAL CONSULTATION**

- 11.1 The Chief Fire Officer, Deputy Chief Fire Officer and Head of Finance & Procurement were consulted during the preparation of this report.
- 11.2 The Member for Strategic Assets and the Monitoring Officer were consulted during the preparation of this report.

**12. BACKGROUND PAPERS**

- 12.1 [RBFRS Sustainability Programme: Phase 1](#) (Fire Authority Paper April 2024)

**13. APPENDICES**

- 13.1 None

**14. CONTACT DETAILS**

- 14.1 Paul Brooks, Head of Assets (Estates, Fleet & Equipment)  
[brooksp@rbfrs.co.uk](mailto:brooksp@rbfrs.co.uk)
- 14.2 Ashok Rai, Estate Manager [raia@rbfrs.co.uk](mailto:raia@rbfrs.co.uk)
- 14.3 Sophie Fox, Capital Projects Sustainability Officer [foxs@rbfrs.co.uk](mailto:foxs@rbfrs.co.uk)

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**ROYAL BERKSHIRE FIRE AUTHORITY REPORT**



<b>COMMITTEE</b>	<b>MANAGEMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>7 OCTOBER 2025</b>
<b>SUBJECT</b>	<b>ICT CAPITAL EXPENDITURE RELEASE</b>
<b>LEAD OFFICER</b>	<b>LUKASZ WRONA, HEAD OF BUSINESS INFORMATION AND SYSTEMS</b>
<b>LEAD MEMBER</b>	<b>COUNCILLOR SHEPHERD-DUBEY, STRATEGIC ASSETS AND SUSTAINABILITY LEAD MEMBER</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>FOR DECISION</b>

**1. EXECUTIVE SUMMARY**

- 1.1 This report provides detail on ICT capital expenditure proposals contained within the Strategic Asset Investment Framework (SAIF) and seeks release of funds for the planned device replacement and supporting infrastructure programme.
- 1.2 More detail regarding the required items is set out in section 3 of this report.

**2. RECOMMENDATION**

That Management Committee:

- 2.1 **APPROVE** the release of funds as set out in section 3 to deliver the planned ICT hardware replacement and integration programme, totalling **£386,209.00**

**3. REPORT**

- 3.1 RBFRS has a planned replacement cycle for ICT equipment to ensure operational resilience, user confidence, and alignment with security requirements.

## Agenda Item 10

- 3.2 Following review of future needs and existing provisions, the following expenditure is requested in line with Authority's Strategic Asset Investment Framework:

<b>Project</b>	<b>Cost</b>	<b>Rationale</b>
Laptops (3yr warranty)	£102,977	Supports flexible working and resilience;
Desktops (3yr warranty)	£66,482	Replacement of ageing estate;
Monitors with hub functionality	£40,050	Removes need for separate docking stations; rollout after Christmas
Tablets (Samsung, Knox security)	£19,800	Safe and well, officer tablets
Local Hosts	£15,000	Remaining servers
UPS	£41,600	Rolling replacement
Network & Wireless	£17,000	Access points to deliver full wireless coverage
ICU Equipment Upgrade	£43,300	Upgrade of all command unit ICT equipment and satellite communications
Firewatch Integration	£40,000	Supports integration with SDS/LMS, Finance system
<b>TOTAL</b>	<b>£386,209</b>	

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

- 4.1 Prevention: We will reduce the risk to our communities through our partnership duties and prevention education activities, ensuring that our services are accessible to all.
- 4.2 Protection: We will support those with responsibility for premises to understand their duties in ensuring the safety of all people using buildings covered by the Building Safety Act 2022 and Regulatory Reform (Fire Safety) Order 2005, whilst ensuring that our services are accessible to all.
- 4.3 Response: We will ensure that our people are trained, and resources are located to provide the most effective response and to have a positive impact on incidents in our communities.
- 4.4 Resilience: We will ensure we are resilient and work with our partners to promote and build resilience in the communities we serve.
- 4.5 Sustainability: We are committed to ensuring that we provide a financially sustainable Service and take meaningful action to help address the climate emergency.
- 4.6 People: We will support our staff by providing a safe and inclusive environment for them to thrive in, building a diverse organisation that is engaged with, and accessible to, our communities.

**5. FINANCIAL IMPLICATIONS**

- 5.1 Expenditure will be contained within the capital provision already approved in the SAIF.

**6. LEGAL IMPLICATIONS**

- 6.1 Procurement will be undertaken in accordance with the Authority's Contract Regulations, with publication on Contracts Finder where required.

**7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1 None identified.

**8. RISK IMPLICATIONS**

- 8.1 Without this investment, there is risk of service disruption due to outdated or unsupported ICT equipment.
- 8.2 Without reinvestment in ICT equipment, RBFRS risks disruption to operations, reduced staff productivity, and potential impacts on incident response effectiveness.
- 8.3 Failure to update devices also risks undermining user confidence in ICT and the Service's ability to leverage technology to improve outcomes.

