



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

Tuesday, 11th July, 2023

At

6.30 pm

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

For further information regarding this meeting, please contact:

Committee Team

0118 938 4611

E-Mail at committeeteam@rbfrs.co.uk

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



MEETING: Management Committee Meeting

DATE AND TIME: Tuesday, 11th July, 2023 at 6.30 pm

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

S U M M O N S

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

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

GRAHAM BRITTEN
Monitoring Officer

To: Members of the Management Committee:

Councillor Jeff Brooks	Councillor Wendy Griffith
Councillor Paul Gittings	Councillor Tina McKenzie-Boyle
Councillor Pauline Helliard-Symons	Councillor Ishrat Shah
Councillor Rachelle Shepherd-DuBey	Councillor Mike Smith
Councillor Simon Werner	Councillor Helen Taylor
Councillor Peter Frewer	

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

For further information regarding this meeting, please contact:

Committee Team
0118 938 4611

E-Mail at committeeteam@rbfrs.co.uk

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



MEETING: Management Committee Meeting

DATE AND TIME: Tuesday, 11th July, 2023 at 6.30 pm

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

AGENDA

- 1. Election of Chair for Municipal Year 2023/24**
- 2. Appointment of Vice-Chair for Municipal Year 2023/24**
- 3. 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.

- 4. Apologies for Absence**

- 5. 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.

- 6. Minutes of the meeting held on 3 April 2023 (Pages 7 - 12)**

Purpose:

That the Minutes of the meeting and any recorded actions held on 3 April 2023 be confirmed, as a correct record and signed by the Chair.

7. Receipt of Announcements

Recommendation:

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

8. Issues arising from the Audit and Governance Committee

Recommendation:

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

9. Fleet Replacement Business Case (Pages 13 - 16)

Purpose:

To agree Option 2 in the Business Case, and approve the capital expenditure for this option.

10. Cleaning Contract Waiver (Pages 17 - 20)

Purpose:

To approve the contract waiver to Sasse Facilities Management Ltd for up to £135,000 for a six month extension to the current cleaning contract.

11. 2022/23 Budget Monitoring - Quarter Four (Pages 21 - 34)

Purpose:

To note the report and agree the reserves position, as set out in Appendix D.

12. Quarter Four Appliance Availability by Crewing to meet Corporate Measures 16 and 17 (Pages 35 - 40)

Purpose:

To note Quarter Four performance on Whole-time Duty and On-call Appliance Availability.

13. Forward Plan (Pages 41 - 44)

Recommendation:

To note the Forward Plan.

14. Date of next meeting

Monday 16 October 2023, 6.30pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

15. Exclusion of Public *(Pages 45 - 46)*

Recommendation:

To Resolve that under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following Agenda Items on the grounds that they involve the likely disclosure of exempt information, as defined in the Paragraphs 1, 2 and 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.

Categories of 'Exempt Information' under Schedule 12A of the Local Government Act 1972.

16. Service Houses *(Pages 47 - 58)*

Purpose:

To agree new tenancy agreements.

17. Training School Redevelopment *(Pages 59 - 70)*

Purpose:

To approve option 2 of the redevelopment scheme.

18. Item 9 - Fleet Management Business Case - Appendix A *(Pages 71 - 76)*

Purpose:

To agree the Fleet Management Business Case (Appendix A)

This page is intentionally left blank

MINUTES OF THE MEETING OF THE MANAGEMENT COMMITTEE



Held on Monday, 3rd April, 2023 at 6.00 pm

**Royal Berkshire Fire and Rescue Service Headquarters,
Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.**

- Members:**
(*present)
- | | | |
|--------------------------------------|---|------------------------------------|
| Councillor Dennis Benneyworth | * | Councillor Jo Lovelock |
| * Councillor Jeff Brooks | | Councillor Dave McElroy |
| * Councillor Colin Dudley | | Councillor Dexter Smith |
| * Councillor Paul Gittings | * | Councillor Rachelle Shepherd-DuBey |
| * Councillor Pauline Helliars-Symons | * | Councillor Simon Werner |
| * Councillor David Cannon | * | Councillor Tony Linden |

- In Attendance:** Mark Arkwell (Deputy Chief Fire Officer, DCFO)
Wayne Bowcock (Chief Fire Officer, CFO)
Paul Bremble (Head of Corporate Services, HCS)
Graham Britten (Monitoring Officer, MO)
Conor Byrne (Head of Finance and Procurement, HF&P)
Doug Buchanan (Area Manager, Response and Resilience, AM R&R)
Becci Jefferies (Head of Human Resources and Learning and Development, HHR&L&D)
Katie Mills (Assistant Chief Fire Officer, ACFO)
Jim Powell, (Area Manager, Collaboration and Policy, AM C&P)
Fayth Rowe (Democratic Support Lead, DSL)
Lukasz Wrona (Head of Business and Information Systems, HBIS)

55. REPRESENTATIVE BODIES

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

56. APOLOGIES FOR ABSENCE

Apologies of absence were received from Councillors Dennis Benneyworth, Dave McElroy and Dexter Smith. Councillor Tony Linden was in attendance as Councillor Benneyworth’s substitute.

Action

57. 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.

58. MINUTES OF THE MEETING HELD ON 7 FEBRUARY 2023

Doug Buchanan, Area Manager Response and Resilience confirmed he had completed the action in the minutes and had met with Councillor Brooks to discuss on-call availability in the west of the county.

RESOLVED that the Minutes and recorded actions of the meeting held on 7 February 2023 be approved as a true record, to be signed by the Chair.

59. RECEIPT OF ANNOUNCEMENTS

The Chair made the following announcements.

Consultation on CRMP Now Closed

The consultation on Royal Berkshire Fire Authority's (RBFA) draft Corporate Plan and Community Risk Management Plan (CRMP) for the next four years has now closed.

A total of 660 responses were received during the consultation, which will now be taken to the Fire Authority meeting for consideration on 27 April 2023, before a finalised document is agreed.

Following this meeting, we will discuss the CRMP consultation in greater detail at the Member Officer Workshop.

Thank you to everyone who took part or helped us to promote the consultation in our communities.

Industrial Action

Following the revised pay offer made by National Employers, members of the Fire Brigades Union overwhelming voted to accept the offer, therefore preventing industrial action.

As a reminder to members, the revised pay offer is as follows:

- A 7% increase on all basic pay rates and Continual Professional Development payments with effect from 1 July 2022 for all grey book roles including control.

- A 5% increase on all basic pay rates and Continual Professional Development payments with effect from 1 July 2023 all grey book roles including control.

The Chair stated he was glad an industrial dispute was avoided, which would have severely disrupted our ability to deliver an effective Service to the people of Berkshire.

Summer Internship Scheme Update

The Summer Internship Scheme, formally known as the Chairman's Internship, has once again opened for applications.

