



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

Tuesday, 21st July, 2020

At

6.30 pm

The Royal Berkshire Fire Authority's Management Committee meeting is being held online in accordance with the Local Authorities and the Police and Crime Panels (Coronavirus) (Flexibility of the Local Authority and Police and Crime Panel Meetings (England and Wales) Regulations 2020.

The Authority supports the principles of openness and transparency. To enable members of the press and public to see or hear the meeting. This meeting will be livestreamed.

<https://www.youtube.com/user/RoyalBerkshireFRS>

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, 21st July, 2020 at 6.30 pm
REMOTE MEETING: <https://www.youtube.com/user/RoyalBerkshireFRS>

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 Angus Ross
Councillor Tricia Brown	Councillor David Cannon
Councillor Colin Dudley	Councillor Jo Lovelock
Councillor Paul Gittings	Councillor Dexter Smith
Councillor Pauline Helliar-Symons	Councillor Rachelle Shepherd- DuBey
Councillor Graham Howe	

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

For further information regarding this meeting, please contact:
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0118 938 4611
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Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire RG31 7SD



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AGENDA

1. Election of Chairman for the 2020/21 Municipal Year

2. Election of Vice-Chairman for the 2020/21 Municipal Year

3. Representative Bodies

Purpose:

The Chairman 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 Chairman at the commencement of the meeting of those Agenda items they wish to speak to.

4. Apologies for Absence

To receive any apologies of 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 5 February 2020 (Pages 7 - 14)

Purpose:

To agree the minutes of the meeting held on 5 February 2020 be confirmed as a correct record and signed by the Chairman.

7. Receipt of Announcements

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

8. National Fire Chief's Council Community Risk Programme Presentation

Purpose:

To receive for note a presentation on the National Fire Chief's Community Risk Programme.

9. Leadership Succession Planning (Pages 15 - 22)

Purpose:

To agree the process for the Leadership Succession of Senior Appointments.

10. Fire and Rescue Service Inspection Update (Pages 23 - 28)

Purpose:

To note the latest update from HMICFRS which includes a potential Covid-19 Inspection and revised timescales for round two inspections.

11. RBFRS Additional Activities to Support the Response to COVID- 19 (Pages 29 - 34)

Purpose:

To note the additional activity the Service is undertaking in support of the wider response to COVID-19.

12. 2019/20 Provisional Outturn (Pages 35 - 46)

Purpose:

To receive for note the provisional 2019/20 revenue and capital outturn positions.

13. 2019/20 Quarter 4 Appliance Availability (Pages 47 - 56)

Purpose:

To note the quarter 4 performance of appliance availability across the Service highlighting the 100% appliance availability of the Service's 14 WDS appliances, and to note the actions taken to maintain, improve and monitor appliance availability.

14. Forward Plan (Pages 57 - 58)

Purpose:

To note the Forward Plan.

15. Date of next meeting

Wednesday, 21 October 2020, at 6.30pm. Venue to be confirmed.

16. Exclusion of the Public (*Pages 59 - 60*)

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 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.

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

17. Property Capital Projects Update (*Pages 61 - 68*)

Purpose:

To receive for note an update on Capital Projects.

18. Crowthorne Fire Station (*Pages 69 - 78*)

Purpose:

To note the contents of the report.

19. Capital Projects - Asset Release Strategy (*Pages 79 - 184*)

Purpose:

To agree the contents of the report.

20. Pension and Payroll Administration (*Pages 185 - 192*)

Purpose:

To agree the contents of the report.

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MINUTES OF THE MEETING OF THE MANAGEMENT COMMITTEE



Held on Wednesday, 5th February 2020, at 6.30 pm
Headquarters, Royal Berkshire Fire and Rescue Service, Newsham Court, Pincents Kiln, Calcot, RG31 7SD

Members: (*present)

* Councillor Ted Plenty	Councillor Angus Ross
Councillor Jeff Brooks	Councillor David Cannon
* Councillor Rachelle Shepherd-DuBey	Councillor Jo Lovelock
* Councillor Colin Dudley	* Councillor Garth Simpson
* Councillor Paul Gittings	* Councillor Dexter Smith
* Councillor Pauline Helliars-Symons	

In Attendance: Paul Binyon (Area Manager Response and Resilience, AM R&R)
Conor Byrne (Head of Finance and Procurement, HF&P)
Tony Deacon (Area Manager Prevention and Protection, AM P&P)
Steve Foye (Deputy Chief Fire Officer, DCFO)
Becci Jefferies (Head of Human Resources and Learning and Development, HHR&L&D)
Andrew McLenahan (Head of Facilities, Fleet and Equipment, HFF&E)
Nikki Richards (Director of Support Services, DSS)
Fayth Rowe (Democratic Support Lead, DSL)
Hannah Sheehan (Democratic Support Assistant, DSA)
Tony Vincent (Head of Business and Information Systems, HBIS)

47. REPRESENTATIVE BODIES

The FBU was not present at the meeting and had previously informed the Chairman they did not wish to address the Management Committee on any item on the agenda.

48. APOLOGIES FOR ABSENCE

Apologies for the inability to attend were received from Councillors Jeff Brooks, David Cannon, Jo Lovelock and Angus Ross.

Action

49. DECLARATIONS OF INTEREST

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

50. MINUTES OF THE MEETING HELD ON 3 DECEMBER 2019

That Part I and Part II Minutes of the meeting held on 3 December 2019, be approved as a true and correct record and signed by the Chairman.

51. RECEIPT OF ANNOUNCEMENTS

On-Call Firefighter Graduation Ceremony

- On Friday evening (31 January 2020), I had the pleasure of joining our on-call firefighters at a graduation ceremony that celebrated those that have joined the Service in the past three years.
- It was the first time a separate on-call ceremony had been held.
- A total of 24 graduates attended the Ceremony, which was held at Easthampstead Park.
- The Ceremony was open to all on-call firefighters who joined our Service in 2017, 2018 and 2019, as well as celebrating the wider dedication and commitment of all of the on-call firefighters within the Service.
- Each of the on-call firefighter graduates was presented with a certificate in front of family, friends and colleagues.
- The event also provided an opportunity to reflect back on some of the challenging incidents our on-call firefighters have attended since 2017 and the ongoing progress and commitment to the on-call service that's provided to the people of Royal Berkshire.
- I thank all on-call firefighters for their dedication to the Service.

Change to Senior Leadership Team (SLT)

- You may be aware that Area Manager Tony Deacon will retire from the Service at the end of March 2020. This follows an outstanding 33-year career, having served in both Berkshire and Hampshire Fire and Rescue Services.
- In preparation for his departure, a rigorous selection process has been undertaken to appoint a new Area Manager Service Delivery. Candidates

were tested through a range of activity culminating in a final interview.

- I am pleased to inform you that Group Manager Doug Buchanan was successful through the selection process and has been appointed to the position of Area Manager Service Delivery, where he will oversee Prevention and Protection delivery.
- I am sure you will join me in congratulating Doug who will be a great addition to the Senior Leadership Team. Doug will start his new role from 2 March 2020, allowing for a handover between himself and Tony Deacon.
- We will be advertising the GM vacancy created by Doug's move from the East Hub in due course.

Debate on Fire Risks in Flats and Shared Housing

- Matt Rodda, MP for Reading East recently initiated a Westminster Hall debate on fire risks in flats and shared housing.
- During the debate, he spoke about different types of buildings in the county and the fire safety concerns of local residents. He also talked about our work to date in inspecting high rise premises and the Fire Authority's efforts to increase the council tax precept to help fund our services.
- We continue to work with Berkshire's MPs to address residents' concerns and will continue to make the case for greater financial flexibility when raising the council tax precept.

Positive coverage on RBFRS Response Standard

- Following the release of the Home Office fire incidents response times, we have seen positive coverage in the County for the Service.
- Articles in both the Reading Chronicle and the Bracknell and Wokingham Midweek highlighted RBFRS as backing the national trend on response times, taking an average of eight minutes and 24 seconds to reach primary fires in 2018-19.
- This is well within the Service's response standard target to reach emergency incidents within 10 minutes on 75% of occasions.
- The article went on to highlight that the crews turnout takes an average of just 54 seconds, which I'm sure we can all appreciate is remarkably quick and call handling took an average of one minute and 10 seconds from the

time of call, to understanding the emergency and then mobilised the right resources to deal with the incident as quickly and effectively as possible.

- I recently met with new Bracknell MP James Sunderland at Wokingham Fire Station. He was in awe with the speed and efficiency of firefighters response to a fire call. RBFRS response standard is measured from the time of the call to attendance at the incident.

Council Tax Consultation Now Closed

- Following on from that, the Royal Berkshire Fire Authority (RBFA) consultation into our funding through council tax for the next year is now closed.
- RBFA was consulting on a proposed increase of 1.99% in council tax and asked respondents whether they would support a £5 increase in the future.
- The results of the consultation will now be taken to the budget meeting of Royal Berkshire Fire Authority on 14 February 2020.
- Thank you to everyone who took part.