**9. SUSTAINABILITY IMPLICATIONS**

- 9.1 The proposed ICT investments will reduce reliance on separate docking stations through integrated monitor functionality, lowering equipment duplication and future electronic waste.
- 9.2 Procurement of laptops, desktops, and tablets will consider energy efficiency ratings and lifecycle sustainability to minimise harmful emissions and consumption of resources.

**10. CONSISTENCY WITH DUTY TO COLLABORATE**

- 10.1 Up-to-date ICT equipment underpins effective collaboration with partner organisations.

**11. PRINCIPAL CONSULTATION**

- 11.1 Conor Byrne, Head of Finance and Procurement  
11.2 RBFRS Senior Leadership Team

**12. BACKGROUND PAPERS**

- 12.1 Strategic Asset Investment Programme (SAIF)
- 12.2 ICT Strategy

**13. APPENDICES**

- 13.1 None.

**14. CONTACT DETAILS**

- 14.1 Lukasz Wrona – Head of Business Information and Systems  
[wronal@rbfrs.co.uk](mailto:wronal@rbfrs.co.uk)

**ROYAL BERKSHIRE FIRE AUTHORITY REPORT**



<b>COMMITTEE</b>	<b>MANAGEMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>7 OCTOBER 2025</b>
<b>SUBJECT</b>	<b>2025/26 BUDGET MONITORING – QUARTER ONE</b>
<b>LEAD OFFICER</b>	<b>CONOR BYRNE, HEAD OF FINANCE AND PROCUREMENT</b>
<b>LEAD MEMBER</b>	<b>COUNCILLOR JEFF BROOKS, BUDGET AND EFFICIENCY LEAD MEMBER</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>FOR NOTE</b>

**1. EXECUTIVE SUMMARY**

1.1 To inform members of the revenue and capital outturns as well as treasury position at the end of quarter one 2025/26.

**2. RECOMMENDATION**

2.1 That the Management Committee **NOTE** the report.

**3. REPORT**

**Commentary on Revenue Outturn**

3.1 The detailed revenue outturn for quarter one, 2025/26 is shown in **Appendix A**. Net costs of TVFCS for quarter one are shown in **Appendix B**.

3.2 The 2025/26 Revenue Budget agreed by Fire Authority in February 2025 was set at £47.965m. The budget was set with no addition to or need to draw on the Budget Contingency Reserve.

3.3 The forecast revenue outturn for 2025/26 is shown in **Appendix A** and shows expenditure to be in line with budget. Variances against individual revenue lines are explained below.

3.4 *Employee costs* - The Grey book pay award from 1 July 2025 has been agreed at 3.2%. This compares to a budget assumption of 2%, resulting in an additional spend pressure of £229,000 over the original budget – however

## Agenda Item 12

reserves were set aside to meet these costs and have been added to the budget for 2025/26. The Stations budget was set to include a buffer of an additional ten firefighters, however the actual numbers of staff on wholetime stations were below the budgeted number in quarter 1. The 12 new recruits that joined in February 2025 are now all on stations from the end of June 2025. The proportion of firefighters at development level is higher than in the budget. There is a forecast cost saving of around £225,000 on wholetime stations.

- 3.5 Due to the under establishment in quarter 1 and pressure on the overtime budget to cover sickness, firefighters on light duties and additional overtime for training, the overtime forecast is showing at £305,000 over budget for the year.
- 3.6 On-call stations are currently showing a net negative variance across the county, with a net variance of £168,000, with Lambourn being £57,000 of this amount.
- 3.7 The Green book pay award has now been finalised, similarly at 3.2%. This compares to a budget assumption of 2%, resulting in an additional spend pressure of £115,000. Reserves were set aside to meet these costs. Vacancies in various departments has resulted in a net variance of £203,000.
- 3.8 *Clothing and PPE* – The costs on the PPE contract are anticipated to be higher than budget by £28,000 for the year.
- 3.9 *Other Suppliers* – includes £8,000 additional costs for hydrant repairs.
- 3.10 *Income other* – includes £58,000 received on an un-budgeted legal settlement.
- 3.11 *Appropriations to Reserves* – the use of reserves to cover the unbudgeted elements of the pay awards has been adjusted to take into account the favourable variances for the year. This means the use of reserves is £231,000 less than budget.

### Capital

- 3.12 Capital expenditure for the year and supporting commentary for each respective scheme is shown in **Appendix C**.

### Treasury

- 3.13 Treasury management activity for quarter 1 is shown in **Appendix D**. All treasury management operations have been conducted in full compliance with the Authority's Treasury Management Practices.

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

- 4.1 Commitment 5 – Sustainability. We are committed to ensuring that we provide a financially sustainable Service and take meaningful action to help address the climate emergency.

**5. FINANCIAL IMPLICATIONS**

- 5.1 The forecast outturn position on the Revenue Account is expected to equal the budget.

**6. LEGAL IMPLICATIONS**

- 6.1 Expenditure complies with the Authority's Financial Regulations.

**7. EQUALITY AND DIVERSITY IMPLICATIONS**

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

**8. RISK IMPLICATIONS**

- 8.1 Budget setting assumptions that feed into the Medium-Term Financial Plan were reviewed and approved by Fire Authority.
- 8.2 Regular monitoring of expenditure against budgets helps ensure that resources are matched to need.