The Scheme is part of a three year pilot to help improve the Service's connection with the diverse communities that we serve. Last year, we welcomed ten young people from ethnic minority communities from across the county as part of a five week programme.

This year's intake will be smaller, with only five interns expected to join the Service. Whilst most of the eligibility criteria has remained the same as year one, the scheme will only be open to 16 and 17-year-olds this year. This year, the programme will also start earlier, with the interns arriving for their induction on Thursday, 13 July. The internship will then run from Monday, 17 July to Friday, 18 August. Many other aspects of the structure will remain the same, including the weekly station visits on Wednesdays and the learning days on Fridays.

Looking ahead, the application window for the internship will remain open until this Sunday, 9 April. I'd like to wish applicants the best of luck as they embark on the first step of this exciting journey.

Charity Car Washes

Firefighters from Slough, Langley and Maidenhead Fire Stations, along with staff and volunteers from across the Service, organised two car washes and collections to raise money for charity on Saturday, 18 and Sunday, 19 February.

In total, the two car washes raised over £10,000, with all the proceeds going to the Disasters Emergency Committee (DEC) Turkey-Syria Earthquake Appeal and The Fire Fighters Charity.

Two more car washes were held in March, at Crowthorne Station and again at Slough, which raised a further £3,600 for the Fire Fighters Charity.

The Chair thanked the firefighters, volunteers, staff and motorists who came together to support these fantastic fundraising endeavours.

60. ISSUES ARISING FROM THE AUDIT AND GOVERNANCE

COMMITTEE

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

61. TRAINING CENTRE CONTRACT WAIVER AND CONTRACT UPLIFT

Mark Arkwell, Deputy Chief Fire Officer (DCFO), stated the paper was seeking Member approval on two separate contract waivers and an uplift to the current spend limit for the professional service contract to support the operational continuity and the reprofiled redevelopment of the Training Centre, as approved in the recently revised SAIF.

RESOLVED that:

- 1) The contract waiver to Portakabin Ltd for up to £122,000 for temporary accommodation for the period June 2022 to August 2023, be approved;
- 2) The contract waiver to DA Technologie Ltd for up to £112,000 for the urgent repairs to the firehouse training facility, be approved;
- 3) The uplift to current spend limit for the current professional service contract with Ridge & Partners by £400,000 be approved.

62. INTEGRATED COMMUNICATIONS CONTROL SYSTEM (ICCS) TENDER APPROVAL - THAMES VALLEY FIRE CONTROL SERVICE (TVFCS)

Jim Powell, Area Manager Collaboration and Policy (AM C&P), reported that a paper was previously presented and approved by Management Committee on 11 October 2022. He stated that it was anticipated the value of the contract at that time (11 October 2022) would be under £1 million threshold, however following a compliant open tender process, the tender contract value exceeded £1 million threshold and required Member approval.

Councillor Brooks asked whether the cost of the contract would be shared equally amongst Thames Valley Fire and Rescue Services, and queried whether this item should be discussed in Part II, as it may be commercially sensitive.

Jim Powell confirmed the cost would not be equally split amongst Thames Valley Fire and Rescue Service partners but would be split as per the Thames Valley Fire Control Service (TVFCS) Cost Apportionment Model (CAM) as part of revenue contribution for the TVFCS base budget. The CAM is reviewed every three years and was last agreed in 2021 with RBFA contributing 37%. The hardware refresh element would be paid for using TVFCS Renewals account of which each partner contributes £50K per annum into this account which currently stands at approximately £1.8 million.

In relation to the open tender process, Jim Powell explained that our current supplier SSS Public Safety were the only company that applied.

Graham Britten, Monitoring Officer (MO), reported that the item was not exempt from publication as although it contained financial information, the tender process had concluded.

RESOLVED that:

It be agreed an award of contract for ICCS maintenance and support, including hardware refresh options, for Royal Berkshire Fire Authority to SSS Public Safety for £1,208,421 from 10 April 2023 to 10 April 2028 (with options to extend for two years).

63. INCOME GENERATION REVIEW

Councillor Brooks, Budget and Income Generation Lead introduced the report and referred to the table at 3.19 which was a summary of annual income generation that supported the revenue budget. He stated the Authority remained committed to entering into joint ventures where a business case indicated the rewards outweigh the risks and would benefit the Authority financially. He also stated that the current picture was strong and the income was significant.

Conor Byrne, Head of Finance and Procurement (HF&P), reported the Authority had looked at other ways of income generation by setting up a Community Interest Company (CIC), however despite several attempts of forming a credible business plan it was impossible to replicate the model associated with Humberside Fire Authority due to market conditions, therefore no investment was made. He reported the current Income Generation Strategy created predictable income.

Councillor Gittings queried whether an opportunity had been missed in income from 5G masts at Fire Stations.

Wayne Bowcock, Chief Fire Officer (CFO), advised there were health concerns applied to 5G masts in relation to the proximity of potential masts and Firefighters working / training at height. In addition, legislation changes had reduced the income of existing masts.

Councillor Helliard-Symons queried whether the Authority received income from Thames Valley Police (TVP) based at Crowthorne Fire Station. Conor Byrne confirmed the Authority received income from South Central Ambulance Service (SCAS) for being based at Crowthorne, but not TVP.

RESOLVED that the report be noted.

64. FORWARD PLAN

Agenda Item 6

Action

RESOLVED that the Forward Plan be noted.

65. DATE OF NEXT MEETING

Monday 17 July 2023, 6.30pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

(The meeting concluded at 6.26pm)

Post meeting note: The meeting was moved to Tuesday 11 July 2023, 6.30pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	11 JULY 2023
SUBJECT	FLEET REPLACEMENT BUSINESS CASE
LEAD OFFICER	ANDREW MCLENAHAN, HEAD OF FACILITIES, FLEET AND EQUIPMENT
LEAD MEMBER	COUNCILLOR SHEPHARD- DUBEY
EXEMPT INFORMATION	APPENDIX A - BUSINESS CASE IS EXEMPT FROM PUBLICATION (PART II)
ACTION	FOR DECISION

1. EXECUTIVE SUMMARY

- 1.1 Royal Berkshire Fire and Rescue Service (RBFRS) has a planned fleet replacement programme which seeks to renew vehicles that are at the end of their expected life.
- 1.2 As part of the Strategic Asset Investment Framework (SAIF) which was approved by the Fire Authority in February, a budget provision is allocated for annual fleet replacements. This paper and attached business case seeks approval to draw down on capital funds in order to procure the required replacement fleet.

2. RECOMMENDATION

- 2.1 **AGREE** Option 2 in the attached business case;
- 2.2 **APPROVE** the capital expenditure for Option 2, set out in the attached business case.