Wholetime Firefighter Recruitment Process

- At the end of 2019 the Wholetime Firefighter recruitment process was concluded. Applicants completed a number of stages during the recruitment process including online ability tests, physicals tests and an interview.
- We are pleased to have offered positions to 24 new Wholetime Firefighters. 2 of our new Wholetime firefighters will be going straight to their Station postings in February 2020 because they have already achieved competency in their on-call firefighter roles with RBFRS.
- The other 22 new Wholetime Firefighters began their 13 week initial training programme on Monday, 6 January 2020, initially with Red One Ltd in Plympton (the commercial trading arm of Devon & Somerset Fire & Rescue Service and will be finishing their training at our Whitley Wood Training Centre.
- Their initial training programme will include many different modules including hose, pumps and ladders, immediate emergency care, working at height, breathing apparatus, road traffic collision, hazardous materials and water rescue training.
- It is anticipated that our new wholetime firefighters will be placed on

stations across Berkshire from April 2020.

Further updates will be provided in due course.

52. 2019/20 BUDGET MONITORING - QUARTER 3

Conor Byrne (HF&P) presented the report informing Members of the estimated revenue outturn and provided an update on capital projects as at the end of Quarter 3 2019/20.

He stated an in-year saving of £126,000 had been achieved which will help offset the need to utilise reserves, reducing the usage needed in 2019/20 to £332,000.

The delivery of the Remotely Managed Stations/Flexible Duty Officer Project (RMS/FDO) had generated ongoing revenue savings. Some of the roles in the revised structure have been filled by external candidates. The careful management of these and other vacancies in the interim period have delivered in year savings to invest in other areas, including training.

A number of pieces of work focused on improving operational effectiveness have resulted in a budget pressure relating to equipment.

In answer to a question from Councillor Gittings, HF&P reported the in-year saving of £126,000 was a one off saving which was in relation to the RMS/FDO project. He advised some of the above savings will be invested.

In relation to the budget pressures mentioned in the report (3.7) around equipment, the Vice-Chairman asked Senior Officers view on the investment of coldcut hoses to diminish fires. She asked whether a visit could be arranged for Members to see this equipment in operation.

The DCFO advised the equipment was an ultra-high pressure lance used to extinguish fires. He advised the purchase of this equipment would be at an additional cost to the Service which varied between £50-£80k. He added although the equipment was not required to be fitted to each appliance, the purchase was not in the Service's current plans.

In answer to a question from Councillor Smith, DCFO advised this equipment could be used for some types of firefighting techniques.

Resolved that the report be noted.

53. THAMES VALLEY FIRE CONTROL SERVICE (TVFCS) SIX MONTH UPDATE

Nikki Richards (DSS) provided an update on the performance of Thames Valley Fire Control Service covering the period April 2019 – September 2020. She

informed Members an annual report will be provided to the full Fire Authority at the end of the financial year.

On behalf of Councillor Ross, DSS informed Members that Thames Valley Fire Control Service (TVFCS) will celebrate its 5th Anniversary during 2020 and paragraph 3.5 reported the measure set for mobilising appliances once the call had been answered fell below the desired level. This was due to appliances could not be mobilised until specific information had been received. It would not be appropriate to dispatch an appliance without receiving as much information as possible in relation to the incident.

Resolved the report be noted.

54. 2019/20 QUARTER 3 APPLIANCE AVAILABILITY

Steve Foye (DCFO) updated the Committee on Whole-time Duty System (WDS) and on-call appliance availability during Quarter 3. He reported WDS and on-call performance was managed by Hub Management Teams. The performance for Q3 was 98.37% availability as measured against the Service's Corporate Measure 16.

There were three occasions where crewing fell below required number, which were day crew on 26th October 2019 and night shift on 24th December and day shift on 25th December 2019.

Q3 saw the completion of the recruitment process for Whole-time Firefighters selecting 24 trainees. In discussing on-call, DCFO advised there were variations across each station due to the number of people at each station, skills and qualifications.

In answer to a question from Councillor Gittings on the availability of Lambourn on-call Station, the DCFO reported the area west of the County would be a consideration of the Integrated Risk Management Plan (IRMP) in terms of proposals to improve availability. He added he anticipated a steady improvement due to recruitment.

The Vice-Chairman advised she had been informed of the additional recruitment of on-call Firefighters at Wargrave Fire Station. The DCFO stated the number of on-call Firefighters at Wargrave had increased to 14, however a number were currently in training and added there was still the outstanding issue of the availability of skills.

The Chairman reminded Members that Crew Managers at Wargrave had recently left the Service, which was the reason the Fire Authority had deferred their decision by extending the period to enable the Crew to develop the necessary competency skills.

Councillor Shepherd-DuBey advised the report showed the availability of

Action

Pangbourne Fire Station had been worse than Wargrave in the last quarter.

The DCFO reported Theale Fire Station had been part of the Integrated Risk Management Plan (IRMP) included the closure of Pangbourne, once the new Station was open.

The Chairman commended the availability of Crowthorne Fire Station of 73% despite they had been mobilised from a temporary Fire Station during the refurbishment of their Station. He requested for a letter to the Station Manager on behalf of the Fire Authority to congratulate the crew for their availability in the last Quarter.

DCFO

Resolved that:

- The Quarter 3 performance of appliance availability, highlighting the percentage 98.37 (%) appliance availability of the Service's 14 WDS appliances be noted.
- The actions to maintain, improve and monitor appliance availability be noted.

55. FORWARD PLAN

Resolved that the Forward Plan be noted.

56. DATE OF NEXT MEETING

Members were informed the meeting scheduled for 2 April 2020 had been cancelled.

The next meeting will be held on Tuesday 21 July 2020, 6.30pm.

(The meeting concluded at 7.07pm)

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ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	21 JULY 2020
SUBJECT	LEADERSHIP SUCCESSION PLANNING
LEAD OFFICER	TREVOR FERGUSON, CHIEF FIRE OFFICER
LEAD MEMBER	COUNCILLOR COLIN DUDLEY
EXEMPT INFORMATION	NONE
ACTION	TO AGREE

1. EXECUTIVE SUMMARY

- 1.1 2021 is going to be a year of significant change for the senior leadership of Royal Berkshire Fire & Rescue Service (RBFRS). Both the Chief Fire Officer (CFO) and the Deputy Chief Fire Officer (DCFO) will be eligible to retire in July 2021, and May 2021, respectively.
- 1.2 To ensure that the Authority has the opportunity to consider the widest pool of potential candidates, the selection process should be designed to enable applications for either a Chief Fire Officer (CFO) or a 'non-operational' Chief Executive (CEX) role.
- 1.3 This paper proposes a six step process, built around the Authority's cultural theme of ***"One team working collaboratively for the people we serve"*** to ensure that the transition is managed smoothly.

2. RECOMMENDATION

That the Management Committee:

- 2.1 **NOTE** the 6 step process and provisional dates of the senior leadership transition process;
- 2.2 **AGREE** that the selection process will be designed to attract applications for either a Chief Fire Officer or a 'non-operational' Chief Executive;
- 2.3 **AGREE** that a cross-party Task and Finish Group, as proposed in Appendix A, be established to oversee the process; and

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- 2.4 **AGREE** that the Members of the Task and Finish Group act as the Members' Appointment Panel for the CFO/CEx process.

3. REPORT

- 3.1 2021 is likely be a year of significant change for the senior leadership of Royal Berkshire Fire & Rescue Service (RBFRS). Both the Chief Fire Officer (CFO) and the Deputy Chief Fire Officer (DCFO) will be eligible to retire in July 2021, and May 2021, respectively.
- 3.2 Both the CFO and DCFO will have achieved 30 years' pensionable service as members of the Firefighters' Pension Scheme 1992, the rules of which incentivise retirement for both officers. The contractual notice period for both the CFO and DCFO is 3 months.
- 3.3 To ensure that the Fire Authority has both the time and opportunity to manage this transition effectively the following paper sets out a road map to ensure the right processes are in place to manage the transition.
- 3.4 The Fire Authority's cultural theme of "***One team working collaboratively for the people we serve***" will be central to the development and completion of the process.
- 3.5 Based on the current RBFRS senior leadership model the incumbent acts as both the Chief Fire Officer and Chief Executive. In other Services such as Kent, Essex, Manchester and Northern Ireland they have operated with a Chief Executive who was not from a traditional operational background and, therefore, acted solely as a Chief Executive.
- 3.6 Traditionally, Chief Fire Officers have started their careers as firefighters and progressed through various operational roles ultimately becoming a CFO. By maintaining their operational competence they can continue to provide operational cover for large scale incidents. This is known as Level 4 in Incident Command terminology.
- 3.7 Currently RBFRS has 6 Officers providing level 4 cover. If the CFO role was removed from this group adequate cover could be provided by the 5 other Officers.
- 3.8 Not surprisingly, both models a CFO or CEx can work effectively and the decision should be based on choosing the best applicant for the job, whilst ensuring the right balance of skills across the Senior Leadership Team.
- 3.9 The retirements of both the CFO and DCFO will present the Authority with the opportunity to consider a CEx model for RBFRS. If a Chief Executive is appointed then the role profile of the DCFO could be amended to ensure that the Senior Leadership Team has the right balance of skills, knowledge and experience to run the Service effectively.