**9. CONSISTENCY WITH DUTY TO COLLABORATE**

- 9.1 The duty to collaborate is considered as part of the procurement process for both revenue and capital expenditure.

**10. PRINCIPAL CONSULTATION**

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

**11. BACKGROUND PAPERS**

- 11.1 Agenda and Minutes, Royal Berkshire Authority: 19 February 2025.

**12. APPENDICES**

- 12.1 Appendix A – Revenue position at quarter 1 2025/26
- 12.2 Appendix B – Net costs of TVFCS quarter 1 2025/26
- 12.4 Appendix C – Capital position at quarter 1 2025/26
- 12.5 Appendix D – Treasury position at quarter 1 2025/26

**13. CONTACT DETAILS**

- 13.1 Mark Hawkins, Finance Manager [hawkinsm@rbfrs.co.uk](mailto:hawkinsm@rbfrs.co.uk)
- 13.2 Conor Byrne, Head of Finance and Procurement [byrnec@rbfrs.co.uk](mailto:byrnec@rbfrs.co.uk)

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	Annual Budget £'000	Q1 Outturn £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
<b>EMPLOYEES</b>				
STATIONS	22,033	5,427	21,944	(89)
NON-STATIONS	15,870	3,718	15,667	(203)
TRAINING	707	103	710	3
OTHER	342	82	352	10
	<b>38,952</b>	<b>9,330</b>	<b>38,673</b>	<b>(279)</b>
<b>PREMISES</b>				
REPAIRS & MAINTENANCE	814	129	813	(1)
RATES	988	290	988	0
CLEANING	299	54	301	2
UTILITIES	587	118	587	0
	<b>2,688</b>	<b>591</b>	<b>2,689</b>	<b>1</b>
<b>SUPPLIES</b>				
INSURANCE	438	265	438	0
EQUIPMENT	505	110	515	10
IS EQUIPMENT & LICENCES	1,160	581	1,174	14
CLOTHING/PPE	423	91	453	30
COMMUNICATIONS	937	34	935	(2)
OCCUPATIONAL HEALTH	348	149	348	0
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	140	91	152	12
COMMUNITY FIRE SAFETY SUPPLIES	110	17	113	3
SUPPLIES OTHER	221	53	244	23
	<b>4,282</b>	<b>1,391</b>	<b>4,372</b>	<b>90</b>
<b>CONTRACTS</b>				
CONTRIBUTION TO TVFCS	1,128	273	1,131	3
LEGAL	50	9	50	0
OTHER CONTRACTS (incl. Professional Services)	1,141	253	1,148	7
	<b>2,319</b>	<b>535</b>	<b>2,329</b>	<b>10</b>
<b>TRANSPORT</b>				
VEHICLE RUNNING COSTS	825	193	839	14
TRAVEL	223	78	221	(2)
	<b>1,048</b>	<b>271</b>	<b>1,060</b>	<b>12</b>
<b>PENSIONS</b>				
PENSIONS	510	69	510	0
	<b>510</b>	<b>69</b>	<b>510</b>	<b>0</b>
<b>INCOME</b>				
GRANTS	(1,943)	(1,360)	(1,944)	(1)
RENTAL INCOME	(264)	(104)	(264)	0
TVFCS RECHARGE INCOME	(456)	(114)	(456)	0
INCOME OTHER	(430)	(36)	(492)	(62)
	<b>(3,093)</b>	<b>(1,614)</b>	<b>(3,156)</b>	<b>(63)</b>
<b>NET COST OF SERVICES</b>	<b>46,705</b>	<b>10,573</b>	<b>46,477</b>	<b>(228)</b>
DEBT CHARGES INTEREST	329	7	329	0
INVESTMENT INTEREST	(604)	(126)	(607)	(3)
REVENUE FUNDING OF CAPITAL	1,635	0	1,635	0
APPROPRIATION TO/(FROM) RESERVES	(643)	0	(412)	231
FINANCING COSTS	543	0	543	0
<b>NET EXPENDITURE</b>	<b>47,965</b>	<b>10,454</b>	<b>47,965</b>	<b>(0)</b>
GOV GRANTS/PRECEPTS	(47,965)	(15,116)	(47,965)	0
<b>(SURPLUS)/DEFICIT BEFORE USE OF RESERVES</b>	<b>0</b>	<b>(4,662)</b>	<b>(0)</b>	<b>(0)</b>

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Royal Berkshire Fire Authority  
 Quarter 1 Budget Monitoring Report 2025/26

Thames Valley Fire Control Service (TVFCS)

	Annual Budget £'000	Outturn to June 25 £'000	Forecast to Y/E £'000	Forecast Variance £'000
<b>EMPLOYEES</b>	2,246	554	2,257	11
<b>CORPORATE RECHARGES TO TVFCS FROM RBFRS</b>	455	114	455	0
<b>SUPPLIES/ OTHER</b>	11	(23)	11	0
<b>TECHNOLOGY</b>	295	84	294	(1)
<b>NET COST OF TVFCS</b>	<b>3,007</b>	<b>729</b>	<b>3,017</b>	<b>10</b>
<b>RBFRS Share of Costs (37.5%)</b>	1,128	273	1,131	3

