

# ROYAL BERKSHIRE FIRE AUTHORITY

Corporate Plan and Integrated Risk  
Management Plan 2019 - 2023





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## » FOREWORD

Welcome to the Royal Berkshire Fire Authority Corporate Plan 2019-23, which again includes our Integrated Risk Management Plan (IRMP).

We are very pleased to be jointly introducing this important document, which sets out in strategic terms what Royal Berkshire Fire and Rescue Service (RBFRS) intends to achieve over the next four years, and the approach that will be taken to ensure that our ambitious plans become a reality.

There is no question that the period between now and 2023 will be a challenging one. In recognition of that fact, councillors on the Fire Authority have reaffirmed and refined the policy direction we set in our 2015-19 Corporate Plan and IRMP. We have achieved a great deal over the past four years and we are fully committed to embedding the change we have started. To ensure our 2019-23 plan is relevant in our ever-changing world we have refined our Strategic Commitments. The Commitments in question provide a clear mandate for change – a mandate intended to ensure that RBFRS serves the people across the county, whilst at the same time, balancing the Fire Authority’s budget in increasingly difficult financial circumstances.

This document sets out our high-level activity for the next four years. Annual Action Plans will follow, which will contain specific and detailed information about what will be achieved in each of the four years between now and 2023.

We hope that you find the content of this document interesting and informative and are keen to hear your views about it. Please let us know what you think, or ask us any questions by contacting us via our website: [www.rbfrs.co.uk](http://www.rbfrs.co.uk).



**Councillor Colin Dudley**  
Chairman  
Royal Berkshire Fire Authority



**Trevor Ferguson**  
Chief Fire Officer and Chief Executive  
Royal Berkshire Fire and  
Rescue Service



## » YOUR FIRE AND RESCUE SERVICE

Our key responsibility is to make sure we provide an effective fire and rescue service for communities across Berkshire. Our Service is provided by the Royal Berkshire Fire and Rescue Service and your Chief Fire Officer, Trevor Ferguson. His team are overseen by the Fire Authority, who are ultimately accountable to you as residents and business owners.

Royal Berkshire Fire Authority is known as a combined fire authority, which means it is made up of twenty elected councillors from the six unitary authorities in Royal Berkshire (Bracknell Forest, Slough, Reading, Royal Borough of Windsor and Maidenhead, West Berkshire and Wokingham). The Chairman is Councillor Colin Dudley, of Bracknell Forest Council. You can find out more about the Fire Authority on [our website](#).

The following legislation provides the main legal basis and outlines the statutory responsibilities and powers of the Royal Berkshire Fire Authority.

- The Fire and Rescue Services Act 2004
- The Civil Contingencies Act 2004
- Regulatory Reform (Fire Safety) Order 2005
- Policing and Crime Act 2017

In 2018, the Government launched a revised Fire and Rescue National Framework which sets out the Fire Authority’s main responsibilities and these are shown below:

Royal Berkshire Fire Authority is required to:

- Contribute to safer communities by developing an Integrated Risk Management Plan (IRMP) to identify, assess and mitigate all foreseeable fire and rescue related risks faced by the communities of Royal Berkshire.
- Work in partnership with the people of Royal Berkshire and a wide range of partners locally and nationally to deliver a capable, resilient service.
- Be accountable to you for our actions and decision making.
- Have scrutiny arrangements in place that reflect the high standard you expect for an important public safety service.
- Provide assurance to you and to Government on financial, governance and operational matters and on national resilience capability.



## » YOUR FIRE AND RESCUE SERVICE

### Fire and Rescue Services Act 2004

This Act sets out the duties and powers of fire and rescue authorities, provides for the preparation of a Fire and Rescue National Framework setting out the strategic priorities of the Fire and Rescue Service, deals with employment conditions within fire and rescue authorities, and imposes duties on fire and rescue authorities to ensure an adequate supply of water for fire-fighting activities.

### Civil Contingencies Act 2004

This Act was created in response to the threat from terrorism as well as a number of other civil emergencies that occurred during the early 2000s. It imposes a number of duties on us to assess the risk of an emergency occurring and to maintain plans for responding to a wide range of emergencies and ensure business continuity.

### Regulatory Reform (Fire Safety) Order 2005

The Royal Berkshire Fire Authority is the enforcing authority for this legislation within Berkshire. The Act was created to reduce burdens on business that were caused by the existence of multiple, overlapping general fire safety regimes and consequently overlap of the responsibilities of enforcing authorities. The aim was to maintain and enhance the protection afforded to users of non-domestic premises (and others who might be affected by a fire on those premises).