- 3.10 To ensure continuity of leadership and that the Service does not lose momentum in delivering on the Authority's plans and commitments the transition will need to be well planned. Therefore, the proposed timeline will make provision for induction and handover before the current CFO retires.
- 3.11 Below the six step process, with provisional dates, are outlined for consideration by Members:
- **Step 1** – Establishment of a Member Task and Finish Group led by the Chairman of the Fire Authority, Councillor Colin Dudley **(21 July 2020)**
 - **Step 2** – Development by the Task and Finish Group of a robust, open and transparent selection process to enable the Authority to attract and select the best candidates **(September/December 2020)**
 - **Step 3** – Completion of a programme of engagement and listening workshops, with a wide range of stakeholders from within the organisation to help shape the Authority's thinking about their next leader **(October/November 2020)**
 - **Step 4** – Delivery of a robust, open and transparent selection process as proposed in section 4 **(December 2020 to March 2021)**
 - **Step 5** – Providing the time and space for an effective induction to the organisation and transition of leadership before CFO/CEX retires **(March to July 2021)**
 - **Step 6** – A process of engagement and dialogue with the new CFO/CEX to ensure the Senior Leadership Team have the right balance of skills, knowledge and experience to continue the Services' journey of continuous improvement **(From March 2021)**

4. Selection Process Timeline

- 4.1 As set out in Step 4, the following provides the selection process timeline:
- Advertisement and application process from 11th December 2020 to 12th February 2021.
 - Shortlisting 19th February 2021
 - Assessment Centre 2nd to 3rd March 2021
 - Final Interviews 9th to 12th March 2021
 - Conditional offer 12th March 2021
 - Meeting of the Management Committee to receive the Appointment Panel's advice on appointment 15 March 2021

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- Formal Fire Authority approval of appointment 24 March 2021
- Notice and handover period 24 March – 19 July 2021

5. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 5.1 Commitment 1 – We will provide advice on how to prevent fires and other emergencies.
- 5.2 Commitment 2 – We will ensure a swift and appropriate response when called to emergencies.
- 5.3 Commitment 3 – We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.
- 5.4 Commitment 4 – We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.
- 5.5 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.
- 5.6 Commitment 6 – We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.

6. FINANCIAL IMPLICATIONS

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

7. LEGAL IMPLICATIONS

- 7.1 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”.
- 7.2 Paragraphs SO101 – 103) of the Authority’s Standing Orders provide as follows:
“Appointment of Chief Fire Officer”.

SO101. 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 to above to be sent to any person on request.

SO102. Where a post has been advertised as provided in SO101 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.

SO103. 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.

These are taken from the Local Authorities (Standing Orders) Regulations 1993 which imposed requirements on principal councils to adopt mandatory standing orders with respect to, i.a., the appointment of and disciplinary action against senior officers.

The Regulations permit that the above steps taken may be taken by a committee, sub-committee or chief officer of the authority.

- 7.3 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."

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.

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 and Deputy to the Chief Fire Officer".

- 7.4 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*'
- 7.5 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).
- 7.6 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 Chief Fire Officer and Monitoring Officer are joint authors of this report.

10.2 The Chief Finance Officer has been consulted in the preparation of this 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 Colin Dudley (Chairman)
- Councillor Pauline Helliard-Symons (Vice-Chairman)
- Councillor Tina McKenzie-Boyle
- Councillor Graham Howe
- Councillor Paul Gittings
- Councillor Rachelle Shepherd-DuBey

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ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	21 JULY 2020
SUBJECT	FIRE AND RESCUE SERVICE INSPECTION UPDATE
LEAD OFFICER	NIKKI RICHARDS, DIRECTOR OF SUPPORT SERVICES
LEAD MEMBER	COUNCILLOR COLIN DUDLEY
EXEMPT INFORMATION	NONE
ACTION	FOR NOTE

1. EXECUTIVE SUMMARY

- 1.1 This report provides Members with the latest update from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services as attached at **Appendix A**.

2. RECOMMENDATION

- 2.1 To **NOTE** the latest update from HMICFRS which includes a potential Covid-19 Inspection and revised timescales for round two inspections.

3. REPORT

- 3.1 Royal Berkshire Fire and Rescue Service (RBFRS) completed its first inspection by HMICFRS in 2019. As a result of the inspection, HMICFRS graded RBFRS as 'good' across its three main pillars of 'Effectiveness', 'Efficiency' and 'People'.
- 3.2 Prior to the outbreak of Covid-19, HMICFRS announced that it programme for inspection of the English Fire and Rescue Services which would see RBFRS undertake its second inspection as part of tranche two of the programme, originally due to culminate in an inspection week for RBFRS in February 2021.
- 3.3 As a result of Covid-19, HMICFRS suspended its inspection activity. The letter attached at **Appendix A** provides the latest update from HMICFRS and its plans to recommence its inspection programme and the potential for a Covid-19 inspection.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 The inspection programme covers a number of the service areas outlined in the Strategic Commitments.

5. FINANCIAL IMPLICATIONS

- 5.1 No financial implications as a result of this report.

6. LEGAL IMPLICATIONS

- 6.1 HMICFRS has powers of inspection under the Fire and Rescue Act 2004, as amended by the Policing and Crime Act 2017. As outlined in the Fire and Rescue National Framework for England, all fire and rescue authorities must cooperate with the inspectorate and its inspectors to enable them to deliver their statutory function.

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 No equality and diversity implications as a result of this report.

8. RISK IMPLICATIONS

- 8.1 No risk implications as a result of this report.

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 No implications with our duty to collaborate as a result of this report.

10. PRINCIPAL CONSULTATION

- 10.1 The Chief Fire Officer has been consulted in the preparation of this report.

11. BACKGROUND PAPERS

- 11.1 [Royal Berkshire Fire and Rescue Service Inspection Report 2018/19](#)
11.2 [Fire and Rescue National Framework for England](#)

12. APPENDICES

- 12.1 Appendix A – Fire and Rescue Service Inspection Update (7 July 2020)



Promoting improvements
in policing and fire & rescue
services to make everyone safer

Appendix A
6th Floor, Globe House,
89 Eccleston Square, London SW1V 1PN
Direct Line: 020 3513 0524
Fax: 020 3513 0650
Email: zoe.billingham@hmicfrs.gov.uk

Zoë Billingham BA Hons (Oxon)
Her Majesty's Inspector of Constabulary
Her Majesty's Inspector of Fire and
Rescue Services

By email

Chief Fire Officers
Chairs of Fire and Rescue Authorities
Police, Fire and Crime Commissioners
Police and Crime Commissioners
Lead Fire and Rescue Authority Members
Locally Elected Mayors
Other FRS interested parties

07 July 2020

Dear colleague,

FIRE AND RESCUE SERVICE INSPECTIONS UPDATE

I hope everyone is keeping well during these difficult times. I write to keep you updated with our plans.

Recommencing our activity

2. On 13 March 2020, Sir Thomas Winsor wrote to inform the police and fire sectors that we were suspending our inspection activity as a result of the Covid-19 pandemic. He promised to let you know in good time before inspections recommenced. This letter serves to keep that promise and sets out our plans for the rest of the financial year. A separate letter is being sent to police forces.

FRS response to Covid-19

3. At the outset I would like to express my gratitude to your staff who are maintaining fire and rescue services during the Covid-19 outbreak. The current national emergency has necessitated a major shift in fire and rescue practice – ranging from delivering medicine and supplies, driving ambulances, providing staff to work in ambulance control rooms and transporting patients and the deceased. Many of you have told me about how you've changed not only what you do but also how you do it. This includes transforming IT provision, strong multi-agency relationships with partners and other new ways of working. I hope you can preserve the best of what you have created.

4. I know of the very real health threats faced by your staff, through their daily interaction with the public, which at times cannot be subject to any social distancing. The added issue of returning home to family and loved ones must only heighten levels of stress unique to this situation. I am humbled by the contributions you and your colleagues have made to the national response to the pandemic.

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Appendix A

Supporting the Covid-19 response

5. I am delighted that we have been able to support the request from services, the National Fire Chiefs Council, the Home Office and others for resources, skills and expertise to support their work in response to Covid-19. A number of our inspection team have been deployed to support these organisations and I am immensely proud of what they have achieved. Some have already returned to us and we look forward to welcoming back the remainder as soon as they can be returned. We have begun getting in touch with these organisations to start planning towards their eventual return in the coming weeks.

Round two FRS inspections

6. We have had initial discussions with our External Reference Group about next steps. Our current working assumption is that round two will recommence in early 2021. We will provide you further information about this shortly.

Potential Covid-19 inspection

7. In the meantime, we have discussed internally and with our External Reference and Technical Advisory groups whether - and how - we could support the sector by carrying out an inspection on the response to Covid-19. Feedback has been positive and so we will approach the Home Secretary for permission to undertake such an inspection under section 28A(3) of the Fire and Rescue Services Act 2004. If the Home Secretary commissions us to do this work, we expect to inspect every service and determine:

- (a) how the fire sector is responding to the Covid-19 outbreak;
- (b) what is working well and what is being learned;
- (c) how the sector is dealing with the problems it faces; and
- (d) what changes are likely or appropriate for the fire and rescue sector as a result of the Covid-19 pandemic.

8. While this is all dependent on agreement from the Home Secretary, if she is supportive, we will undertake this inspection virtually, with pilots beginning in August and service inspections shortly thereafter. Reports – with narrative rather than graded judgments – should be published by the end of the calendar year. We will engage with services individually to arrange convenient times to gather evidence and Sir Thomas Winsor will write to you providing the commission once it has been agreed by the Home Secretary.