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Project Owner	Active Capital Projects	Total Project Budget £000's A	Spend in Prior Years £000's B	Budgeted spend in 2025/26 £000's C	Spend in Q1 2025/26 £000's D	Estimated Project Spend to Completion £000's E	Total Estimated Project Spend £000's F	Overall variance on Project F - A F - A	Estimated Project Completion Date	Commentary
Estates Development Programme	L & D Training Centre	3,860	3,367	493	228	265	3,860	0	Q3 25/26	The main training centre modular building was completed in March 2025 and was in use from April 2025. The office building was demolished. Completion of landscaping is ongoing. Invoicing for some areas of work was still outstanding at 30 June 2025, and retentions are being held. The official Opening Ceremony was on Friday 25th July 2025.
	Sustainability - Heat Decarbonisation (Phase 1)	2,253	0	2,253	17	2,236	2,253	0	Q4 25/26	Delivery contract awarded to Corrigenda for a high-quality, good-value bid. Pre-start meetings held with regular stakeholder engagement. Project delivery began at STN 01 in August 25. No issues have been flagged by Salix. There will be partial funding of the contract by a PSDC grant of £928k.
	Langley	950	0	150	7	943	950	0	Q4 25/26	Capital funding of £150k for costs relating to professional services, including design, planning and project management to be provided by Ridge and Partners LLP was approved at Management Committee in February 2025
	Windsor - EDI	95	0	95	0	95	95	0	Q3 25/26	Provision at Windsor fire station of a stand alone pod that will satisfy the EDI requirements is progressing.
	Minor Capital Works	190	0	190	2	188	190	0	Q4 25/26	Minor capital works at Wokingham and Newsham Court were approved at Management Committee in July 2025
	<b>SUB-TOTAL</b>	<b>7,348</b>	<b>3,367</b>	<b>3,181</b>	<b>254</b>	<b>3,727</b>	<b>7,348</b>	<b>0</b>		
Page 51	6 Light Vans	220	82	110	0	110	192	-28	Q3 25/26	3 vans were delivered in 24/25 and the 3 others have been delivered in Q2 25.26 and are being fitted out. The 12% contingency for the first 3 vans has not needed to be used
	Light Fleet Replacement	271	0	271	0	271	271	0	Q4 25/26	No orders have yet been placed, and consideration is being given to buying second hand vehicles.
	Appliances	2,664	1,602	1,062	84	978	2,664	0	Q4 25/26	The first 3 of 8 Appliances have been built and came into service in Q1. The remaining 5 appliances are in course of construction and are expected to be in service by the end of Q4 25.26.
	<b>SUB-TOTAL</b>	<b>3,155</b>	<b>1,684</b>	<b>1,443</b>	<b>84</b>	<b>1,359</b>	<b>3,127</b>	<b>-28</b>		
ICT	Network Refresh (WAN)	394	0	410	0	410	410	16	Q4 25/26	Work has not progressed as anticipated , due to supplier issues.
	Network Refresh (WAN) - 10 year licences	519	0	519	0	519	519	0		
	Software - Firewatch Development	38	0	12	0	38	38	0	Q4 25/26	Development of the host environment taking place.
	Hardware - Laptops / desktops, etc	361	49	312	0	312	361	0	Q4 25/26	Purchasing has started and futher equipment will be purchased as required
	Services /Delivery	80	0	80	0	80	80	0	Q4 25/26	Will be used for system integration and enhancements
	<b>SUB-TOTAL</b>	<b>1,392</b>	<b>49</b>	<b>1,333</b>	<b>0</b>	<b>1,359</b>	<b>1,408</b>	<b>16</b>		
TVFCS	TVFCS Replacement Project - Phase1	213	0	213	4	209	213	0	Q4 25/26	Costs were approved by the TVFCS Joint Committee as expenditure from the renewals fund.
	EISEC servers	4	0	4	0	4	4	0	Q4 25/26	
	<b>SUB-TOTAL</b>	<b>217</b>	<b>0</b>	<b>217</b>	<b>4</b>	<b>213</b>	<b>217</b>	<b>0</b>		
<b>TOTAL</b>		<b>12,112</b>	<b>5,100</b>	<b>6,174</b>	<b>342</b>	<b>6,658</b>	<b>12,100</b>	<b>-12</b>		

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# Treasury Management Update – Q1 2025/26

## Background

The Local Government Act 2003 requires the Authority to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out several indicators.

It is now a requirement of the CIPFA Prudential Code that these indicators are reported quarterly.

## Borrowing

The Authority's debt position changed in Q1 2025/26, £394k was repaid on the 12<sup>th</sup> of May 2025, reducing total debt to £8,528k.

	<b>2025/26 Original Estimate (£000's)</b>	<b>Position as at 30 June 2025 (£000's)</b>
Debt	8,922	8,528

## Investment Portfolio

The Authority held a sum of £10.77m in call accounts at 30 June 2025.

At the Bank of England's Monetary Policy Committee (MPC) on the 7<sup>th</sup> of May 2025 and 18<sup>th</sup> of June 2025, MPC voted to maintain Bank Rate at 4.25%.