3. REPORT

- 3.1 In 2015, a review of the RBFRS fleet was completed. The review identified that RBFRS had the second oldest fire appliance fleet amongst English fire and rescue services. It also initiated the development of the RBFRS Fleet

Agenda Item 9

Strategy, which sets out the medium to long-term replacement profile for all vehicles within RBFRS. This strategy aims to ensure the whole fleet is effective and flexible to meet the Prevention, Protection and Response aspirations of RBFRS.

- 3.2 Since 2016 the continued investment and strategic foresight by the Fire Authority has seen a transformation of our front line fire appliance fleet. This has meant, through our collaborative procurement with our Thames Valley neighbours, Oxfordshire and Buckinghamshire Fire and Rescue Services, RBFRS has brought into service 19 modern and efficient front line fire appliances.
- 3.3 In the same period, RBFRS has invested in a new Aerial Ladder Platform (ALP), increased its 4x4 capability across the county and more recently taken delivery of its first hybrid and electric vehicles. During this period of fleet improvement RBFRS has also rationalised its fleet from 145 vehicles down to 113 vehicles.
- 3.4 Whilst there has been much needed improvements to the fleet over the past few years, continual investment is required to ensure the fleet remains fit for purpose and that the progress made to date can be maintained in a steady state replacement cycle for now and into the future.
- 3.5 In order to support the fleet replacement programme and budgetary planning, a provision of capital funds is earmarked within the SAIF as an indication of intended spend.
- 3.6 The attached business case outlines the recommended vehicle replacements that are required. The identified vehicles that required replacement comprise of eight fire appliances and five white fleet vehicles (cars/vans).
- 3.7 Recognising the significant price and supply chain volatility within the vehicle sector, the intention is to seek approval to draw down all the funding to enable the order and purchase of eight fire appliances to be delivered over the next three years and the funding to order and purchase five white fleet vehicles in-line with plan within the SAIF. By doing this, it enables to effectively lock in the price at the point of order and mitigate annual inflationary prices increases that are allowed under the contractual arrangement.
- 3.8 The current lead time from point of order to having fire appliances operational is around 24 months and therefore anticipated to be broadly in line with our planned replacement schedule.

Red Fleet (Fire appliances)

- 3.9 The investment will introduce eight new fire appliances into the frontline operational fleet, these will be designed to the latest Thames Valley standard and will introduce further improvements for crew safety and wellbeing. This includes improved features for the management of fire contaminants.
- 3.10 Currently RBFRS have a mixed fleet of appliances (Volvo and Mercedes) which brings complexity and cost in training, logistics, maintenance and operational alignment. This investment will standardise our fleet and reduce the logistical and cost burdens.
- 3.11 Currently the life of a front line fire appliance is 12 years in line with the National Fire Chiefs Council (NFCC) recommendation. The eight fire appliances identified for replacement will have an average of 15 years by the time they are replaced based on current lead times.

White Fleet (Cars and Vans)

- 3.12 The white fleet replacement profile for the next 12 months calls for the replacement of five vehicles. These comprise of 3 x Flexi Duty Officer (FDO) emergency response cars, one station based support vehicle and one support van. The current RBFRS fleet strategy recommends replacement of cars at 6 years old and vans at 8 years old. The vehicles identified for replacement have an average age of 11 years old.
- 3.13 The rate of change in the light vehicle market is such that only 1 year of replacements is being considered. Work will continue to look at further fleet rationalisation, operational requirements and improvements around sustainability of the fleet.

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

5. FINANCIAL IMPLICATIONS

- 5.1 Financial details are contained in the attached business case.

6. LEGAL IMPLICATIONS

- 6.1 The purchases will be in-line with the Authority's contract regulations.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 Equality, diversity and inclusion assessments have been included in the contract for the replacement of appliances.

8. RISK IMPLICATIONS

8.1 If RFBRS does not replace their oldest fleet vehicles, there is risk of increased breakdowns, failures and increased maintenance costs.

8.2 If RFBRS does not place orders for fire appliances there may be significant price increases and supply chain issues which may have an adverse effect to budgets and operational objectives.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 The contract for the replacement of fire appliances is common to the three Thames Valley appliances and is managed in a collaborative manner.

9.2 Where possible framework agreements are utilised for procurement to enable collaborative benefits to be realised.

10. PRINCIPAL CONSULTATION

10.1 Councillor Shepherd-DuBey, Lead Member Strategic Assets and Sustainability

10.2 RFBRS Monitoring Officer

10.3 Chief Fire Officer

10.4 Head of Finance

10.5 RFBRS SLT

11. BACKGROUND PAPERS

11.1 Strategic Asset Investment Programme (SAIF)

11.2 RFBRS Fleet Strategy

12. APPENDICES

12.1 Appendix A - Fleet Replacement Business Case (Exempt from publication).

13. CONTACT DETAILS

13.1 Andy McLenahan – Head of Facilities Fleet & Equipment, mclenahana@rbfrs.co.uk

13.2 Rob Read – Group Manager Fleet & Equipment, readr@rbfrs.co.uk

ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	11 JULY 2023
SUBJECT	CLEANING CONTRACT WAIVER
LEAD OFFICER	ANDREW MCLENAHAN, HEAD OF FACILICITIES, FLEET AND EQUIPMENT
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	FOR DECISION

1. EXECUTIVE SUMMARY

- 1.1 Royal Berkshire Fire Authority’s (RBFA) current cleaning contract is due to expire on 30 September 2023. As such RBFRS has participated in a National Fire Chiefs Council (NFCC) National Procurement Hub led collaborative procurement process with three other fire and rescue services to procure a new cleaning provision.
- 1.2 The outcome of this procurement process resulted in a national cleaning provider being the preferred bidder but with a sharp increase in annual costs which far exceeded the initial pre-tender evaluation estimate.
- 1.3 This report seeks approval for a contract waiver to extend our current cleaning contract to 31 March 2024 to enable RBFA the time to undertake their own procurement process to give an assurance that we are obtaining the best value solution within the current market conditions and at the same time ensuring continuity of a key service requirement.
- 1.4 The Authority’s contract regulations state that waivers of £100,000 and above require Management Committee approval. Waivers of contract regulations are limited to a small range of exceptional circumstances, one of which is events that could not have been reasonably foreseen, which is the scenario here.

2. RECOMMENDATION

That Management Committee:

- 2.1 **APPROVE** the contract waiver to Sasse Facilities Management Ltd for up to £135,000 for a six month extension to the current cleaning contract.