9. I recognise you may have questions about this and will want further information. Should we receive a commission from the Home Secretary, I will hold a virtual chiefs and chairs event to give you more information and answer your questions. We will also host a similar event with service liaison officers. We will be in touch to organise the event should we receive the green light. While we will try to give you as much notice as possible, depending on timings this may not be possible. If you are not available, by all means delegate the invitation to a colleague so that your service is represented.

Round 1 causes of concern

10. In addition to Covid-19 inspections, we want to follow-up with each of the fourteen services who were given a cause – or causes – of concern in round 1 to consider what progress is being made. Round 2 will be delayed by approximately twelve months following the suspension for Covid-19 and so we don't want to wait over three years in some services to follow up on this work.

We will inform each of these services shortly what this follow-up work will entail, but we expect to begin this activity later this calendar year in advance of round 2 recommencing early in 2021.

Data

11. We intend to shortly restart our data collection and request data for the period October 2019 to March 2020 - this is data that we would have originally asked for in April had inspection activity not been paused. We will also request data for the period from April 2020 to June 2020. To assist services, this request will mirror the previous one. Should the Home Secretary commission us to do a Covid-19 inspection, we will ask for additional data to contribute to the inspection. We have already discussed this with our Technical Advisory Group and will keep the request as small as possible. We will provide further information to services on this new collection when we are in a position to do so.

State of Fire & Rescue 2020

12. As previously mentioned, the chief inspector is under a legal obligation to publish an annual assessment on the effectiveness and efficiency of fire and rescue services in England. We are therefore planning to publish our second State of Fire and Rescue report in January. I wanted to let you know that like he did last year, Sir Thomas Winsor will shortly be writing to the sector for any contributions to this assessment.

HMI Phil Gormley

13. You may be aware that HMI Gormley has tendered his resignation and will be leaving us shortly. Interim arrangements are needed until his successor is appointed. Responsibility for his fire and rescue services (and police forces) has been shared amongst the other HMIs, and affected services are being informed who their new HMI will be. I am sure the respective HMI will be in contact with the chiefs of their new services shortly.

14. Since my last letter, Laura Gibb has returned following her maternity leave. I am very grateful to Alex Hill for his support and leadership of the fire portfolio team while covering Laura's absence. I know Laura has met many of you since her return. If you require any further information about the FRS inspection programme, please do not hesitate to contact her (lauraalice.gibb@hmicfrs.gov.uk).

15. Finally, thank you for the work that you and your teams continue to do to meet this historic challenge. I wish you and your staff all the very best for the weeks and months ahead.

Yours sincerely,



Zoë Billingham

Her Majesty's Inspector of Constabulary
Her Majesty's Inspector of Fire and Rescue Services

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ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	21 JULY 2020
SUBJECT	RBFRS ADDITIONAL ACTIVITIES TO SUPPORT THE RESPONSE TO COVID-19
LEAD OFFICERS	STEVE FOYE, DEPUTY CHIEF FIRE OFFICER
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	FOR NOTE

1. EXECUTIVE SUMMARY

- 1.1 COVID-19 has led to impacts and challenges across every aspect of society. From the outset RBFRS priorities have been the maintenance of our core services to protect the public from fires and other incidents whilst ensuring the safety of our staff.
- 1.2 In addition to meeting these priorities the service has worked alongside colleagues in Berkshire, the Thames Valley and nationally to play our role in support of the wider public need to address the impacts and consequences of COVID-19.
- 1.3 This report sets out the range of additional activity officers and staff have been involved in over the past three months including work in support of both the Thames Valley Local Resilience Forum and the tri-partite agreements established between the National Fire Chiefs Council, Fire Brigades Union and the Fire and Rescue Service National Employers.

2. RECOMMENDATION

That Management Committee:

- 2.1 **NOTE** the additional activity the Service is undertaking in support the wider response to COVID-19.

3. REPORT

Background

- 3.1 As members will be only too aware, COVID-19 has led to impacts and challenges across every aspect of society. From the outset our priorities have

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been the maintenance of core services to protect the public from fires and other incidents whilst ensuring the safety of our staff.

- 3.2 Teams across the Service have responded with great professionalism and commitment. By applying social distancing and infection control measures the Service has maintained a highly effective response capability, in both wholetime and on-call teams, and with the support of a fully functioning Thames Valley Fire Control Service.
- 3.3 In addition to meeting these priorities the Service has worked alongside colleagues in agencies across Berkshire, the Thames Valley and nationally in support of the wider public need in tackling the impacts and consequences of COVID-19.

Local Resilience Forum

- 3.4 To remind members, the Service is identified as a category one responder within the Civil Contingencies Act. This means the Service is one of a number of agencies that work jointly within the Thames Valley Local Resilience Forum (TVLRF) to co-ordinate the planning, response and recovery to a range of community risks and multi-agency events. Section 4 of this report outlines the additional activity officers have been undertaking in support of TVLRF response to COVID-19.

Tri-Partite Agreements

- 3.5 The National Fire Chiefs Council (NFCC) has worked alongside the Fire Brigades Union and the Fire and Rescue Services National Employers to establish a tri-partite agreement that enable's additional activities by firefighters during the COVID-19 response which are beyond the normal scope of their role. The first of these agreements was established on the 24 March 2020 and since then a further ten agreements have been published to cover a range of additional activities. The agreements, which are temporary in nature, can be found through the following link:
<https://www.nationalfirechiefs.org.uk/COVID-19>
- 3.6 Section 4 of this report outlines the range of activity that has been considered or undertaken in support of public safety across Royal Berkshire and the wider Thames Valley, aspects of which relate to the NFCC tri-partite agreement.

4. Activities In Support of COVID-19 response

- 4.1 The Chief Fire Officer has been part of the wider NFCC response, attending weekly meetings to coordinate reporting, information sharing and activities across the UK FRS. This has enabled effective communication with the Home Office and Government ministers on FRS specific issues stemming from COVID-19, whilst ensuring the service can align with national guidance.
- 4.2 At the early stages of COVID-19, fire and rescue services across the Thames Valley and Hampshire were approached by South Central Ambulance Service to consider release of drivers for ambulances. Not knowing how our capability would be impacted by COVID-19, the prudent decision was taken not to

- release drivers, but to keep this under review in the understanding that SCAS had military support.
- 4.3 As the Service introduced social distancing measures and limited its wider activity, discussions with the NHS Blood and Transplant Service made it clear that blood stocks were under pressure. A decision was made to maintain planned blood donation sessions across stations, introducing additional measures to minimise public movement in support of social distancing for operational staff operating from the stations.
 - 4.4 As the lockdown was implemented, community hubs were formed by Local Authorities to support those more vulnerable in the community. Prevention managers acted as a service link into these hubs. It was positive to see the overwhelming support of volunteers from within communities met the need of community hubs in activity such as the delivery of food parcels and medicines. Whilst the community hubs were satisfied with their volunteer arrangements, prevention managers have remained connected to the community hubs in case of a future need for RBFRS support.
 - 4.5 In the early days of testing, the Chief Fire Officer was able to offer support through the national route to assist in implementing local testing centres within Berkshire. This became unneeded as Deloitte [a large multinational professional services network] were appointed to deliver this on behalf of the Government.
 - 4.6 As Deputy Chair of the Thames Valley Local Resilience Forum (TVLRF), the Deputy Chief Fire Officer has worked alongside the TVLRF Chair and Executive to ensure the TVLRF response and recovery arrangements have remained appropriate and effective to meet the challenges presented by COVID-19.
 - 4.7 TVLRF command structures developed in early March to facilitate the Thames Valley response to COVID-19. This drew in the involvement of a number of RBFRS staff to chair, support and facilitate the key groups and activities of this LRF response.
 - 4.8 Area Manager Paul Binyon, in addition to leading the LRF Tactical Coordinating Group for a time, chairs the LRF Risk Group. He has led a review of all existing LRF risks for any impacts stemming from COVID-19 so that owners of those risks can consider additional treatments to mitigate the risk.
 - 4.9 DCFO Steve Foye, AM Binyon and the services emergency planning officers have worked with the coroner's office, colleagues across local authorities, other blue light services and Berkshire Lowland Search and Rescue, to establish contingency plans to support the transportation of bodies (where demand might exceed normal provision and arrangements). It is positive these contingency arrangements have not been needed.
 - 4.10 One of the most significant areas of work that we continue to lead for the TVLRF is the Logistics Cell. Led by Area Manager Jim Powell, and supported by a number of other RBFRS staff and colleagues from the military, this group

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has been in operation since the mid-April and is likely to remain in operation for some weeks to come.