The Authority continues to closely monitor liquidity needs and invests to provide flexibility where needed.

The budget for interest earnings for 2025/26 is £607,000. Though the Bank Rate went down by 0.25%, Bank Rate remains relatively high, the actual interest earned as at the 30 June 2025 was £126,338 with the investments placed, as outlined above.

## Compliance with Treasury and Prudential Limits

It is a statutory duty for the Authority to determine and keep under review its affordable borrowing limits. During the quarter ended 30 June 2025, the Authority has complied with the treasury and prudential indicators set out in the Authority's Treasury Management Strategy Statement for 2025/26. The Head of Finance and Procurement reports that no difficulties are envisaged for the current or future years in complying with these indicators. All treasury management operations have also been conducted in full compliance with the Authority's Treasury Management Practices.

<b>Treasury Indicators</b>	<b>2025/26 Budget (£000's)</b>	<b>30 June 2025 Actual (£000's)</b>
Authorised Limit for external debt	13,720	13,720
Operational boundary for external debt	11,720	11,720
Gross external debt	8,922	8,528

<b>Maturity structure of fixed rate borrowing</b>	<b>30 June 2025 Actual (£000's)</b>
12 months to 24 months	0
24 Months to 5 Years	597
5 Years to 10 years	3,581
10 Years to 20 Years	1,350
20 Years to 30 Years	3,000
<b>Total</b>	<b>8,528</b>

<b>Prudential Indicators</b>	<b>2025/26 Budget (£000's)</b>	<b>30 June 2025 Actual (£000's)</b>
Capital expenditure	6,174	342
Capital Financing Requirement (CFR)	11,020	11,020
Annual change in CFR	(543)	(543)
In-year borrowing requirement	2,500	0
Ratio of financing costs to net revenue stream	1.63%	1.63%

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**ROYAL BERKSHIRE FIRE AUTHORITY REPORT**

<b>COMMITTEE</b>	<b>MANAGEMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>7 OCTOBER 2025</b>
<b>SUBJECT</b>	<b>QUARTER ONE APPLIANCE AVAILABILITY TO MEET CORPORATE MEASURES 14, 15 &amp; 16</b>
<b>LEAD OFFICER</b>	<b>TOM BRANDON, AREA MANAGER RESPONSE AND RESILIENCE</b>
<b>LEAD MEMBER</b>	<b>N/A</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>TO NOTE</b>

**1. EXECUTIVE SUMMARY**

- 1.1 This report provides information on quarter one performance with a supporting narrative on the whole-time duty system, on-call duty system, and combined appliance availability.
- 1.2 Whole-time availability across the quarter was 96.7% against a target of 97.4%. This is a 1.4 percentage point reduction in comparison to Q4.
- 1.3 On-call appliance availability during Q1 was 34.3% against a target of 50%.
- 1.4 Baseline provision of 14 or more pumping appliances, including whole-time and on-call, was 90.1% against a target of 100%. This is very similar performance to the 91.2% recorded in the same period the previous year. *[Performance against this measure is calculated based on whole shifts rather than minutes as with whole-time appliance availability].*
- 1.5 Against a corporate measure target of 75% of emergency incidents attended in 10 minutes, the Service achieved 71%.

**2. RECOMMENDATION**

That the Management Committee:

- 2.1 **NOTE** the 2024/25 quarter one performance of **96.7%** appliance availability of the Service's 14 whole-time appliances, in line with Corporate Measure 14<sup>1</sup>.
- 2.2 **NOTE** the 2024/25 quarter one performance of **34.3%** overall on-call appliance availability in line with Corporate Measure 15<sup>2</sup>.

## Agenda Item 13

- 2.3 **NOTE** the 2024/25 quarter one performance of **90.1%** of shifts where 14 or more pumping appliances were available, in line with Corporate Measure 16<sup>3</sup>.

### 3. **REPORT**

#### **Response Standard:**

- 3.1 The performance against the response standard for Q1 was below target with 71% of all incidents reached within 10 minutes of time of first emergency call being answered.
- 3.2 The number of incidents in Q1, 1973, is a substantial increase compared to the 1748 recorded in the previous quarter. The table below highlights that the response standard is being met overnight but not during the day. The higher incident demand and increased traffic volume during the day can negatively impact both call handling and travel times:

<b>Q1 2025</b>	<b>Response Standard Performance</b>
Day	66.4%
Night	75.0%

*Response standard performance for day vs night*

- 3.3 The Response Standard is made up of 3 constituent parts, the **call handling time**, the **turnout time**, and the **travel time**, with targets of 90 seconds each for call handling and turnout times, and seven minutes for travel time to make up the total 10-minute target.
- 3.4 The Authority, when setting the response standard, knew it was a challenging ambition to reach 75% of incidents within 10-minutes because the measure is highly sensitive to incident volume and profile, and many rural parts of the county, particularly in the west cannot be reached within the target seven minutes of travel time. Other than during 2019, the standard has not been met in any year, outside of those with Covid lockdown measures in place, since it was agreed in 2016.
- 3.5 Call handling performance reduced slightly from 71.2% in target during Q4 to 69.9% in target during Q1, which would be expected given the substantial increase in incident numbers.
- 3.6 To help ensure call handling times are closely monitored, the TVFCS Joint Coordinating Group developed a suite of performance measures for control, which include a more detailed breakdown of call handling performance. This work has already enhanced our understanding of call handling performance and is helping us to understand trends with respect to call handling times by incident type.