## » YOUR FIRE AND RESCUE SERVICE

### Policing and Crime Act 2017

The Act places a statutory duty on fire and rescue authorities, police forces, and ambulance trusts to:

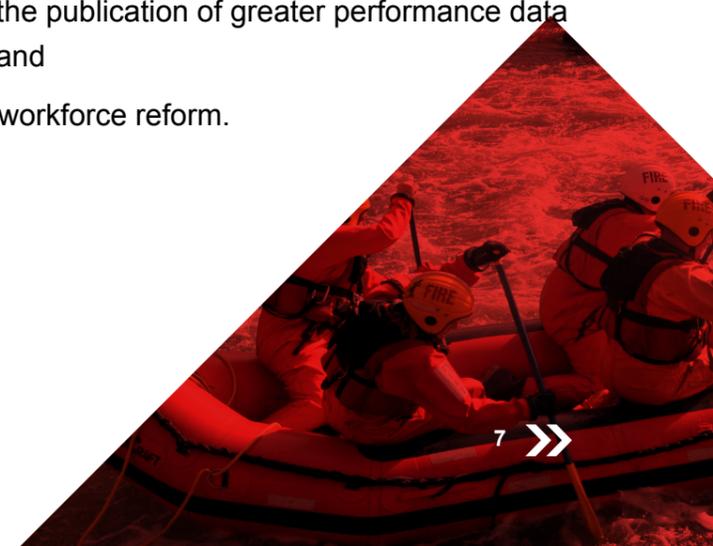
- Keep collaboration opportunities under review;
- Notify other emergency services of proposed collaborations that could be in the interests of their mutual efficiency or effectiveness; and
- Give effect to a proposed collaboration where the proposed parties agree that it would be in the interests of their efficiency or effectiveness and that it does not have an adverse effect on public safety.

More information on Emergency Services Collaboration in the Thames Valley and the activities of the programme can be found in a [report on our website](#).

### Home Office Fire Reform programme

In 2016, the Home Office outlined an ambitious programme of reform for the fire and rescue sector. Full detail of this programme of reform on the [Government's website](#). It includes:

- Transforming local governance of fire and rescue by enabling mayors and police and crime commissioners to take on responsibility for fire and rescue services where a local case is made;
- Establishing Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) as an independent inspection regime for fire and rescue authorities;
- Developing a comprehensive set of professional standards to drive sector improvement;
- Supporting services to transform commercially with more efficient procurement and collaboration;
- Increasing the transparency of services with the publication of greater performance data and the creation of a new national fire website; and
- Driving forward an ambitious programme for workforce reform.





## » OUR MISSION AND COMMITMENTS TO YOU

Our mission, **Serving the People of Royal Berkshire**, underpins everything we do. To help us demonstrate how we can best do this we have carried out an assessment of the current political environment, our statutory and legal responsibilities and the social and economic factors affecting the residents of Royal Berkshire. This has resulted in the production of a set of six outward facing commitments, shown below, which describe how we think we can achieve our mission.

### The Strategic Commitments

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

Each year, in our Annual Plan, we will set specific focus areas and deliverables, which we will work on to deliver this mission. The 2018-2019 Annual Plan can be found [on our website](#).



## » RBFRS VISION

We deliver our regulatory and statutory services through Royal Berkshire Fire and Rescue Service (RBFRS). To make sure RBFRS can deliver the Fire Authority's mission over the next four years it will need to embed the changes delivered through our previous Corporate Plan and IRMP.

### Our Vision for 2023 and beyond

Over the last four years, RBFRS has been through a significant programme of change, to deliver against commitments made in our [2015-19 Corporate Plan](#). In overall terms, the programme was intended to ensure that the Service delivered important outcomes for communities across Royal Berkshire, whilst balancing its budget. The Vision was developed around three key themes, which will continue to be our focus for 2019-2023:

#### Service Delivery - Fire Stations at the Heart of Communities

We will continue to work in collaboration to ensure that our fire stations, people and resources (e.g fleet and equipment) are a focus for activity in local communities. We will ensure, through our new structure of [Community Safety Hubs and Local Safety Plans](#) that we are both effective and efficient in serving the people of Royal Berkshire and that we target our work to meet local risk.