3. REPORT

- 3.1 With the Authority's current contract cleaning arrangement coming to an end in September 2023, the Service had been participating in an NFCC led collaborative procurement process alongside three other Services namely, Kent, Essex and Lancashire Fire and Rescue Services to procure contract cleaning services. The aim of this collaborative approach was to improve both quality and cost of provision to each Service, as well as standardise and reduce the procurement process burden on individual Services.
- 3.2 Initial supplier market engagement was undertaken by the NFCC procurement team prior to commencing the tender process. The results of this engagement indicated that to meet RBFA's requirements for general cleaning services, a cost of circa. £227,000 per annum was estimated.
- 3.3 The tender process attracted four companies to submit bids for the RBFA contract, two of whom were disqualified during the tender evaluation process, due to quality or process gaps. Of the remaining two compliant bids, the successful bidder submitted a price which was 26% higher against current like for like general cleaning services based on the current pricing with the incumbent contractor, and a 28% increase based on the indicative estimate given at the start of the procurement process.
- 3.4 Whilst it is recognised that rapid and volatile price inflation has been and continues to effect the majority of goods and services, such an increase had been unexpected.
- 3.5 The intention is to conduct an internal procurement process with more emphasis on engagement with local providers with the aim of achieving a value for money solution at the appropriate quality standard. Whilst the outcomes of the future procurement process are currently unknown, once concluded it will give assurance that RBFA have explored the best routes available to seek a provision that is reflective of the market conditions within our area.
- 3.6 Indicative time lines for the procurement currently suggest that an award would be issued around November 2023 ready for the commencement of a new contract on 1 April 2024.
- 3.7 We are seeking Management Committee approval for a waiver to extend the current contract until 31 March 2024 with a spend of up to £135,000. Of this

spend, approximately £115,000 is for general cleaning services, and the remaining £20,000 is to cover ancillary cleaning services.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

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

5. FINANCIAL IMPLICATIONS

5.1 By continuing with the NFCC procurement there would have been an overspend against budget of circa. £60,000. By undertaking our own procurement process it is thought the general cleaning services could be procured in-line with existing budgets.

6. LEGAL IMPLICATIONS

6.1 By not ensuring that the correct approvals are in place, RBFA would not comply with their financial and contractual regulations.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 There are no immediate equality and diversity implications as a result of this report.

8. RISK IMPLICATIONS

8.1 By not ensuring that the correct approvals are in place, RBFA would not comply with their financial and contractual regulations.

8.2 RBFA needs to maintain a cleaning provision to its premises to provide a clean and hygienic workplaces and to support the control of contamination.

8.3 If RBFA does not undertake its own procurement process it may be difficult to ensure that the outcome is best value for the Authority based on the results of the national procurement.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 A collaborative approach for the provision of this service has been explored via the NFCC National Procurement Hub. Whilst this could have led to a number of effectiveness improvements in terms of process and contract management officers do not have confidence that this offers improved financial efficiencies at this stage.

Agenda Item 10

10. PRINCIPAL CONSULTATION

- 10.1 The Chief Fire Officer was consulted during the preparation of this report.
- 10.2 The Head of Finance and Procurement was consulted during the preparation of this report.
- 10.3 The Monitoring Officer was consulted during the preparation of this report.

11. BACKGROUND PAPERS

- 11.1 N/A

12. APPENDICES

- 12.1 N/A

13. CONTACT DETAILS

- 13.1 Andy McLenahan – Head of Facilities, Fleet & Equipment
mclenahan@rbfrs.co.uk

ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	11 JULY 2023
SUBJECT	2022/23 BUDGET MONITORING – QUARTER FOUR
LEAD OFFICER	CONOR BYRNE, HEAD OF FINANCE AND PROCUREMENT
LEAD MEMBER	COUNCILLOR MIKE SMITH
EXEMPT INFORMATION	NONE
ACTION	FOR NOTE AND DECISION

1. EXECUTIVE SUMMARY

- 1.1 To inform members of the revenue outturn position and to provide an update on capital projects and reserves at the end of quarter four 2022/23.

2. RECOMMENDATION

That the Management Committee:

- 2.1 **NOTE** the report and
 2.2 **AGREE** the reserves position as set out in Appendix D.

3. REPORT

Commentary on Revenue Outturn

- 3.1 The detailed revenue outturn for quarter 4, 2022/23 is shown in **Appendix A**. Net costs of TVFCS for quarter 4 are shown in **Appendix B**.
- 3.2 The 2022/23 Revenue Budget agreed by Members in February 2022 was set at £38.446m as a balanced budget with no use of reserves.
- 3.3 The forecast revenue outturn for 2022/23 is shown in Appendix A, and shows a deficit of £733,000, to be funded from the Budget Contingency Reserve. Variances against individual revenue lines are explained below.

Agenda Item 11

- 3.4 The pay offer to Grey book was accepted and paid as 7%, backdated to 1 July 2022. The budget had been set at 2.5%, so has resulted in additional employment costs for Grey book staff in 2022/23 of £654,000. This is split between *stations* (£564,000) and *non-station* Grey book staff (£90,000).
- 3.5 Station staff budgets also included overtime costs that were £606,000 over budget. At the end of Q3 the variance was forecast as £577,000. During Q4 there were a number of leavers that brought down the establishment numbers, resulting in the need for more overtime. Other factors explaining the overall variance include the additional back-pay for the payrise, the additional bank holiday for the Queen's funeral, increased working in the summer heatwave, the need to cover absences for sickness and those on light duties, annual leave and training in order to maintain crewing levels. 18 new recruits came onto stations in mid-April 2022 but needed time to build up operational competency and have an effect on crewing cover. On a positive note, these additional overtime costs have partly been offset due to vacancies and due to a different mix of station staff in development and competent roles compared to budgetary assumptions (£93,000).
- 3.6 On-call stations are showing positive and negative variances across the county with an overall net pressure of £70,000.
- 3.7 The Green Book pay award for 2022/23 has been accepted and paid (backdated to 1 April 2022) at 4%, compared with the budget of 2.5%. This resulted in additional budget pressure of £219,000. Non-station overtime was also £42,000 over budget. These additional costs were mitigated by a number of vacancies that have not been filled due to the overall budgetary position, giving savings of £229,000.
- 3.8 Set against the adverse variances for pay rises was the Government announcement that the additional 1.25% rise in employers' national insurance contributions would be reversed from November 2022 - resulting in savings of £79,000, split between *stations* (£43,000) and *non-station* (£36,000).
- 3.9 An accrual of £32,000 has been made for back pay and on-costs in relation to Gold Book pay awards. Subsequent to the finalisation of the accounts, the pay offers of 4% for 2022 and 3.5% for 2023 has been accepted.
- 3.10 *Training* – due to a number of factors, including workload pressures such as summer fires, the Royal Funeral and other crewing pressures, attendance on some courses has been delayed and the underspend with external training providers was £51,000.
- 3.11 *Repairs and Maintenance*. Water damage to the lecture block at the Whitley Wood Fire Station has cost £101,000, most of which has been reimbursed through an insurance claim (see *Other Income* below). Repairs to the Fire House at the training centre cost £85,000.
- 3.12 *Rates*. The final appeal on business rate charges (Dee Road site) has been successful and has resulted in a net refund of £321,000.