<sup>1</sup> Corporate Measure 14: Percentage of whole-time frontline pumping appliance availability (fire engines).

<sup>2</sup> Corporate Measure 15: Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (fire engines).

<sup>3</sup> Corporate Measure 16: Percentage of time that 14 or more pumping appliances are available (fire engines available for whole shifts).

- 3.7 Performance against target for turnout time in Q1 was 90.0%, which is good and consistent with overall performance in recent years. Times continue to be monitored internally to ensure any fluctuations in performance are appropriately managed.
- 3.8 Travel times in target fell slightly from 68.7% in Q4 to 67.7% in Q1. Challenges with On-Call availability in West Berkshire are resulting in a reliance on Newbury to provide the first attendance into areas which would normally be serviced by Hungerford and Lambourn. Travel time performance is closely monitored within the hubs which report into the Response Resourcing Group.
- 3.9 The Response Standard is an ambitious and stretching measure agreed by the Fire Authority and reports from the time the emergency call is received to the time of arrival on scene. For further context, it should be noted that Royal Berkshire Fire and Rescue Service was the only fire and rescue service in England to improve its attendance times at primary fires over a ten-year period, improving our average speed of response by 22 seconds, as reported in 2022/23. All other fire and rescue services saw increased attendance times in the same period. The most recent MHCLG data, for 2024/25, shows that RBFRS continues to perform above average for most incident types:

Incident Category	RBFRS	English FRS average
Primary Fire	00:08:44	00:09:06
Dwelling Fire	00:07:52	00:08:06
Other Building Fire	00:08:34	00:09:03
Road Vehicles	00:09:58	00:10:12
House Fire	00:07:58	00:08:36

MHCLG Response time data for 2024/25

- 3.10 We will continue to closely monitor and manage our performance against the Response Standard, together with longer-term trends in our incident profile and demand. In addition to the detailed work on call handling, we will continuously review the management of our resources via our internal Response Resourcing Group to ensure we are optimising our ability to respond as quickly as possible and explore opportunities in the longer-term that would support this objective.

**Whole-time Duty System Appliance Availability**

- 3.11 This section of the report provides the 2025/26 quarter one performance update against Corporate Measure 14, which is the *percentage of whole-time*

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<sup>2</sup> Corporate Measure 15: Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (fire engines).

<sup>3</sup> Corporate Measure 16: Percentage of time that 14 or more pumping appliances are available (fire engines available for whole shifts).

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*frontline pumping appliance availability.* Overall availability for the quarter was 96.7% against a target of 97.4%.

- 3.12 RBFRS employ a lean operating model, including the Whole-time Duty System (WDS) provision. Maintaining sufficient minimum numbers of qualified firefighters requires effective management combined with flexibility and commitment to provide additional hours from staff on a pre-arranged overtime (PAOT) basis.
- 3.13 During Q1 station-based staff numbers began to dip below the budgeted level of 334 throughout the quarter which began to exert downward pressure on overall appliance availability.
- 3.14 Looking forward, the arrival of the new cohort of 12 apprentices in July will again list the number of station-based staff up to and slightly above the budgeted level in time for Q2 when leave and operational demand peak during August.
- 3.15 Sickness among station-based staff improved from 8.3% in Q4 to 5.4% in Q1. This is closer to the 5% target with ongoing activity to understand and reduce instances of sickness.
- 3.16 Due of staff turnover during the past two years, the Service now has a significant proportion (37%) of whole-time operational staff in development roles. The training and assessment requirements add further pressure to the management of appliance availability. The operational support and improvement team now meets regularly with colleagues from learning and development to minimise the impacts of training and development on availability by planning and scheduling courses around other demands.

### **On-Call Duty System Appliance Availability**

- 3.17 The report also details performance against Corporate Measure 15, which sets a target of *50% of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)*. This measure is being applied across the individual and overall availability of the Service's five on-call appliances. The overall availability for on-call appliances in Q1 was 34.3%, 2.3 percentage points lower than the previous quarter.
- 3.18 The table below shows availability performance by quarter in recent years.

Year	Q1.	Q2.	Q3.	Q4.
2025/26	34.3%			
2024/25	34.1%	35.5%	24.7%	36.6%

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<sup>2</sup> Corporate Measure 15: Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (fire engines).

<sup>3</sup> Corporate Measure 16: Percentage of time that 14 or more pumping appliances are available (fire engines available for whole shifts).