- 4.11 With demand for PPE being so high and supply lines not always matching this, the Logistics Cell established the mechanisms to facilitate and coordinate access to the Government's emergency provision of PPE by local authorities across the Thames Valley. This has been a positive area of work and the ongoing commitment and support of RBFRRS has been greatly received by LRF partners.
- 4.12 Having secured our own PPE requirements, at the peak of cases we were able to assist colleagues in health by releasing 250 Tyvex suits for their use in a health care setting as protective gowns.
- 4.13 To ensure RBFRRS maintained PPE for staff, the facilities team have worked with colleagues in Kent FRS and wider NFCC to identify and secure PPE supplies. This has included weekly reporting on stock levels to ensure that, as a sector, supplies were balanced and no service was left without necessary stock.
- 4.14 In the most recent update on the tri-partite agreement, an additional activity was added that firefighters might undertake. This involves supporting those in health and social care with a 'train the trainer role'. Using a standard training package, developed by colleagues in Health, those delivering the training would help those working in care homes understand how to effectively wear and remove PPE and how to undertake COVID-19 swab testing on their own staff. In early June we have received a request from East Berkshire Clinical Commissioning Group (CCG) to support with this training. Officers are currently working to establish detail on the required delivery. If we undertake this activity we will most likely use our on-call staff.
- 4.15 East Berkshire CCG have also requested our support to assist with training in face mask fitting for a small number of staff in one their commissioned service providers. This requires a specific skill set that exists in RBFRRS and we are ready to deliver this training subject to the CCG confirm in writing that they maintain the indemnity for this activity.
- 4.16 In early June Slough Borough Council submitted a request for support in making contact with 218 members of the public who are on shielding lists but who the council have been unable to make contact with. Five on-call staff were tasked with assisting in this work with the aim of establishing contact to confirm if support is needed using a standard set of questions provided by the council. The opportunity was also taken to assess if a Safe and Well visit from the RBFRRS was appropriate and wanted. This activity was completed by the end of June.
- 4.17 There is no doubt the last three months have been challenging and the reality remains that there will be much uncertainty and the potential for new challenges going forward. Our commitment to maintain critical core services and protect the health and wellbeing of staff remains our priority, whilst we learn and adapt to the changing circumstances.

- 4.18 The service will continue to work with and support colleagues across public sector partners where we can have a meaningful impact on safety of the public and the wider reduction of community risk.

5. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 5.1 **Commitment 1** – We will provide education and advice on how to prevent fires and other emergencies.
- 5.2 **Commitment 2** – We will ensure a swift and appropriate response when called to emergencies.
- 5.3 **Commitment 3** – We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.
- 5.4 **Commitment 4** – We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.
- 5.5 **Commitment 5** – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money
- 5.6 **Commitment 6** – We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.

6. FINANCIAL IMPLICATIONS

- 6.1 The service has received £850K of additional funding from government with the opportunity to bid for further funding if required. To understand the financial implications of additional COVID-19 activity undertaken by the service, we are maintaining an indicative record of the time and resources committed across teams. As of end of May these costs are in the region of £174K
- 6.2 We expect to absorb aspects of certain costs, such as existing and expected commitments to the LRF planning and response structures. In contrast, some LRF activity, such as the extended and significant commitment to the Logistics Cell, is more unusual and we should consider offsetting this against the additional funding provided.
- 6.3 In addition we would expect to utilise the additional funding to offset costs associated with additional activities undertaken in support of partners, such as with the work supporting East Berkshire CCG.
- 6.4 Finally, progress on addressing specific corporate risks, such as improvement work stemming from Grenfell Tower learning, has been impacted by COVID-19 and we will invest part of grant in additional resources to maintain momentum in this area, reduce the corporate risk and improve public and staff safety.

7. LEGAL IMPLICATIONS

- 7.1 It is the normal expectation that all public sector organisations either involved in the LRF or who are part of a multi-agency response maintain the liabilities for their staff. The impacts of COVID-19 have created unprecedented operational challenges for every organisation. It is right that a collective response is maintained and cross sector support provided, where possible and practicable to do so, in the interests of the health, safety and welfare of front line workers and the public.

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- 7.2 A consequence of this is that there is a potential risk that a legal claim could be made, against the Service or Authority, for a perceived failing in additional activity undertaken in support of staff in partner organisations and that may fall outside the indemnity cover provided through the FRIC. However, this risk is considered low, unlikely and with limited impacts.

8. EQUALITY AND DIVERSITY IMPLICATIONS

- 8.1 None.

9. RISK IMPLICATIONS

- 9.1 As outlined in paragraph 7.3 there is a low risk that a claim could be made against the authority that would fall outside of the indemnity cover provided through the FRIC.

10. CONSISTENCY WITH DUTY TO COLLABORATE

- 10.1 In line with the Civil Contingencies Act 2004 (CCA) the service is meeting its responsibilities to be an active participant in the establishment and delivery of roles and responsibilities for those involved in emergency preparation and response at the local level.

10. PRINCIPAL CONSULTATION

- 10.1 The Chief Officer has agreed this report.
- 10.2 The Monitoring Officer has been consulted and agreed this report.

11. BACKGROUND PAPERS

- 11.1 None

12. APPENDICES

- 12.1 None

13. CONTACT DETAILS

- 13.1 Steve Foye – Deputy Chief Fire Officer
07884425419

ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	21 JULY 2020
SUBJECT	2019/20 PROVISIONAL OUTTURN
LEAD OFFICER	CONOR BYRNE, HEAD OF FINANCE AND PROCUREMENT
LEAD MEMBER	COUNCILLOR GRAHAM HOWE
EXEMPT INFORMATION	NONE
ACTION	FOR NOTE

1. EXECUTIVE SUMMARY

1.1 To inform members of the provisional 2019/20 revenue and capital outturn positions.

2. RECOMMENDATION

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

3. REPORT

Commentary on Revenue Outturn

3.1 The detailed Revenue Spending outturn is shown in **Appendix A**. Net costs of TVFCS and the Transition Fund Summary are shown in **Appendix B**.

3.2 When setting the 2019/20 Revenue Budget, expenditure exceeded income by £458,000, meaning that the Fire Authority was reliant on its reserves to make the budget balance.

3.3 Some in-year savings means that the draft outturn position is a deficit of £413,000 compared to the budgeted deficit of £458,000.

3.4 The use of reserves should be further reduced by a one-off inflow of income from business rates pooling which could be around £200,000, although we are still awaiting confirmation of this amount from Bracknell Forest Council.

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- 3.5 Once pooling income is taken into account, the Revenue Account deficit is anticipated to be £213,000, resulting in £213,000 being taken from the Budget Contingency Reserve to support the revenue expenditure in 2019/20.
- 3.6 Over the past few years, through close working with the Budget Lead Member and robust budget monitoring, RBFRS have maximised the effectiveness and efficiency of allocated annual budget. 2019/20 again shows the benefits of this close working and continuous budget management. The draft overrun position shows a variance of £45,000 or 0.13%, against the overall Revenue Budget. It is particularly pleasing that the detailed examination of the budgetary position on a monthly basis has allowed expenditure to be re-profiled throughout the year ensuring the delivery of the Authority's plans and priorities.
- 3.7 As in previous years, the Authority has undergone organisational change during 2019/20 to deliver Efficiency Plan savings. The delivery of the Remotely Managed Stations/Flexible Duty Officer Project (RMS/FDO) has been implemented in two phases, generating ongoing revenue savings of £576,000.
- 3.8 Some of the roles in the revised structure have been filled by external candidates, with some not joining the Authority until January 2020. The careful management of these and other vacancies in the interim period have delivered in-year savings to invest in other areas, including the training of 22 new trainees (whose costs appear as non-stations until they are deployed).
- 3.9 Effective budget management has also enabled additional investment in Ascot Fire Station, to upgrade the facilities and improve the working environment for staff. The additional investment shows as a variance in the Repairs and Maintenance budget line of £130,000. However, based on a range of small efficiencies across other budget lines and some additional income, this important investment has been delivered within the overall revenue funding envelope.
- 3.10 A number of ongoing pieces of work focusing on improving operational effectiveness have resulted in a budget pressure relating to equipment. The implementation of stowed reserves, where reserve appliances are fully kitted out, has led to additional expenditure. Dry suit replacement and modification costs have also been incurred to support water rescue capability.
- 3.11 The delay to the national clothing framework contract led by Kent FRS has resulted in the Authority having to implement an interim contract arrangement in collaboration with Thames Valley partners to supply uniform. However, due to the timescales for procurement and subsequent delivery lead times we have had to utilise locally based suppliers in the interim in order to provide uniform, at a higher unit cost.
- 3.12 Cross border income exceeded cross border charges for Buckinghamshire by £105,000.
- 3.13 Government grants and precept income was £92,000 higher than budget. Partly, this relates to an additional £68,000 in NNDR section 31 Grants. The

budgets on these are based on estimates provided by the local authorities within Berkshire prior to the year commencing, with in-year variances reflecting the adjustments made to reflect actual data.

- 3.14 In summary, it is pleasing to be able to report that the Authority's plans and priorities were delivered within the financial parameters of the Authority's 2019/20 budget. However, looking to the future, the considerable financial challenges in terms of cost pressures and increasing funding volatility have only increased since the publication of the Authority's Medium Term Financial Plan was published in February 2020. It will be essential to continue this level of robust budget management to ensure that we maximise the efficiency of every pound spent.

Capital

- 3.15 Capital expenditure in 2019/20 was £4 million. Progress against individual projects is shown in **Appendix C**.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

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

5. FINANCIAL IMPLICATIONS

- 5.1 Both the revenue and capital outturns remain provisional as we await the actual income figure for business rates pooling and EY have yet to undertake their audit of the statutory accounts.
- 5.2 Nevertheless, the fact remains that the Budget Contingency Reserve will have been drawn upon to support revenue expenditure in 2019/20.

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 The revenue and capital outturns together with the reserves position are consistent with the assumptions within the Medium Term Financial Plan.

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.

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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: 25 February 2019.