- 3.13 *Utilities.* As Members will be aware, energy costs have been rising sharply. Although additional budget provision for utilities had been made in the current year, the price rises that have come into effect from 1 October 2022 have resulted in costs exceeding the budget allocated by £160,000.
- 3.14 Cross border charges were £48,000 higher (under *Contracts Other*) and income £121,000 higher (under *Income Other*) than the budgeted targets.
- 3.15 As part of the preparation work for the possible industrial action, officers enhanced the level of external support that would be available to the Authority. This resulted in additional costs of £122,000 (under *Contracts Other*) and additional costs of £29,000 under the *Equipment* line.
- 3.16 *Legal costs.* Costs incurred by the Authority were £22,000 below budget. The costs in this area vary from year to year depending on cases and issues needing the input of legal professionals.
- 3.17 *Transport.* High fuel prices resulted in an additional costs of £46,000 for the operational fleet. Cost increases including the pay awards of the Hampshire vehicle workshop technicians resulted in increased vehicle repair costs of £27,000. Offset against this are savings of £23,000 against the budget on travel and subsistence payments this year.
- 3.18 *Pensions.* Costs for injury to feelings claims arising from the McCloud judgement will now be settled by Government. This means we can now release provisions that we made in previous years' accounts to cover these claims, which mostly accounts for the favourable variance of £202,000.
- 3.19 The *Grants* line is showing an adverse variance as the Authority unexpectedly received notification from the Home Office that the grant funding provided for Firelink will be completely phased out over a five year period, starting in 2022/23. A 20% reduction in funding will occur in each of the next five years. This has resulted in a £75,000 budget pressure in 2022/23. It should also be noted that the grant did not cover all of the costs of Firelink and the Firelink contract increases by RPI each year. Within five years the unsupported costs of Firelink could be around £550,000.
- 3.20 *Income Other* includes an unbudgeted amount of £15,000 as our share of prior year surpluses that have been distributed by the Fire and Rescue Indemnity Company as well as £84,000 from the insurance claim for water damage at Whitley Wood. The Government also reimbursed £41,000 of additional costs associated with the Royal Funeral. Unbudgeted court fee recoveries of £13,000 were received along with unbudgeted collaborative and secondment recharges of £30,000.
- 3.21 *Investment Interest.* Given the recent interest rate rises yields, interest received from invested sums have generated additional income this year of £242,000.

Agenda Item 11

- 3.22 *Gov Grants/Precepts.* As part of budget setting the Authority had to estimate, based on unitary authority data, the income due from Government for section 31 business rates relief payments, for both the current and prior years. The net variance was £24,000 in reduced income.

Capital

- 3.23 Capital expenditure to quarter 4, 2022/23 and supporting commentary for each respective scheme is shown in **Appendix C**.

Earmarked Reserves

- 3.24 Balances and movements on the Earmarked Reserves for 2022/23 is shown in **Appendix D**.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

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

5. FINANCIAL IMPLICATIONS

- 5.1 The deficit of £733,000 on the Revenue Account has been funded from the Budget Contingency Reserve.

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: 15 February 2022.

12. APPENDICES

12.1 Appendix A – Revenue position at quarter 4 2022/23

12.2 Appendix B – Net costs of TVFCS quarter 4 2022/23

12.3 Appendix C – Capital position at quarter 4 2022/23

12.4 Appendix D – Earmarked Reserves 2022/23

13. CONTACT DETAILS

13.1 Mark Hawkins
Finance Manager
07785 573434

13.2 Conor Byrne
Head of Finance and Procurement
07585 991602

This page is intentionally left blank

	Budget £'000	Outturn £'000	Variance £'000
EMPLOYEES			
STATIONS	17,155	18,259	1,104
NON-STATIONS	11,790	11,908	118
TRAINING	614	563	(51)
OTHER	290	301	11
	29,849	31,031	1,182
PREMISES			
REPAIRS & MAINTENANCE	825	1,003	178
RATES	821	497	(324)
CLEANING	285	291	6
UTILITIES	479	639	160
	2,410	2,430	20
SUPPLIES			
INSURANCE	397	392	(5)
EQUIPMENT	701	730	29
IS EQUIPMENT & LICENCES	963	976	13
CLOTHING/PPE	370	353	(17)
COMMUNICATIONS	806	790	(16)
OCCUPATIONAL HEALTH	238	239	1
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	143	158	15
COMMUNITY FIRE SAFETY SUPPLIES	145	130	(15)
SUPPLIES OTHER	191	178	(13)
	3,954	3,946	(8)
CONTRACTS			
CONTRIBUTION TO TVFCS & COLLABORATION	930	934	4
LEGAL	50	28	(22)
CONTRACTS OTHER (incl Professional Services)	678	854	176
	1,658	1,816	158
TRANSPORT			
VEHICLE RUNNING COSTS	757	830	73
TRAVEL	203	180	(23)
	960	1,010	50
PENSIONS			
PENSIONS	409	207	(202)
	409	207	(202)
INCOME			
GRANTS	(2,191)	(2,125)	66
RENTAL INCOME	(243)	(236)	7
TVFCS RECHARGE INCOME	(354)	(354)	0
INCOME OTHER	(601)	(906)	(305)
	(3,389)	(3,621)	(232)
NET COST OF SERVICES	35,851	36,819	968
DEBT CHARGES INTEREST	388	371	(17)
INVESTMENT INTEREST	(78)	(320)	(242)
REVENUE FUNDING OF CAPITAL	1,670	1,670	0
APPROPRIATION TO/(FROM) RESERVES	(108)	(108)	0
FINANCING COSTS	701	701	0
REVERSAL OF ACCRUED HOLIDAY PAY	22	22	0
NET EXPENDITURE	38,446	39,155	709
GOV GRANTS/PRECEPTS	(38,446)	(38,422)	24
DEFICIT / (SURPLUS) BEFORE USE OF RESERVES	0	733	733

This page is intentionally left blank

Royal Berkshire Fire Authority
Quarter 4 Budget Monitoring Report 2022/23

Thames Valley Fire Control Service (TVFCS)

	Annual Budget £'000	Outturn Year to March 23 £'000	Variance to Budget £'000
EMPLOYEES	1,868	1,877	9
CORPORATE RECHARGES TO TVFCS FROM RBFRS	354	354	0
SUPPLIES/ OTHER	39	39	0
TECHNOLOGY	252	256	4
NET COST OF TVFCS	2,513	2,526	13
RBFRS Share of Costs	930	934	4