<b>2023/24</b>	46.5%	38.4%	33.5%	41.5%
<b>2022/23</b>	44.4%	40.3%	35.9%	41.7%

*Overall On Call fire engine availability by quarter*

3.19 The table below shows availability performance by station for the year-to-date.

<b>5. Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)</b>				<b>2025/26</b>
<b>Station</b>	<b>Q4 2024/25</b>	<b>Q1 2025</b>	<b>Q3</b>	<b>Q4</b>
Crowthorne	76.8%	68.7%		
Hungerford	28.6%	19.9%		
Lambourn	2.9%	1.0%		
Maidenhead	20.3%	25.9%		
Mortimer	48.9%	55.7%		

*On Call fire engine availability by station*

3.20 Crowthorne has seen a slight reduction in availability from the last quarter but have recorded a 26 percentage point increase in availability compared to quarter one in 2024/25.

3.21 The unavailability of three managers at Hungerford for a prolonged period in Q1 had a negative impact on availability. With all three now back to full duties an uptick in availability in Q2 is expected.

3.22 Increasing Lambourn’s availability continues to be challenging with the lack of a substantive supervisory manager. However, a new recruit at the station is expected to take on a supervisory role during Q2 2025/26 and it is expected an improvement will then be seen in terms of availability.

3.23 Maidenhead’s availability during Q1 has improved significantly because of two firefighters passing the crew manager process and becoming available to provide incident command skills for the station. Looking forward, the progression of six trainees to become part of critical crewing is expected to further improve availability during Q2 of 2025/26.

3.24 Availability at Mortimer has continued to improve markedly since the sudden departure of the long-serving watch manager severely impacted crewing. The new temporary watch manager led the station to achieve 55.7% for Q1 – a significant achievement considering the station hit a low of 13.9% during November of Q3.

<sup>1</sup> Corporate Measure 14: Percentage of whole-time frontline pumping appliance availability (fire engines).

<sup>2</sup> Corporate Measure 15: Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (fire engines).

<sup>3</sup> Corporate Measure 16: Percentage of time that 14 or more pumping appliances are available (fire engines available for whole shifts).

**Combined Pumping Appliance Availability by Shift**

- 3.25 This section of the report provides the 2025/26 quarter one performance update against Corporate Measure 16. This was a new measure introduced in 2024 to assist in monitoring our compliance with our CRMP commitment to ensure a baseline service provision of 14 pumping appliances. It sets a target of 100% for the availability of 14 or more pumping appliances. Overall availability for Q1 was 90.1%.
- 3.26 There were 14 WDS appliances available for 134 of the 182 shifts that occurred during Q1 which equates to 73.6%. When On Call appliances are taken into account for baseline service provision, the number of shifts with 14 or more appliances was 164 out of 182, or 90.1% of the shifts.
- 3.27 The table below shows performance against this measure across all shifts and broken down by day and night shifts. It is notable that performance is significantly better for nightshifts where uptake for PAOT and On Call availability are both better:

<b>Shift</b>	<b>Total</b>	<b>x14 WDS available</b>	<b>x14+ WDS/OC available</b>	<b>% of shifts with x14+ available</b>
<b>All</b>	182	134	164	90.1%
<b>Day</b>	91	61	76	83.5%
<b>Night</b>	91	73	88	96.7%

*Performance against CM16 overall and by day/night.*

- 3.28 It is noteworthy that of the 18 shifts overnight where a WDS appliance was unavailable during Q1, 15 were supported with On Call availability which enabled the baseline provision of 14 appliances to be achieved for 96.7% of nightshifts.
- 3.29 Priority Six (P6) is now embedded within service ways of working and is routinely implemented where On Call appliance availability allows.
- 3.30 P6 was invoked on sixteen occasions during Q1 to support baseline service provision resulting in an estimated saving of £15,513 in PAOT costs.
- 3.31 Overall, during the period since it was implemented on 16 September 2024 to the end of Q1 in 2025/26, P6 has reduced the PAOT spend by an estimated £46,632. Looking forward, it is anticipated that the rate of savings in PAOT resulting from the implementation of P6 are likely to rise during the months of

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Q2 because of increased extractions exerting downward pressure on WDS appliance availability.

**4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

4.1 Commitment 3 – Response

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

**5. FINANCIAL IMPLICATIONS**

5.1 The use of pre-arranged overtime (PAOT) continues to support a lean crewing model and to mitigate the effects of vacancies, sickness and absences for training.

**6. LEGAL IMPLICATIONS**

6.1 Reliance on pre-arranged overtime to maintain appliance availability could lead to conflict with the following two clauses of the Grey Book:

*(25) Employees are free to volunteer to work pre-arranged overtime for no more than twenty-four hours per month, averaged over a six-month period.*

*(26) Pre-arranged overtime will not be used to make up any planned shortfall in the overall staffing levels set out in the fire and rescue authority's Integrated (Community) Risk Management Plan'*

**7. EQUALITY AND DIVERSITY IMPLICATIONS**

7.1 None identified.

**8. RISK IMPLICATIONS**

8.1 The provision of sufficient minimum qualified firefighters and appliance availability is listed as a corporate risk under risk 681. It is monitored by the Director of Service Delivery, and, as necessary, treatments are reported to the Senior Leadership Team and the Audit and Governance Committee.

**9. SUSTAINABILITY IMPLICATIONS**

9.1 None identified.

**10. CONSISTENCY WITH DUTY TO COLLABORATE**

10.1 None identified.

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### 11. **BACKGROUND PAPERS**

11.1 None.

### 12. **APPENDICES**

12.1 None.

### 13. **CONTACT DETAILS**

13.1 Katie Mills, Assistant Chief Fire Officer/Director of Service Delivery,  
[millsk@rbfrs.co.uk](mailto:millsk@rbfrs.co.uk)

13.2 Tom Brandon, Area Manager, Response and Resilience,  
[brandont@rbfrs.co.uk](mailto:brandont@rbfrs.co.uk)

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ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
External Audit report	A&GC	20.10.25	Quarterly	Note	HF&P	N/A	Part I
Internal Audit report	A&GC	20.10.25	Annual	Note	HF&P	N/A	Part I
Gender, Ethnicity and Equality Pay Gap	A&GC	20.10.25	Annual	Note	HHR&L&D	N/A	Part I
Annual Discipline and Complaint Effectiveness Assessment	A&GC	20.10.25	Annual	Note	HHR&L&D	N/A	Part I
Annual Governance Statement	A&GC	20.10.25	Annual	Decision	Programme Office Mgr	N/A	Part I
Statement of Accounts	A&GC	20.10.25	Annual	Note	HF&P	N/A	Part I
Q1 Performance Report	A&GC	20.10.25	Quarterly	Note	Data, Performance and Risk Manager	N/A	Part I
Annual Treasury Report and Mid-year report	Fire Authority	25.11.25	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
Equality Objectives	Fire Authority	25.11.25	Every 4 years	Agree	HHR&L&D	EDI and Cultural Lead	Part I
Sustainability Update - Presentation	Fire Authority	25.11.25	Ad-hoc	Note	HoA	Strategic Asset and Sustainability Lead	Part I
Budget Monitoring Q2	Management Committee	10.12.25	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
CRMP Priority Programmes	Management Committee	10.12.25	Every meeting	Note	HCS	CRMP Lead	Part I
Appliance Availability Q2	Management Committee	10.12.25	Quarterly	Note	AM (R&R)	N/A	Part I
Annual Governance Statement 23/24	A&GC	26.01.26	Annual	Note	HF&P / Programme Office Manager	N/A	Part I
Statement of Accounts	A&GC	26.01.26	Annual	Note	HF&P	N/A	Part I
Statement of Assurance 2024/25	A&GC	26.01.26	Quarterly	Note and Recommend	HCS	N/A	Part I
Pay Policy Statement	A&GC	26.01.26	Annual	Note and Recommend	HHR&L&D	N/A	Part I
Internal and External Audit report	A&GC	26.01.26	Quarterly	Note	HF&P	N/A	Part I
Q2 Performance Report	A&GC	26.01.26	Quarterly	Note	Data, Performance and Risk Manager	N/A	Part I
Scheme of Member Allowances Annual Review	Management Committee	10.02.26	Annual	Note and recommend	MO	N/A	Part I
Annual Budget 25/26, Medium Term Financial Plan, SAIF and TVFCS Budget	Management Committee	10.02.26	Annual	Note and recommend	HF&P	Finance Lead	Part I

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Budget Monitoring Q3	Management Committee	10.02.26	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
CRMP Priority Programmes	Management Committee	10.02.26	Every meeting	Note	HCS	CRMP Lead	Part I
Appliance Availability Q3	Management Committee	10.02.26	Quarterly	Note	AM (R&R)	N/A	Part I
Scheme of Member Allowances Annual Review	Fire Authority	23.02.26	Annual	Decision	MO	N/A	Part I
Contract Regulations	Fire Authority	23.02.26	Ad-hoc	Decision	HF&P	N/A	Part I
Annual Budget 25/26, Medium Term Financial Plan & Strategic Asset Investment Framework and TVFCS Budget	Fire Authority	23.02.26	Annual	Decision	HF&P	Finance Lead	Part I
Pay Policy Statement	Fire Authority	23.02.26	Annual	Decision	HHR&L&D	N/A	Part I
Internal Audit Report	A&GC	16.03.26	Quarterly	Note	HF&P	N/A	Part I
External Audit Report	A&GC	16.03.26	Quarterly	Note	HF&P	N/A	Part I
Annual Report on Members Development	A&GC	16.03.26	Annual	Note and Recommend	HCS	N/A	Part I
Annual report on Governance / Members attendance and allowances	A&GC	16.03.26	Annual	Note and Recommend	HCS	A&GC Chairman	Part I
Quarter 3 Performance Report	A&GC	16.03.26	Quarterly	Note	Data, Performance and Risk Manager	N/A	Part I
Members Code of Conduct Consultation	A&GC	16.03.26	Every four years	Decision	MO	N/A	Part I
CRMP Priority Programmes	Management Committee	16.04.26	Every meeting	Note	HCS	CRMP Lead	Part I
Corporate Calendar 2025/26	Fire Authority	30.04.26	Annual	Decision	HCS	N/A	Part I
Lead Member and Champion Annual Reports	Fire Authority	30.04.26	Annual	Note	Lead Officers	Lead Members	Part I
Annual Plan	Fire Authority	30.04.26	Annual	Decision	HCS	N/A	Part I