12. APPENDICES

12.1 Appendix A – Revenue Outturn

12.2 Appendix B - Net costs of TVFCS and the Transition Fund Summary

12.3 Appendix C – Capital Outturn

13. CONTACT DETAILS

13.1 Conor Byrne
Head of Finance and Procurement
07585 991602

	Annual Budget £'000	Annual Outturn £'000	Variance £'000
EMPLOYEES			
STATIONS	16,636	16,408	(228)
NON-STATIONS	10,389	10,464	75
TRAINING	618	645	27
OTHER	221	236	15
	27,864	27,753	(111)
PREMISES			
REPAIRS & MAINTENANCE	713	845	132
RATES	886	875	(11)
CLEANING	250	280	30
UTILITIES	436	439	3
	2,285	2,439	154
SUPPLIES			
INSURANCE	325	321	(4)
EQUIPMENT	533	615	82
IS EQUIPMENT & LICENCES	574	582	8
CLOTHING/PPE	346	433	87
COMMUNICATIONS	966	944	(22)
OCCUPATIONAL HEALTH	181	179	(2)
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	155	142	(13)
HYDRANT REPAIRS	37	23	(14)
COMMUNITY FIRE SAFETY SUPPLIES	164	158	(6)
SUPPLIES OTHER	174	167	(7)
	3,455	3,564	109
CONTRACTS			
CONTRIBUTION TO TVFCS & COLLABORATION	857	843	(14)
LEGAL	40	44	4
CONTRACTS OTHER (incl. Professional Services)	682	737	55
	1,579	1,624	45
TRANSPORT			
VEHICLE RUNNING COSTS	694	677	(17)
TRAVEL	233	241	8
	927	918	(9)
PENSIONS			
PENSIONS	422	388	(34)
	422	388	(34)
INCOME			
GRANTS	(2,170)	(2,182)	(12)
RENTAL INCOME	(187)	(181)	6
TVFCS RECHARGE INCOME	(295)	(295)	0
INCOME OTHER	(285)	(399)	(114)
	(2,937)	(3,057)	(120)
NET COST OF SERVICES	33,595	33,629	34
DEBT CHARGES INTEREST	392	392	0
INVESTMENT INTEREST	(130)	(117)	13
NET OPERATING EXPENDITURE	33,857	33,904	47
REVENUE FUNDING OF CAPITAL	500	500	0
CAPITAL CONTRIBUTIONS TO STAFFING COSTS	(38)	(38)	0
APPROPRIATION TO/(FROM) RESERVES	(596)	(138)	458
MINIMUM REVENUE PROVISION	359	359	0
REVERSAL OF ACCRUED HOLIDAY PAY	(1)	(1)	0
NET EXPENDITURE	34,081	34,586	505
GOV GRANTS / PRECEPTS / BUSINESS RATES	(34,081)	(34,173)	(92)
(SURPLUS) / DEFICIT	0	413	413
ANTICIPATED ONE-OFF INCOME FROM BUSINESS RATES POOLING		(200)	(200)
UTILISATION OF BUDGET CONTINGENCY RESERVE		213	213

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Thames Valley Fire Control Service (TVFCS)

	Annual Budget £'000	Annual Outturn £'000	Variance £'000
Employees	1,684	1,646	(38)
Corporate recharges to TVFCS from RBFRS	295	295	0
Supplies	39	47	8
Technology	245	241	(4)
Net cost of TVFCS	2,263	2,229	(34)
RBFRS Share of Costs (37.8%)	857	843	(14)
			0

Transition Fund Summary**£'000**

Total Budget available	<u>2,000</u>
Total Budget allocated	<u>1,729</u>
Total Budget available for allocation	<u>271</u>
Total spend:	
2015/16	411
2016/17	515
2017/18	176
2018/19	259
2019/20	71
	<u>1,432</u>

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Active Capital Projects		Total Project Budget £000's	Actual Spend		Estimated Project Spend to Completion £000's	Total Estimated Project Spend £000's	Commentary
			in Prior Years £000's	Actual Spend in 19/20 £000's			
New fire station - Theale		9,220	851	814	7,555	9,220	Following Management Committee approval to proceed with the project on 3 December 2019, Knights Brown Construction Ltd were appointed as the main build contractor following a robust tender process. The site purchase from Network Rail completed on 20 December 2019. Site clearance has commenced, along with works to remove Japanese Knotweed. Following completion of these two packages of work, ground remediation will commence.
Major redevelopment - Crowthorne (capital and decant costs)		2,056	199	1,484	392	2,075	The re-build of this fire station was originally planned for completion and return to full operational use in July 2020, but was delivered ahead of schedule the first week of May. This was despite the restrictions imposed due to Covid19 which makes the achievement even more notable. The final project account has been finalised in Qtr 1 2020/21, confirming that this project was delivered with a budget variance of under 1%.
Fire stations - minor works		1,250	0	0	1,250	1,250	The allocation that was approved at Fire Authority in February 2019 was £650k. Fire Authority in February 2020 approved an increase in funding, taking the budget to £1.25m. Due to funding pressures that are impacting on the programme of rebuilding stations as set out in the SAIF it is necessary to invest in the refurbishment of our buildings. Early engagement with stations has begun to identify focus areas and priorities. Further assessment will also be undertaken using the services of a building surveyor, building services surveyor and a quantity surveyor and all work agreed will be in consultation with the Lead Member for Strategic Assets supported by the Property Development Working Group.

Active Capital Projects		Total Project Budget £000's	Actual Spend		Estimated Project Spend to Completion £000's	Total Estimated Project Spend £000's	Commentary
			in Prior Years £000's	Actual Spend in 19/20 £000's			
Fleet & equipment	New Fire Appliances	4,860	1,778	913	2,169	4,860	A collaborative exercise with Thames Valley partners delivered 7 new appliances by the end of 2018/19. A further 4 vehicles were then delivered (2 in July and 2 in December 2019). It was then planned for a further 4 vehicles to be delivered in September 2020, however, due to the impacts of Covid-19, delivery timelines suggest a delay to January 2021. Once these vehicles are in service, it will mean that all whole-time pumps will have been renewed. At Fire Authority in February 2020, approval was given to purchase another four main pumping appliances. Orders have been placed with an anticipated delivery of around Summer 2021, however the impacts of COVID-19 may affect this timescale. Budget allocation shown covers the expected requirements for the period April 2019 - March 2024.
	Aerial Ladder Platform	740	0	579	158	737	Project is progressing well with the vehicle currently under construction and due to be delivered in Qtr 2 2020/21.
	4x4 Fire Appliance at Maidenhead	175	0	0	175	175	At Fire Authority in February 2020 approval was given to replace the 4x4 fire appliance at Maidenhead and renew the Water Rescue vehicle. The fleet and equipment teams are working with users to generate requirements and specifications. User engagement is still on-going around the Water Rescue vehicle. Outline specifications have been developed for the 4x4 at Maidenhead and the team are in the early stages of preparing the tender. Approval was also given to purchase up to eight double cab pick up 4x4s to primarily support our on-call stations and provide additional resilience in spate weather conditions. Initial specifications have been developed and we are in the process of obtaining confirmed framework pricing. Also, there was approval to procure up to six used Volvo fire appliances, subject to testing and inspection, to further support Service Delivery activities such as Young Fire Fighters, fleet standardisation and our wider reserve fleet. Due to the impacts of COVID-19 these vehicles are yet to become available and a delay is foreseeable until at least Qtr 3 20/21.
	Water Rescue Vehicle	110	0	0	110	110	
	8x 4x4 Utility Crew-cab Vehicles	160	0	0	160	160	
	6x Used Volvo Pumping Appliances	120	0	0	120	120	
ICT - IBIS redevelopment	131	95	32	4	131	Project has been extended into 2020/21, additional resources have been secured to support the safe & well tablet project. All project milestones to end of Qtr 4 were delivered on time.	

Active Capital Projects		Actual Spend			Estimated	Total	Commentary
		Total Project Budget	in Prior Years	Actual Spend in 19/20	Project Spend to Completion	Estimated Project Spend	
		£000's	£000's	£000's	£000's	£000's	
ICT - helpdesk system		45	29	0	10	39	System upgrade and introduction of starters, movers and leavers workflows was scheduled for March 2020 but has postponed due to ongoing pandemic.
ICT - Sage 1000 upgrade		65	17	0	48	65	Phase 1 of the upgrade to Sage 1000 has been successfully implemented, and phase 2 has commenced in Qtr 1 2020/21.
ICT - Learning Management System		45	0	0	45	45	Tender evaluation and contract award was completed in Qtr 3 2019/20. Contract commenced in February 2020. Initial team training and design and development commenced and underway. Work to be completed prior to a planned go live date in early Qtr 2 2020-21. There will be an ongoing requirement to develop and refresh content on the platform.
ICT - asset replacement / licences		1,070	0	210	860	1,070	The budget allocation shown was approved at Fire Authority in February 2019 and is based on the 5 year period. Phase 1 was completed in July 2019 costing £120k. Phase 2, replacing all station, TVFCS admin, training and secondary site desktops was completed in Qtr 2 2019/20, costing £90k. Phase 3 cost was increased to £97k as ICT have decided to order an extra number of machines to accommodate new starters and temporary device allocation to members of staff to work remotely due to Covid. We have received delivery of 130 Laptops and docking stations with a rollout in June 2020. We have now awarded a 3 year contract to Softcat to procure software and cloud related licencing. We are currently working with Microsoft and with our partner on our O/M265 plan to best suite our organisation.
TOTAL		20,047	2,969	4,032	13,056	20,057	

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ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	21 July 2020
SUBJECT	2019-20 Q4 APPLIANCE AVAILABILITY
LEAD OFFICERS	PAUL BINYON, AREA MANAGER RESPONSE AND RESLIENCE
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	FOR NOTE

1 EXECUTIVE SUMMARY

- 1.1 This report provides information on Quarter 4 (Q4) performance with supporting narrative on the Wholetime Duty System (WDS) and the On-Call (previously referred to as the Retained Duty System) appliance availability.
- 1.2 The data within this report is consistent with that provided to the Audit and Governance Committee as part of the Service’s quarterly performance reporting.
- 1.3 The content of this report provides an insight for the Management Committee on the Service’s work and progress in managing availability for both WDS and On-Call appliances.