This page is intentionally left blank

Project Owner	Active Capital Projects	Total Project Budget	Spend in Prior Years	Spend in 2022/23	Estimated Project Spend to Completion	Total Estimated Project Spend	Estimated Project Completion Date	Commentary
		£000's	£000's	£000's	£000's	£000's		
		A	B	C	E	B+C+E		
Property, Capital Projects and Estates	Fire stations - Minor Capital Works Programme	1,250	197	678	375	1,250	Q4 23/24	All works at Maidenhead have now been completed. The feasibility report looking at options for the Slough refurbishment project has also been received, and a tender process will commence in 2023/24. The feasibility report for the Whitley Wood training centre project has also been received. Overall plans for the remaining stations continue to be reviewed to ensure opportunities are maximised.
Fleet & equipment	White Fleet	501	43	237	221	501	Q4 23/24	Four hybrid vehicles were delivered in October. Three electric vehicles have also arrived in Service and are in the process of being onboarded onto the fleet. Suppliers continue to advise of long lead times; a further three hybrid vehicles have been ordered one of which has now arrived with the other two estimated for delivery in Q2 2023/24. Build work for three other vehicles also due to commence Q2 2023/24.
	Breathing Apparatus Equipment	972	6	661	143	810	Q2 23/24	All equipment received and training completed. Usage of the new equipment commenced in Q4 2022/23. The budget approved in the business case was prior to the procurement process commencing. The cost of equipment and the fleet modification costs were less than predicted.
ICT	Network Refresh	87	0	25	62	87	Q2 24/25	Mobile phone reception boosters successfully installed at Newsham Court. Network upgrade via Unicorn BT under review following an announcement of Unicorn being dispaned in the Summer of 2024.
	Hardware - Computer peripheral refresh	60	23	66	0	89	Ongoing	Additional equipment needed to support apprenticeships was identified and procured mid-year. 73 laptops were purchased late in the year to cover requirements for 2023/24.
	Software - Firewatch Development	50	0	0	50	50	Q4 23/24	Firewatch improvement specification requested and produced pending implementation.
	MDT Refresh	141	0	0	173	173	Q4 23/24	Full Procurement completed, contract to the value of £173k awarded, delivery expected during the summer with a carefully planned rollout to follow. Overspend due to the increased cost of the devices caused by inflation as well as adjustment in the spare devices being held to improve fault response time.
	Fireground Radio Replacement	136	0	0	136	136	Q4 23/24	Workshop to identify requirements held, with the final device specification currently being finalised. This will be a collaborative project exercise led by Bucks, with the aim of harmonising fireground radio systems across the three Thames Valley services. Collaborative approach may lead to a slight delay into 2023/24 for implementation. Specification now agreed with the next step being official tender exercise.
	Station End Refresh	67	0	0	67	67	Q2 23/24	Specification for the tender being issued in Q1 2023/2024, for the tender to complete in Q2.
	Website and Intranet upgrade	90	0	95	0	95	Q3 22/23	One-off build and implementation costs for upgrade to both the external website and internal intranet system, including customisation for RBFRS requirements. Project completed on target and went live in October 2022.

Project Owner	Active Capital Projects	Total Project Budget £000's	Spend in Prior Years £000's	Spend in 2022/23 £000's	Estimated Project Spend to Completion £000's	Total Estimated Project Spend £000's	Estimated Project Completion Date	Commentary
	Video Conferencing Equipment	88	15	56	12	83	Q3 22/23	Additional funding secured from central Government for specific projects linked to COVID-19 has enabled the purchase of additional video conferencing capabilities and equipment. Project complete, ongoing support and maintenance will spend all allocated budget.
	Helpdesk System	45	33	0	12	45	Q1 23/24	The stores element of the project is the final section to be completed (previous element completed in October 2021). This has been developed and is being rolled out to stations in Q1 2023/2024.
TVFCS	Vision system and UPS replacement	176	0	88	88	176	Q2 23/24	Stage 1 of the Vision system hardware and tech refresh was completed in 2022/23, with the system being designed and built. Stages 2 and 3, which will focus on installation and commissioning on site prior to planned go live during the Summer of 2023. Separately, replacement of the Uninterrupted Power Supply (UPS) for secondary control at OFRS HQ in Kidlington was completed. The figures shown are the Authority's share of the costs.
TOTAL		3,663	317	1,906	1,339	3,562		

Earmarked Reserves

	Balance at 1 April 2022	Net transfers In / (Out)	Balance at 31 March 2023	Purpose & notes re use
	£000	£000	£000	
Budget Carry Forward Reserve	536	60	596	To roll forward specific budget lines where commitments have been made but expenditure has not yet been incurred by the close of the financial year.
Detectors Reserve	62		62	To provide on-going support to the Fire Prevention Programme
TVFCS Renewals Fund	637	(20)	617	To replace IT assets within the Control Room
Grants Received in Advance	980	(81)	899	The unspent balance of grants, mostly relating to the delayed ESMCP project
COVID-19	79	(67)	12	Funding received to help meet additional costs associated with the COVID-19 pandemic. All used except ongoing maintenance support costs.
Section 31 Grants to offset business rate relief	955	(955)	0	Central Government grant to offset income lost to the Authority on business reliefs during Covid-19. All fully utilised in 2022-23
Vacancy Reserve	65		65	To offset fluctuations in employee numbers
Budget Contingency Reserve	1,189	(733)	456	To offset future cuts in Government funding. Used in 2022/23 to cover the unbudgeted pressures resulting in the budget deficit
Transition Fund	901		901	To support new ways of working
Industrial Action Reserve	0		0	Set up in 2022/23 in anticipation of potential industrial action. No longer required as pay dispute has been resolved.
Development Fund	3,195		3,195	To fund capital projects
Total	8,599	(1,796)	6,803	

This page is intentionally left blank

ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	11 JULY 2023
SUBJECT	QUARTER FOUR APPLIANCE AVAILABILITY BY CREWING TO MEET CORPORATE MEASURES 16 AND 17
LEAD OFFICER	DOUG BUCHANAN, AREA MANAGER RESPONSE AND RESILIENCE
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	TO NOTE

1. EXECUTIVE SUMMARY

- 1.1 This report provides information on quarter four performance with supporting narrative on the whole-time duty system (WDS) and the On-Call duty system appliance availability.
- 1.2 Whole-time availability across the quarter was **98.2%** against a target of **99%**. This is slightly higher than quarters one to three, with a year-end total of **97.5%**.
- 1.3 On-Call appliance availability through the quarter was **41.7%** against a target of **60%**. This represents a **5.8 percentage point** improvement from the previous quarter, with a year-end total of **40.6%**.
- 1.4 Crewing and availability across both duty systems remains challenging for a number of reasons which will be identified within this report. It is imperative that workforce planning and effective service delivery management and monitoring continue with sharp focus to mitigate impacts and make best use of our operational resources.
- 1.5 Against a corporate measure target of **75%** of emergency incidents attended in 10 minutes, the service achieved **76.3%**. The year-end total fell shy of target at **73.6%**. This can be attributed to the exceptional summer period and an associated impact to response standard during quarter two.