#### Service Support – Capacity, Capability and Resilience

We will continue to build on the success of the past four years in developing a highly skilled, professional and customer focused support service. We will ensure that throughout the organisation we maximise efficiency and effectiveness to meet the needs of the people we serve. We will promote and value high quality professional staff, recognising the essential role they play in delivering high quality efficient public services.

#### Culture – One team working collaboratively for the people we serve

We will further continue to value and focus on the principles of public service. Working as a single team, for the benefits of the people of Royal Berkshire, we will ensure that we value diversity and reward our staff based on merit and performance. We will ensure that the needs of our community remain our focus.





## » OUR INTEGRATED RISK MANAGEMENT PLAN

### What is Integrated Risk Management Planning?

Integrated Risk Management Planning is how we safely and effectively manage risk to ensure we achieve our mission for Royal Berkshire.

The term Integrated Risk Management Plan (IRMP) comes from the Government's Fire and Rescue Service National Framework document and means all Fire and Rescue Authorities have a legal duty to produce a plan that identifies and assesses all foreseeable fire and rescue related risks that could affect the communities they serve.

Foreseeable is something that you know about in advance which may occur now and in the future. Reasonably foreseeable events include house fires, factory fires, road traffic collisions, rescues from height and local flooding. We classify these activities as 'normal' events. Risks that are foreseeable but happen rarely we classify as 'beyond normal'. These include terrorist attacks or large scale flooding. These events would be coordinated with Central Government. We also have a duty to assist with 'beyond normal' events in other counties and nationally.

With limited numbers of people and equipment, we have to make judgements on how best to deploy these resources and the IRMP process takes an overview of the full range of risks to ensure it has plans to manage all of them in an effective and efficient way. In simple terms, IRMP ensures that we have the right resources, in the right place, at the right time in order to address the risks, which threaten our communities. We do this by following a five-step process, outlined across the following pages.



## » OUR INTEGRATED RISK MANAGEMENT PLAN

### Step 1: Assessing Risk

Within the context of IRMP, risk is the likelihood of an event causing harm and the severity of that harm. Our role is primarily to deliver effective Prevention, Protection and Emergency Response services to reduce fire and rescue related risk. For example, our work to reduce fires and fire-related deaths and injuries makes a major contribution to reducing risk in the community and making Royal Berkshire safer.

### Integrated Risk Modelling

Over the past four years, we have developed a new [Risk Modelling Methodology](#). We developed this methodology to ensure an evidence based, transparent approach to decision making. This methodology, used in conjunction with our risk modelling software, helps us to picture the risks our communities face. It also enables us to better integrate Prevention, Protection and Emergency Response services to ensure we meet the needs of our community.

We have and continue to work with our risk modelling providers and the wider fire sector to refine and develop our processes for assessing risk.





## » OUR INTEGRATED RISK MANAGEMENT PLAN

### Step 2: Managing the Risk

We do not manage these risks alone. We are part of a network of fire and rescue authorities and organisations working together at a county level, across the Thames Valley and at a national level.

We work in this way to meet the Government's expectations of Fire Authorities and to meet our statutory responsibilities. There is no national definition of 'normal' requirements and no nationally recognised response standard. It is for each local authority to decide what normal requirements are for their local area. In RBFRS, we have interpreted this to mean those incidents that we routinely attend. We have categorised the various incidents we routinely attend into 33 incident types and through our risk modelling methodology rate each incident type as high, medium or low risk.



## » OUR INTEGRATED RISK MANAGEMENT PLAN

### Prevention

Our priority is always to prevent emergencies from happening in the first place. We deliver a wide range of education and prevention activities and initiatives often in partnership with other agencies. Our Prevention policy and strategy can be found [on our website](#).

### Protection

Our approach to Protection centres on enforcement of the Regulatory Reform (Fire Safety) Order 2005. We enforce the Order by undertaking an annual risk based inspection programme of business premises and auditing the safety arrangements they have in place. Premises are included in this programme based on the risk they present to those that work in or visit them.

Following the tragedy at Grenfell Tower we have put in place additional resources to work closely with local authorities and landlords to reduce risk in high rise premises. Our Protection Policy and Strategy can be found [on our website](#).

### Response

Our approach to emergency response is to ensure we have the right numbers of firefighters and fire engines, at the right place at the right time, delivering the right standard of response. The Operational Response Policy and Strategy can be found [on our website](#). We have a legal duty to respond to a range of emergencies, such as fires, road traffic collisions, collapsed structures and mass decontamination, but also attend other incident types such as, but not limited to, water rescue, animal rescue, hazardous chemical spills, lift rescues, machinery entrapments, and trench collapse.