2 RECOMMENDATION

- 2.1 That the Management Committee:
 - 2.1.1 **NOTE** the Q4 performance of appliance availability across the service highlighting the **100%** appliance availability of the Service’s 14 WDS appliances.
 - 2.1.2 **NOTE** the actions taken to maintain, improve and monitor appliance availability.

3 REPORT

3.1 Background

- 3.1.1 Appliance availability, for the purpose of this report, applies to the Service’s 14 WDS frontline appliances and the overall availability of the Service’s seven On-Call frontline appliances.

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- 3.1.2 Availability is actively monitored and managed by the respective Hub Management Team and performance is reported through the Service's Strategic Performance Board (SPB) and the Audit and Governance Committee on a quarterly basis in addition to this report to Management Committee.
- 3.1.3 Reference is made to the 2019-20 Q1 Appliance Availability report (presented to Management Committee on 14th October 2019) which highlighted a change to station establishment levels as set out in the Fire Authority's previous Integrated Risk Management Plan. This involved changing from 13 WDS appliances with a station establishment of 354 personnel to 14 WDS appliances and a station establishment of 324 personnel. It is recognised that in this period of significant financial restraint, the Fire Authority has created a very efficient and lean WDS crewing model.
- 3.1.4 The 2019-20 Q1 Appliance Availability report also highlighted the evolving relationship between the station-based establishment and the wider WDS establishment including Flexi-Duty Officers (FDOs) and other 'Grey Book' personnel. The purpose was to highlight that vacancies across the WDS establishment create temporary promotions elsewhere in the establishment which, in turn, increases the number of vacancies on stations.
- 3.1.5 Station establishments are also directly affected by other factors that impact crewing levels and consequently the potential to affect crewing levels – annual leave, sickness absence, maternity/paternity leave, career breaks, etc. The additional capacity that existed in previous crewing models no longer exists.
- 3.1.6 Hub Management teams continually monitor and manage crewing levels intervening where necessary to address crewing level deficiencies. It is important to recognise that this effective management combined with good support, commitment and flexibility from operational personnel contributes to successfully achieving the target of 100% appliance availability.
- 3.1.7 Prior to the start of Q4, the final moves were completed in relation to the IRMP project for the Remotely Managed Stations / Flexi Duty Officer Project (RMS/FDO). This resulted in the remainder of temporary positions being filled substantively which led to further stability and more efficient management of operational crewing at station level.
- 3.2 Wholetime Duty System Appliance Availability – Q4 2019-20 (Corporate Measure 16)**
- 3.2.1 It is a key aim of Royal Berkshire Fire & Rescue Service to maintain fully-crewed WDS appliances 24/7, 365 days a year.
- 3.2.2 The availability of the Service's 14 WDS appliances is measured by the percentage of shifts (day and night) that appliances are available. There were 90 days in Q4; the total number of day and night shifts for Q4 equates to 180.

- 3.2.3 The performance of appliance availability across the Service's 14 WDS appliances for Q4 was **100%**; this is an increase on the 98.4% recorded in Q3 and provides a 2019-20 annual average of 99.6%.
- 3.2.4 For Q4, this 100% performance outcome was achieved despite the challenges of the COVID-19 coronavirus pandemic and related lockdown which saw a number of operational personnel required to 'self-isolate' due to COVID-19 symptoms and/or shielding.
- 3.2.5 The introduction and disciplined application of measures, such as restricting the movement of staff across fire stations, social distancing and cleaning routines, has helped minimise larger numbers of staff being out of the workplace.
- 3.2.6 These measures remain under review to reflect changes or alteration to HM Government guidance. The range of measures that are in place should assist RBFRS in maintaining and reaching the 100% in 2020-21, though we remain alert to impacts from changes in rate of infection and new controls and guidance.
- 3.2.7 The figures for the whole year are 99.6% availability, which is a good achievement given the significant number of staff movements from the last phase of the RMS/FDO project and the onset of the COVID-19 pandemic.
- 3.2.8 Hub Management Teams, including Watch Based Station Managers, continue to actively manage and address crewing levels, minimising extractions from watches (e.g.: non-critical training) and pre-planning to identify potential crewing deficiencies and, where appropriate, utilising pre-arranged overtime (PAOT) to resolve a crewing deficiency.
- 3.2.9 With the services lean operating model, officers pay attention to minimising the impacts of factors such as temporary promotions, restricted duties, long term sickness and retirements, with these issues being regularly reviewed through the workforce planning group. One of the key controls is ensuring we maintain effective establishment and to support this it is very positive news that 22 new firefighters completed their training course successfully in April and have taken up posts across stations.
- 3.3 On-Call Appliance Availability – Q4 2019-20
(Corporate Measure 17)**
- 3.3.1 The overall availability for On-Call appliances in Q4 was 34.7%; an increase from 32.7% in Q3. The table below provides a breakdown of appliance availability based on station and month with an averaged quarterly total:

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Station	Availability target	Jan 20	Feb 20	Mar 20	Q4 average
Hungerford	70%	51.2	56.9	68.7	59.0
Lambourn	40%	2.2	0	3.5	1.9
Pangbourne	40%	3.1	2.3	3.2	2.9
Wargrave*	60%	14.2 %	19.8 %	13.6 %	4.9 %
Mortimer	60%	37.9	17.5	52.7	36.4
Crowthorne	85%	80.1	60.3	93.0	78.2
Maidenhead	70%	53.6	44.3	55.5	51.3

- 3.3.2 The variations between stations are indicative of their differing establishment profiles (the number of individuals at each station, the qualifications and skill sets held and the amount of operational cover each individual can provide). Crowthorne continues to be the strongest performing On-Call station in terms of appliance availability.

On-Call appliance availability by station averaged across each quarter

Station	Q1	Q2	Q3	Q4	Year average
Hungerford	39.7	41.0	45.1	59.0	46.2
Lambourn	20.7	14.0	16.5	1.9	13.3
Pangbourne	4.9	4.3	4.9	2.9	4.2
Wargrave	21.6	12.0	11.9	13.2	14.6
Mortimer	31.5	24.2	46.1	36.5	34.6
Crowthorne	81.0	74.5	73.8	78.2	76.9
Maidenhead	51.9	27.1	30.9	51.3	40.2

On-Call appliance availability by month averaged across the Service

Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19
35.0	33.6	39.1	30.6	27.0	26.8

Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20
30.7	37.3	30.3	34.5	27.7	41.4

On-Call appliance availability by year averaged across the Service

Target	Total
60%	32.9%

3.3.3 The On-Call establishment level now consists of 87 personnel for Q4, a decrease of 3 from Q3 Levels. There is some variation in the numbers and the station narrative as On Call staff may have indicated that they will be leaving but not actually reached the end date of their employment

3.3.4 The 2019-20 Q1 Appliance Availability report outlined key factors influencing On-Call recruitment and retention. This work is ongoing and includes: On-Call personnel crewing WDS appliances; increasing flexibility in meeting On-Call training requirements, focussing on key courses; and support by the Hub Management teams regarding crewing and appliance availability.

3.3.5 A more detailed synopsis of progress on recruitment, training and skills uplift for each station follows:

3.3.6 Hungerford

Appliance availability continues on an upward trend to 59% in Q4 (40, 41 and 45% in Q1, 2 and 3 respectively).

The recruitment activity over the last few years has seen the establishment grow to 16 in total. During Q4, critical qualification levels increased: 1x new driver, 1x new initial BA wearer, 1x Firefighter returning from Wholetime training in Devon with a BA team leader qualification.

As the station approaches its target availability of 70% and members of the team gain further experience and increase the level of critical qualifications held, the forecast suggests a further gradual increase in availability through 2020-21.

3.3.7 Lambourn

Appliance availability has decreased significantly from 16% in Q3. The decrease is attributed to the unexpected resignation of a key member of the team and sickness absence of others.

The establishment figure is relatively healthy with seven Firefighters plus a new firefighter recruit moving positively through the recruitment process.

However the station lacks critical incident command and driving qualifications which require both time and experience to attain. Two firefighters are currently in the process of completing their LGV driving course with Service's Driver Training team.

West Hub managers and the Lambourn team have formulated a focussed action plan with elements of this implemented to support leadership, development and training needs at the station. However, it will take some time before any significant increases in availability are realised through 2020.

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3.3.8 Pangbourne

Appliance availability decreased to 2.9% in Q4, down from 4.9% in Q3. The establishment remains at four experienced Firefighters and one Firefighter who is in the very early stages of their development.

The cessation of core training during the COVID-19 crisis has delayed the initial BA training for the trainee Firefighter, however this training is programmed to be completed in Q1 2020-21.

Whilst the station is due to close when Theale Fire Station opens, West Hub managers and the team at Pangbourne remain committed to providing as much availability as possible.

3.3.9 Wargrave

The Q4 average has risen by just over 1% from that of Q3, although this figure remains significantly below the station target of 60%.

Looking forward through Q1 2020-21, these figures are predicted to be lower with the station adversely impacted by COVID-19 and the on-going consequence of two Firefighters that left the Service at the end of Q3, one being an appliance driver which is a key role for appliance availability.

Central Hub management continue to work with the Wargrave team to raise appliance availability.

Post the compiling of the above narrative for Wargrave appliance availability the Fire Authority has taken the decision to complete the closure of Wargrave fire station. This will result in the focus for the Hub Management team changing to now working on the decommissioning process with Facilities and the Capital Projects team.

3.3.10 Mortimer

Mortimer's availability has dipped from 46% in Q3 to 36.5% in Q4. This was predicted and is attributed to the temporary absence of two Firefighters who were undertaking Wholetime training in Devon. The situation was compounded by long term sickness of one staff member who is qualified as an appliance driver and BA team leader.

The establishment base remains strong with 13 Firefighters in the team, however the critical qualifications base requires reinforcing.

The outlook for the station continues to be positive with a Wholetime Firefighter recently joining the station on a dual-contract and the return of the two Wholetime dual-contract recruits with critical BA qualifications.

The forecast is for a steady rise in availability through 2020-21.

3.3.11 Crowthorne

The Q4 average has increased by 5% from the Q3 average, which is pleasing.

January's appliance availability of 80% is under the Service target of 85% but does show an upward trajectory from Q3.

The significant drop off in availability in February was due to the sickness absence of a key member of the station management team. Whilst this was a planned absence and pre-planning identified the need for an additional manager for this period, no suitably qualified candidate was available.

March recorded an excellent appliance availability of 93% which is partially attributed to the COVID-19 situation with many operational personnel working from home and therefore able to provide more availability.

3.3.12 Maidenhead

Appliance availability continues to improve as recruit Firefighters successfully complete operational assessments enabling them to contribute to operational crewing.

In addition to more qualifications having been successfully completed in recent months, a qualified appliance driver / Crew Manager has returned from sabbatical leave. One on Call Fire Fighter has left the cadre at Maidenhead

Maidenhead On-Call anticipate achieving the Service's 60% appliance availability target by the end of Q1 2020-21 as more firefighters in development complete their development plan enabling the appliance to be crewed more regularly.

Future plans involve redirecting managerial focus towards the retention of competent staff, reducing the current focus on developing new staff.

The aim for Q1 2020-21 is to maintain the steady increase in availability in an upward trajectory with more staff attaining competency with training and development courses and opportunities continuing during the COVID-19 emergency.

4 CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 Commitment 2 – We will ensure a swift and appropriate response when called to emergencies.
- 4.2 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

5 FINANCIAL IMPLICATIONS

- 5.1 The Service operated within planned budgets and in line with the budgetary forecasts for 2019-20 financial year.

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- 5.2 The use of pre-arranged overtime (PAOT) is an effective way of maintaining appliance availability whilst sustaining flexibility in other areas eg: annual leave, whilst using the Fire Authority's financial resources efficiently.
- 5.3 The use of PAOT through Q4 enabled the Service to maintain full operational availability and capability and in the second half of Q4 enabled the Service to maintain full operational effectiveness throughout the ongoing COVID-19 Coronavirus pandemic.

6 LEGAL IMPLICATIONS

- 6.1 None

7 EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 None

8 RISK IMPLICATIONS

- 8.1 Appliance crewing and availability is listed as a corporate risk under risk number 419. It is monitored by the Deputy Chief Fire Officer and, as necessary, treatments are reported to the Senior Leadership Team and the Audit and Governance Committee.
- 8.2 Whilst On-Call recruitment initiatives continue across the Service, it should be noted that a significant number of On-Call firefighters applied for and were successful in the Service's WDS recruitment process. Whilst they are able to bring their WDS experience into their role On-Call role there is a risk some of these individuals may choose to cease their On-Call role with the Service.

9 CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 Paragraph 3.3.4 highlights collaborative working with Oxfordshire Fire and Rescue Service.

10 PRINCIPAL CONSULTATION

- 10.1 The Deputy Chief Fire Officer has noted this report
- 10.2 The Strategic Leadership Team has noted this report

11 BACKGROUND PAPERS

- 11.1 2019-20 Q1 – Appliance Availability Management Committee Report
- 11.2 2019-20 Q2 – Appliance Availability Management Committee Report
- 11.3 2019-20 Q3 – Appliance Availability Management Committee Report

12 **APPENDICES**

12.1 None.

13 **CONTACT DETAILS**

13.1 Gareth Evans – Group Manager, Response & Resilience Support
07995 302721

Paul Binyon – Area Manager, Response & Resilience
07884 425419

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ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Internal Audit Report and Plan	A&GC	30.07.20	Annual	Agree	HF&P	N/A	Part I
External Audit Report	A&GC	30.07.20	quarterly	Note	HF&P	N/A	Part I
Q 3 and 4 Performance Report	A&GC	30.07.20	quarterly	Note	HCS	N/A	Part I
RBFRS Annual Report	A&GC	30.07.20	Annual	Note	HCS	N/A	Part I
Annual Report on Member Development and Action Plan	A&GC	30.07.20	Annual	Note	HCS	OD Champion	Part I
Annual Report on Governance / Members attendance and allowances	A&GC	30.07.20	Annual	Note and Recommend	HCS	A&GC Chairman 19/20	Part I
Constitution / Handbook Update	A&GC	30.09.20	Ad-hoc	Agree	HCS	N/A	Part I
Contract and Financial Regulations Update	A&GC	30.09.20	Ad-hoc	Agree	HF&P	N/A	Part I
Annual Governance Statement	A&GC	30.09.20	Annual	Agree	HCS	A&GC Chairman	Part I
Pension Board Annual update	A&GC	30.09.20	bi annual	Note	Pension Board Chair	N/A	Part I
Internal Audit report	A&GC	30.09.20	Quarterly	Note	HF&P	N/A	Part I
External Audit Report	A&GC	30.09.20	Annual	Note	HF&P	N/A	Part I
Complaints Policy	A&GC	30.09.20	Ad-hoc	Agree	HCS	N/A	Part I
Emergency Services Mobile Communications Programme	A&GC	30.09.20	Bi annual	Note	HBIS	N/A	Part I
Budget Monitoring Q1	Management Committee	21.10.20	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
Appliance Availability Q1	Management Committee	21.10.20	quarterly	Note	AM (R&R)	N/A	Part I
Internal Audit Report	A&GC	3.11.20	Quarterly	Note	HF&P	N/A	Part I
External Audit report	A&GC	3.11.20	Quarterly	Note	HF&P	N/A	Part I
Q1 Performance Report	A&GC	3.11.20	Quarterly	Note	HCS	N/A	Part I
Budget and Medium Term Financial Plan Assumptions	A&GC	3.11.20	Annual	Note and Recommend	HF&P	Budget and Income Generation Lead	Part I
Gender Pay Gap	A&GC	3.11.20	Annual	Note	HHR&L&D	N/A	Part I
Lead Member Reports Six Month Update	Fire Authority	16.11.20	Bi-annual	Note	Lead Officers	Lead Members	Part I
Annual Treasury Report	Fire Authority	16.11.20	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
FRIC Presentation	Fire Authority	16.11.20	Ad-hoc	Note	HF&P	N/A	Part I
TVFCS Joint Committee Annual Report 2019/20	Fire Authority	16.11.20	Bi-annual	Note	ACFO	Collaboration Lead	Part I
Constitution / Handbook Update	Fire Authority	16.11.20	Ad-hoc	Agree	HCS	N/A	Part I

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Contract and Financial Regulations Update	Fire Authority	16.11.20	Ad-hoc	Agree	HF&P	N/A	Part I
Capital Projects Update	Fire Authority	16.11.20	Ad-hoc	Agree	HCP&E	Strategic Assets Lead	Part II
Annual Report on Governance - to include Member attendance, allowances and expenses	Fire Authority	16.11.20	Annual	Note	HCS	A&GC Chairman	Part I
Budget Monitoring Q2	Management Committee	7.12.20	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
Appliance Availability Q2	Management Committee	7.12.20	quarterly	Note	AM (R&R)	N/A	Part I
Capital Project Update	Management Committee	7.12.20	Ad-hoc	Note	HCP&E	Strategic Assets Lead	Part II
Statement of Assurance	A&GC	28.01.21	Quarterly	Note and Recommend	HCS	RBFA Chairman and A&GC Chairman	Part I
Pension Board Six Month Update	A&GC	28.01.21	Bi-annual	Note	Pension Board Chair	N/A	Part I
Pay Policy Statement	A&GC	28.01.21	Annual	Note and Recommend	HHR&L&D	N/A	Part I
Internal Audit report	A&GC	28.01.21	Quarterly	Note	HF&P	N/A	Part I
External Audit report	A&GC	28.01.21	Quarterly	Note	HF&P	N/A	Part I
Emergency Services Mobile Communications Programme	A&GC	28.01.21	Bi-annual	Note	DCFO	N/A	Part I
Q2 Performance Report	A&GC	28.01.21	Quarterly	Note	HCS	N/A	Part I

**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

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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).

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