2. RECOMMENDATION

That the Management Committee:

- 2.1 **NOTE** the 2022-23 quarter four performance of **98.2%** appliance availability of the Service's 14 whole-time appliances in line with Corporate Measure 16
- 2.2 **NOTE** the 2022-23 quarter four performance of overall On-Call appliance availability of **41.7%** in line with Corporate Measure 17.

3. REPORT

Response activity:

- 3.1 This quarter was reflective of an average quarter four, with relatively low incident numbers. The Service attended 1736 emergency incidents, including 200 primary fires, 139 secondary fires and 87 RTC's. There was nothing noteworthy in terms of trends or spikes of activity.

Response Standard:

- 3.2 The above target response standard of **76.3%** can largely be attributed to good WDS appliance availability, supported by On-Call combined with a relatively quiet operational period.

Whole-time Duty System Appliance Availability

- 3.3 This section of the report provides the 2022-23 quarter four update of performance against Corporate Measure 16; *percentage of whole-time frontline pumping appliance availability*. Overall availability for the quarter being **98.2%**.
- 3.4 RBFRS employ a lean operating model including the whole-time duty system provision. With an establishment of 324 staff (81 per duty line), 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. Whole-time duty system appliance unavailability can be attributed to a number of factors including appliance defects, post incident activity, training and exercising and primary crewing of specialist appliances. In addition to these anticipated events, there are at times also challenges in providing the minimum number of staff to crew all 14 appliances. During the quarter there were a total of 16 shifts (out of 180) where we were unable to crew all WDS appliances and degradation was implemented. Of those 16 shifts, 14 had at least one On-Call appliance available.

Ongoing pressures / actions affecting crewing:

- 3.5 Operational staff sickness levels have put pressure on the crewing model since the pandemic. Sickness levels have started to show improvement,

however at 5.5% for the quarter they still remain higher than the target 4%. Additionally, the average number of WDS staff on operationally restricted duties during the quarter was 20, which has an impact on a lean establishment. Service Delivery teams and HR colleagues work very closely to manage and support staff in relation to sickness and restricted duties.

- 3.6 The leaver profile has continued to present challenges in maintaining consistent establishment levels across our whole-time duty system. Workforce planning and Service Delivery are focussed on predicting and monitoring leavers, but this has been more volatile over the past two years, particularly in relation to the high number of transfer processes from London Fire Brigade. During quarter four, the average number of staff posts filled equated to 79 per watch. This represents an overall WDS deficiency of eight staff. The Service recruited 24 apprentices during quarter two, who will be in posts from late May 2023. In addition, and in recognition of the establishment volatility, six On-Call staff have also been offered whole-time contracts, which came into effect in quarter four. We can therefore expect that at least for a period of time, we will be in a position of over-establishment.
- 3.7 By virtue of staff turnover during the past two years, the Service now has a high number of operational staff in development roles. The training and assessment requirements add further pressure into the management of appliance availability. Service delivery management continue to work closely (through our Response Resourcing Group) with colleagues in learning and development to minimise the impacts of training and development on crewing, examples being scheduling of courses during lower leave periods and on-line training where appropriate.
- 3.8 Where resourcing gaps are identified either at station level or through the response resourcing group, pre-arranged overtime is utilised. This is now monitored and managed through the Operational Support Team. Service Delivery managers have reviewed some policy positions which should support further management of these arrangements, but also bring down the overspend in relation to overtime costs. The amended policies have been agreed at SLT and are currently out for staff consultation.
- 3.9 On those occasions where sufficient crewing cannot be achieved through the various interventions, the Service's degradation policy is consistently applied to reduce the impact on response standard and manage any other associated risks.

On-Call Duty System Appliance Availability

- 3.10 The report also details performance against Corporate Measure 17, which sets a target of *60% of hours where there is adequate crewing on On-Call frontline pumping appliances (based on 24/7 crewing)*. This measure being applied across the individual and overall availability of the Service's five On-Call appliances. The overall availability for On-Call appliances in quarter four was **41.7%**;

Agenda Item 12

- 3.11 Whilst an improvement on previous quarters, this performance is reflective of some of the fragility of the On-Call system, which is described below. The table provides year on year availability since 2017. It is noteworthy that there was a period during Covid whereby performance was significantly higher than before or after. This is largely attributed to On-Call staff working remotely (or not working) for primary employers.

Year	Q1.	Q2.	Q3.	Q4.
2022/23	44.4%	40.3%	35.9%	41.7%
2021/22	59.8%	34.7%	36.5%	43.8%
2020/21 (Covid)	72.4%	60.9%	61.1%	68.2%
2019/20	45.0%	36.2%	42.5%	45.4%
2018/19	37.1%	33.0%	38.3%	47.6%
2017/18	36.3%	33.7%	31.6%	35.8%

Year on year comparison Identifying Covid restrictions in 2020.

Service level pressures / actions:

- 3.12 A target of 60% is a stretched target which will always be challenging and subject to some of the volatility of the On-Call model. Noting these inherent issues, members recently agreed that a more realistic target for 2023-24 should be 50%. There are a number of factors that have contributed to overall On-Call appliance availability falling short of the current 60% target during quarter four, but it is predominantly related to the challenge of attracting and retaining individuals who are able to offer daytime appliance availability and the limited number of individuals holding key qualifications such as incident command and emergency response driving. For context, typically it takes about 18 months to qualify as an operational crew member, three years as a driver and four years as an incident commander, within the On-Call duty system. A number of On-Call personnel have achieved development status during Q4 which is anticipated to have significant positive impacts on the On-Call availability moving into Q1 2023/24.
- 3.13 Performance varies significantly across the five On-Call stations, influenced by the factors described above. This is reflected in the individual station targets, which collectively amount to the 60% target. Fluctuations in individual station availability can be influenced significantly by a number of factors due to the

nature of the On-Call duty model. An example of this during Q4 is Hungerford where two of the three ICSL1 qualified personnel were unavailable due to health which resulted in a significant decrease in appliance availability during the period.

Station	Target	Quarter availability
Lambourn	30%	9.5%
Hungerford	70%	29.3%
Mortimer	70%	54.4%
Crowthorne	80%	77.0%
Maidenhead	50%	38.4%

CRMP 2023-27

- 3.14 In recognition of some of the challenges associated with our current appliance availability targets, priority six of the CRMP 2023-27 intends to provide a more flexible approach to our frontline appliance availability across both duty systems, whilst maintaining a commitment to our response standard and balancing the budget. Officers intend to implement priority six during 2023.

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

5. FINANCIAL IMPLICATIONS

- 5.1 The use of pre-arranged overtime (PAOT) continues to be utilised to support a lean crewing model and to mitigate other extractions. Due to some of the pressures experienced through the quarter, expenditure is above planned levels, but to some extent this can be offset against the under-establishment and therefore lower salary costs. Recognising the financial pressures the Service is currently experiencing and anticipating going forward, delivery of priority 6 of the CRMP should help officers to manage the PAOT costs associated with crewing and availability.