In 2016, we completed an [extensive consultation](#) with the public and other stakeholders on our Response Standards with a view to making them simple and clear to the people we serve. As a result of this consultation process, we introduced a single Response Standard:

- From when a call is received until the first fire appliance arrives at the incident should be within 10 minutes. We have set the target of achieving this standard on 75% of occasions.

The underpinning resource planning assumptions we use to help us draw the distinction between 'normal' and beyond normal' are set out on the following page.



## » OUR INTEGRATED RISK MANAGEMENT PLAN

### RBFRS Operational Planning Assumptions

We are able to respond and contain the following emergencies:

- One incident that requires 10 fire appliances for over 48 hours
- Two incidents that require 6 fire appliances to be involved simultaneously or within 48 hours of each other
- One or more incidents with more than 4 fire appliances deployed continuously for up to 96 hours.

These scenarios would be classified as 'normal', however, any incident greater or longer than this, or incidents requiring significant specialist resources would be classified as 'beyond normal'. Two good examples of 'beyond normal' are the flooding across the Thames Valley in 2014 and the Swinley Forest fire in 2011. These incidents required significant support from other Fire and Rescue Services.

### National

At a national level, fire and rescue service arrangements are co-ordinated under the Fire and Rescue Service Coordination and Advisory Framework (NCAF). This framework coordinates the provision of support and advice to fire services and central government during incidents that are 'beyond normal' and of national significance and require national coordination.

### Thames Valley

Within the Thames Valley area, the Local Resilience Forum manages risks. This forum is a requirement under the Civil Contingencies Act 2004 and requires emergency responders to assess the risk of an emergency occurring, to maintain and publish plans for dealing with the emergency and arrange to warn and inform the public.



## » OUR INTEGRATED RISK MANAGEMENT PLAN

### Step 3 – Our Resources

#### Our People

We manage risk using our staff who deliver our Prevention, Protection and Response services. These staff are also supported by a range of professional services staff in roles such as health and safety, operational support, human resources, and other business support functions. Our wholetime duty system firefighters are available at stations spread across the county, 24/7 and 365 days per year and can be quickly mobilised to an incident.

They are complemented by our on-call firefighters who are based at stations in more rural locations and are likewise ready to leave their place of work, or home and attend emergencies from their local station, when they receive the call.

Our work is also supported by a number of volunteers who give up their spare time to deliver valuable work in the community.

Our Thames Valley Fire Control Services control room located at Service Headquarters receives 999 calls, mobilises fire appliances and co-ordinates emergency incidents.

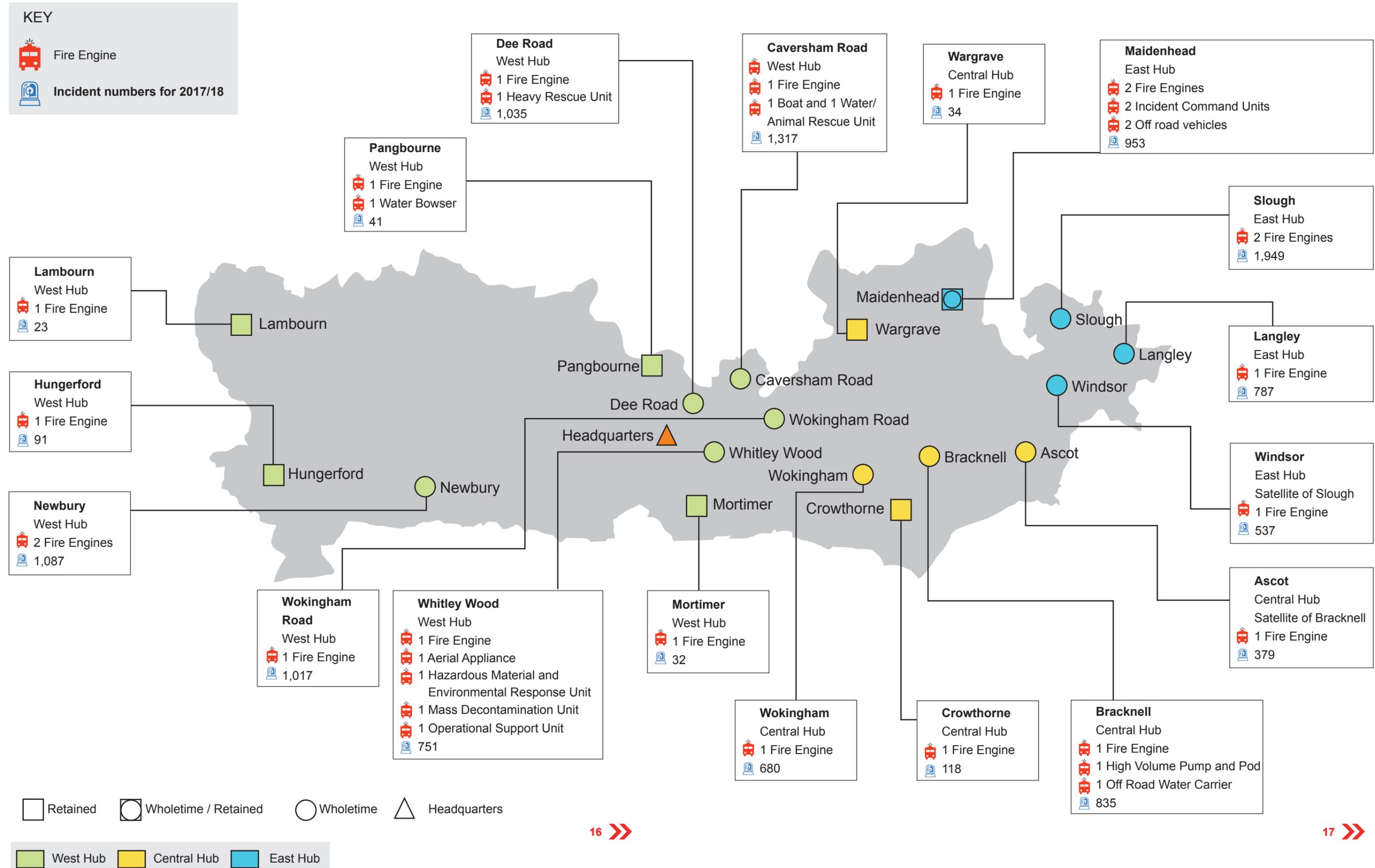
This state-of-the-art control room manages the emergency calls for Royal Berkshire, Oxfordshire and Buckinghamshire fire and rescue services.

Our fire appliances, specialist vehicles and equipment are deployed at fire stations across the county as shown on the map overleaf.





# RESOURCE MAP FOR RBFRS





## » OUR INTEGRATED RISK MANAGEMENT PLAN

### Step 4 - Measuring and Assuring

Our IRMP plan covers the period 2019-2023 and will be monitored on a regular basis through our Performance Management Framework. This process ensures that [Senior Officers](#) and Members scrutinise the performance of the organisation against the agreed targets and objectives. To ensure that the process is both robust and transparent detailed [quarterly performance reports](#) are published. Members of the public are also welcome to attend the quarterly Audit and Governance meetings where these reports are scrutinised. Details of Fire Authority meetings can be found [on the Fire Authority section of our website](#).

Further details of how we plan and monitor performance can be found in Section 7 of this document.

### Step 5 - Shaping the Future - Actions

#### National and Local Gap Analysis

The Senior Leadership Team and Fire Authority Members, on an annual basis, look at what future requirements might be needed in an attempt to capture all potential community risks. They then carry out risk assessments to identify if any of these threats are classified as 'beyond normal'. If they are, we will ensure that the gaps identified are communicated to the relevant government department.

If we identify any gaps in our existing arrangements for managing known 'normal' risks, or any improvements or efficiencies in how we deliver these arrangements, we develop IRMP projects to address the area of risk, improvement or efficiency we have identified. Having completed this risk assessment and gap analysis for 2019 we are proposing the following IRMP projects for 2019-23:



## » OUR INTEGRATED RISK MANAGEMENT PLAN

### Priority Projects 2019-23

Based on the results of the gap analysis, we intend to continue and build upon ongoing work in the following key projects:

#### Project 1: Risk Analyses

- We will further develop our existing Risk Methodology and Risk Modelling capability to ensure we have an even better understanding of all foreseeable Fire and Rescue related risks.
- We will ensure that any changes to our Risk Methodology are independently validated.
- We will work in collaboration with our Thames Valley Fire partners to ensure our Risk Methodology and Risk Modelling aligns to theirs.
- We will work in partnership with the National Fire Chiefs Council (NFCC) to ensure that we inform and align to national best practice in this area.

#### Project 2: Prevention

- We will work in partnership with the NFCC to ensure our education and information campaigns align to national best practice and local risk.
- We will work in collaboration with our Berkshire partners to ensure that we identify and offer support to the most vulnerable people in our society.
- We will work in collaboration with other stakeholders and blue light partners to deliver our water and road safety initiatives.
- We will further develop our local safety plans to ensure that local initiatives, campaigns and events target risk at a local level.

#### Project 3: Protection

- We will review our risk based inspection programme to ensure that we are identifying and targeting our resources at the areas of highest risk.
- We will update our protection strategy, policies and process to ensure our advice, inspection and enforcement programmes are effective and efficient.



## » OUR INTEGRATED RISK MANAGEMENT PLAN

- We will increase our access to specialist Fire Safety qualified staff and engineers to ensure that we have the expertise to deliver an effective and efficient protection function.
- We will conduct a gap analysis following the publication of any recommendations relating to the Grenfell fire and align our protection strategy, policies and processes to these recommendations.
- We will work in collaboration with our Thames Valley Fire partners to align protection policies, processes and resources to improve efficiency and effectiveness.

### Project 4: Response Resource Deployment

- We will assess the locations and availability of our resources to ensure the deployment of our available resources is effective and efficient.
- We will evaluate future developments in housing and infrastructure to ensure that our resource deployments match predicted future demands.

### Project 5: Response Safe Systems of Work Development

- We will work in collaboration with our Thames Valley Fire partners to align our systems of work and training to National Operational Guidance and National Operational Learning.
- We will review our specialist appliances to ensure that they support the safety of our communities and staff in an efficient and effective manner.
- We will work in collaboration with our Thames Valley Fire partners to ensure the equipment we use supports collaborative working.
- We will work with NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.



## » OUR INTEGRATED RISK MANAGEMENT PLAN

### IRMP Consultation

The Fire and Rescue Services Act 2004 requires fire and rescue services (FRS) to have due regard to the Fire and Rescue National Framework for England [revised 2018]. The framework provides guidance on Integrated Risk Management Planning (IRMP), and suggests that an IRMP should:

*“Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners.”*

We have developed a consultation strategy which aims to:

- Outline the legal and statutory context of public consultation
- Explain clearly RBFRS’s procedures and plans for engaging and consulting with the public
- Create a strategy which reflects good practice in public consultation

Depending on the nature of the proposals we are planning to take forward we have set out the following principles for consultation:

Public Consultation: We will consult with a wide range of stakeholders, including the public on any changes, which are high level issues that have a material impact on the performance of the services we provide, in accordance with our Consultation Strategy.

In carrying out a public consultation, RBFRS aims to follow the four Gunning Principles which specify how public bodies should consult. They specify that:

1. Consultation should be carried out when proposals are at the formative stage
2. Sufficient information is provided to allow intelligent consideration of the proposals
3. Adequate time is given for response
4. Responses are conscientiously taken into account before decisions are taken

### Internal Consultation

When proposed changes do not materially affect the service we provide to the public, we will consult internally with our staff in line with agreed policies and procedures. For example, these changes could include changes to working patterns, changes to IT systems or changes to ways of working.



## » OUR INTEGRATED RISK MANAGEMENT PLAN

### How can you get involved?

We value your views and opinions and there are a number of ways that you can be involved:

- You can respond to the IRMP consultation at [www.rbfrs.co.uk/haveyoursay](http://www.rbfrs.co.uk/haveyoursay)
- You can write to us with a question and we will respond accordingly
- You can email us and we will respond accordingly [irmp@rbfrs.co.uk](mailto:irmp@rbfrs.co.uk)
- You can telephone and we will respond accordingly 0118 9384331
- You can attend Fire Authority meetings (dates are available on our [website](#))
- You can visit your local station and discuss any issue you have with the duty crew
- You can attend a fire station open day
- You can become a volunteer, find out more by [visiting the Volunteering pages on our website](#).
- You can follow us on social media – Twitter, Facebook, Linked In and Instagram.



## » MANAGING OUR RESOURCES

This section includes the main strategies that describe how we will shape, develop and use our resources in the future.

### Our People

At the core of our [People Strategy](#) is the principle of enabling our staff to become the best public servants they can be. We recognise that our workforce, and their commitment to the public, allows us to deliver excellent services to the people we serve. This is further supported by our [Equality, Diversity and Inclusivity Objectives](#).

Our People Strategy describes the model and approach we will take to develop culture, behaviours, processes and leadership practice to deliver the Strategic Commitments. It underpins our Organisational Development Programme which aims to deliver new ways of working which reflect contemporary best practice and help us build capacity, capability and resilience in the organisation and with our partners.

### Our Finances

Like all public services we are committed to delivering value for money across the services we provide. The majority of our funding comes from three sources:

1. Council Tax
2. Business Rates
3. Central Government Funding

Most of our funding comes from Council Tax, followed by Business Rates with Central Government funding contributing the smallest amount.

Government funding for the Authority was set out in the four-year settlement that runs from 2016/17 to 2019/20. Taking 2015/16 as the base year, Central Government Funding will have fallen by over 24% by 2019/20. We expect Government Funding to continue to fall in future funding settlements.

In February 2018, we reset our [Medium Term Financial Plan](#). Based on the underpinning assumptions within this plan we will need to deliver £1.1m of IRMP savings by 2019-20 and a further £0.5m of savings by 2020-21. This is in addition to the £1.3m of Efficiency Plan savings already delivered to date.

We remain in the lowest quartile of precepting Fire Authorities in the country. The average band D householder in Berkshire pays £64.36 per year for their fire and rescue service. At just under £1.24 per week we think this represents excellent value to the people we serve.





## » MANAGING OUR RESOURCES

### Capital Assets

We have published our [Strategic Asset Investment Framework 2018-2028](#). This framework makes provision for our capital expenditure on Premises, Vehicles and Information and Communication Technology (ICT).

**Premises** - Our Stations are ageing and maintenance costs will rise significantly if we do nothing. We will invest in our stations to make sure they offer fit for purpose facilities that are easily maintained. We will continue our commitment to working with other blue-light services to identify opportunities for co-location. To help deliver this programme of work we will pursue new, additional sources of funding.

**Vehicles** - We will review the type and number of operational vehicles we use, identify the most cost effective way of supplying these vehicles and seek to collaborate on these resources where we can to minimise cost.

**ICT** - We will invest in information and communication technology that will help improve efficiency and resilience and generate capacity at a lower cost in the future.



## » HOW WE PLAN AND MONITOR PERFORMANCE

There are two cycles which we go through to plan our activities and gather information to help us decide if we need to make any changes to our priorities.

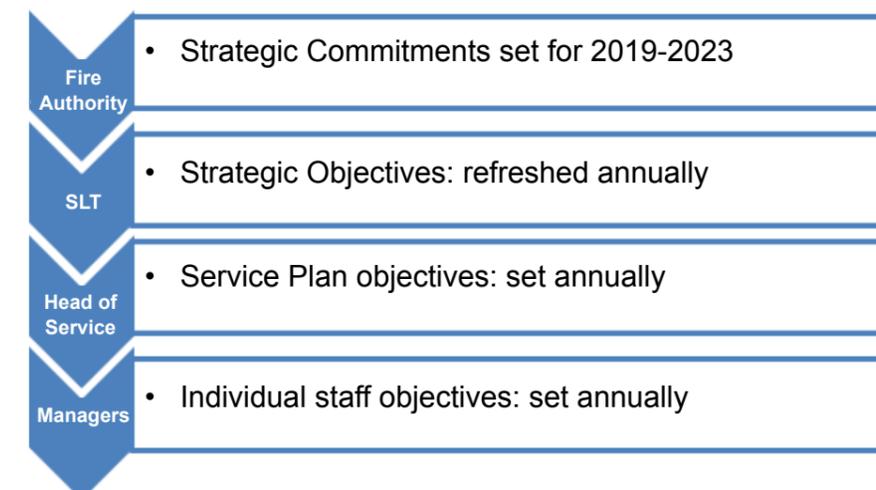
**The Strategic Planning Cycle:** Every year we look at lots of different sources of internal and external information to help us decide what is most important for us to tackle in the future; this annual cycle gives us the chance to look at what progress is being made, think about and agree where more or less effort might be needed and create plans for delivery.

**The Performance Management Cycle:** The reason for monitoring performance is to make sure we achieve our mission to serve the people of Royal Berkshire.

In order to have a detailed picture of our performance to support decision making we collect information from across the organisation and monitor it regularly through our Audit and Governance Committee, giving us confidence that we are delivering results. This cycle divides the year up into quarters, so we have four chances a year to look in-depth at progress.

### Service Planning

Service Plans have been created to help us turn our Strategic Commitments into action and form part of the strategic planning cycle. They are a record of all the tasks we need to carry out in a year to keep our organisation running and to improve it. The Plans say how each member of our staff will help us reach our goals. The following picture shows how Strategic Commitments flow down through RBFRS.



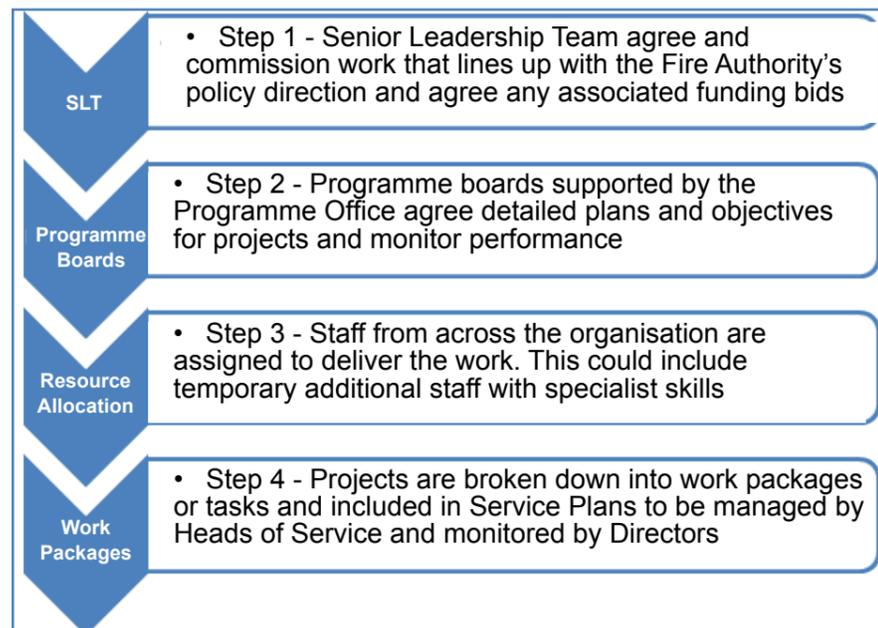


## » HOW WE PLAN AND MONITOR PERFORMANCE

### How we commission work

As part of the planning process RBFRS officers have introduced a more structured and transparent way of commissioning work within the organisation. To ensure that projects are linked to delivering the Strategic Commitments, [the Senior Leadership Team \(SLT\)](#) will commission all new work that cuts across the organisation, which may require additional resources e.g. people or funding.

The four step diagram below describes the commissioning process:



### How we define organisational risk

There are internal and external factors and influences that make it uncertain if and when we will achieve our objectives. The effect this uncertainty has on our organisational objectives is "risk". Our Organisational Risk Management Policy is designed to give a structure for monitoring and managing risk to ensure the level of uncertainty is minimised and organisational objectives are achieved.

Our Organisational Risk Management Policy is limited to managing risks that could affect the delivery of organisational objectives and whilst this could include risk associated with Health and Safety it is not intended to address the management of occupational Health and Safety risks or Community Risk which is described in Section 5 of this document.



## » ASSURANCE AND INSPECTION

### Audit

Audit is an important part of giving ourselves, and you confidence that our Service is being run properly and in ways that have been agreed between our Officers and Members.

The results of the [Audit Programme](#) which is contained on our [Annual Plan](#) help give us confidence that our business is being run in line with the law, government rules, good practice and meets organisational standards.

This information helps make up the annual [Statement of Assurance](#).

### Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

In May 2018, the Home Office published the updated Fire & Rescue [National Framework for England](#). Within this Framework, detail of the role Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) is clearly set out. Throughout 2018, HMICFRS developed a [new inspection programme](#) for Fire and Rescue Services. In the latter half of 2018/19, RBFRS underwent the first inspection under this new regime.

The inspection focused on three key headings; efficiency, effectiveness and people. The learning from the inspection process will be built into future annual action plans.

In addition to these requirements, every year, we provide a [Statement of Accounts](#) to show the annual costs of what we do and this is supported by publication of everything we [spend above £500](#). We also provide and publicise an [Annual Governance Statement](#) to show what we have done to ensure good business practice, high standards of conduct and sound governance.

### Government Intervention Action

In addition to the introduction of an independent inspection regime, under HMICFRS the 2018 Framework explains how and when the Government would intervene in the running of a fire authority. Details of this protocol can be found with the [Fire and Rescue Service National Framework for England](#)



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