6. LEGAL IMPLICATIONS

- 6.1 None identified.

Agenda Item 12

7. **EQUALITY AND DIVERSITY IMPLICATIONS**

7.1 None identified.

8. **RISK IMPLICATIONS**

8.1 The provision of sufficient minimum qualified firefighters and therefore appliance availability is listed as a corporate risk under risk number 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. **CONSISTENCY WITH DUTY TO COLLABORATE**

9.1 None identified.

10. **BACKGROUND PAPERS**

10.1 Annual Plan 2022-23.

11. **APPENDICES**

11.1 None.

12. **CONTACT DETAILS**

12.1 Doug Buchanan – Area Manager Response and Resilience, Service Delivery
Buchanand@rbfrs.co.uk

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Emergency Services Mobile Communications Programme- Presentation	A&GC	24.07.23	Bi annual	Note	AM C&P	N/A	Part I
HMICFRS Inspection Findings presentation	A&GC	24.07.23	ad-hoc	note	HCS	N/A	Part I
Annual Governance Statement	A&GC	24.07.23	Annual	agree	HCS	N/A	Part I
CIPFA	A&GC	24.07.23	Ad-hoc	note	HF&P	N/A	Part I
Statement of Accounts	A&GC	24.07.23	Annual	Agree	HF&P	Budget and Income Generation Lead	Part I
Pensions Board Annual update	A&GC	24.07.23	Annual	Note	HHR&L&D and Pension Board Chair	N/A	Part I
IT General Controls	A&GC	24.07.23	Ad-hoc	Note	HBIS	N/A	Part I
Internal Audit report	A&GC	24.07.23	Quarterly	Note	HF&P	N/A	Part I
External Audit Report	A&GC	24.07.23	Annual	Note	HF&P	N/A	Part I
Q4 Performance Report	A&GC	24.07.23	Quarterly	Note	Data, Performance and Risk Manager	N/A	Part I
RBFRS Annual Report 21/22	A&GC	24.07.23	Annual	Note	DChEx	N/A	Part I
Slough Fire Station Development	Management Committee	16.10.23	Ad-hoc	Agree	DCFO	N/A	Part II
On-call strategy - presentation	Management Committee	16.10.23	Ad-hoc	Note	AM R & R	N/A	Part I
AFA Mobilisation Policy review	Management Committee	16.10.23	Ad-hoc	Agree	AM C&P	N/A	Part I
Contaminants presentation	Management Committee	16.10.23	Ad-hoc	Note	DChEx	Healthy and wellbeing champion	Part I
Budget Monitoring Q1	Management Committee	16.10.23	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
L4 Resilience	Management Committee	16.10.23	Ad-hoc	Note	DChEx	N/A	Part I
Appliance Availability Q1	Management Committee	16.10.23	quarterly	Note	AM (R&R)	N/A	Part I
External Audit report	A&GC	30.10.23	Quarterly	Note	HF&P	N/A	Part I
Q1 Performance Report	A&GC	30.10.23	Quarterly	Note	Data, Performance and Risk Manager	N/A	Part I
Disciplinary Policy	A&GC	30.10.23	Bi-annual	Note	HHR&L&D	N/A	Part I
Independent Review of Scheme of Allowances	Fire Authority	11.08.23	4 years	Agree	MO	N/A	Part I
Serious Violence Duty presentation	Fire Authority	11.08.23	Ad-hoc	Note	AM C&P	N/A	Part I

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Annual Treasury Report	Fire Authority	11.08.23	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
Budget Monitoring Q2	Management Committee	4.12.23	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
Appliance Availability Q2	Management Committee	4.12.23	quarterly	Note	AM (R&R)	N/A	Part I
Statement of Assurance	A&GC	24.01.24	Quarterly	Note and Recommend	HCS	RBFA Chairman and A&GC Chairman	Part I
Gender, Ethnicity and Equality Pay Gap	A&GC	24.01.24	Annual	Note	HHR&L&D	N/A	Part I
Pay Policy Statement	A&GC	24.01.24	Annual	Note and Recommend	HHR&L&D	N/A	Part I
Internal Audit report	A&GC	24.01.24	Quarterly	Note	HF&P	N/A	Part I
Q2 Performance Report	A&GC	24.01.24	Quarterly	Note	Data, Performance and Risk Manager	N/A	Part I
Emergency Services Mobile Communications Programme - Presentation	A&GC	24.01.24	Bi annual	Note	HBIS	N/A	Part I
Draft Annual Budget 24/25	Management Committee	6.02.24	Annual	Note and recommend	HF&P	N/A	Part I
Budget Monitoring Q3	Management Committee	6.02.24	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
Scheme of Member Allowances Annual Review	Management Committee	6.02.24	Annual	Note and recommend	MO	N/A	Part I
Appliance Availability Q3	Management Committee	6.02.24	Quarterly	Note	AM (R&R)	N/A	Part I
Annual Budget 24/25, Medium Term Financial Plan & Strategic Asset Investment Framework and TVFCS Budget	Fire Authority	15.02.24	Annual	Agree	HF&P	Budget and Income Generation/ Collaboration and Strategic Assets Lead	Part I
Pay Policy Statement	Fire Authority	15.02.24	Annual	Agree	HHR&L&D	N/A	Part I
Scheme of Allowances Annual Review 24/25	Fire Authority	15.02.24	Annual	Agree	MO	N/A	Part I
Internal Audit Report	A&GC	28.3.24	quarterly	Note	HF&P	N/A	Part I
External Audit Report	A&GC	28.3.24	quarterly	Note	HF&P	N/A	Part I
Annual Report on Members Development	A&GC	28.3.24	Annual	Note and Recommend	DChEx	Member Development Champion	Part I

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Annual report on Governance / Members attendance and allowances / Code of Conduct annual consultation results	A&GC	28.3.24	Annual	Note and Recommend	DChEx	A&GC Chairman	Part I
Quarter 3 Performance Report	A&GC	28.3.24	Quarterly	Note	Data, Performance and Risk Manager	N/A	Part I
	Management Committee	09.04.24	Ad-hoc	Note	HF&P	Budget and Income Generation Lead	Part I
	Management Committee	09.04.24	Ad-hoc	Agree	AM C&P	N/A	Part I
Corporate Calendar 2024/25	Fire Authority	22.04.24	Annual	Agree	DChEx	N/A	Part I
Lead Member and Champion Annual Reports	Fire Authority	22.04.24	Annual	Note	Lead Officers	Lead Members	Part I

This page is intentionally left blank

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

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

Qualifications:

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

Agenda Item 15

in disclosing the information.

Interpretation:

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

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank