

CORPORATE ***PLAN 06/07***

The Royal Berkshire Fire Authority
Corporate Plan 2006/07

- Strategic Plan
- Best Value Performance Plan
- Community Safety Plan

ROYAL BERKSHIRE
FIRE AUTHORITY

MAKING BERKSHIRE SAFER



EQUAL OPPORTUNITIES

Equal Opportunities Policy Statement

Royal Berkshire Fire Authority is working towards an environment that gives everyone an equal chance to work, learn and live free from discrimination and prejudice.

Royal Berkshire Fire Authority recognises and values the breadth and diversity of the traditions, beliefs and cultures of the communities it serves, and its employees. It seeks to create, maintain and promote an environment in which each person has equal entitlement to high quality services and opportunities regardless of race, colour, nationality, citizenship, ethnic or national origin, religion, disability, age, gender, sexual orientation, family circumstances, marital status, trade union membership, staff representation, or nature of employment, in order that all employees are enabled to make their distinctive contribution to the service.

The Royal Berkshire Fire Authority is committed to being an equal opportunities employer and service provider. In pursuing this goal the Royal Berkshire Fire Authority will :

- promote the principles and practices of equality and justice throughout the Royal Berkshire Fire Authority
- continue to develop clear policies and procedures to address inequality and ensure that all employees and service users are not discriminated against.
- challenge all forms of unfair discrimination and/or harassment by the appropriate use of existing disciplinary procedures and where relevant, appropriate legislation.
- ensure that recruitment, employment, promotion and training systems provide equality of access for all staff.
- monitor and evaluate the implementation of Royal Berkshire Fire Authority's policies, making changes and adjustments where appropriate.

In valuing diversity the Royal Berkshire Fire Authority :

- aims to set and achieve high standards; to learn and improve continuously and to work co-operatively.
- believe in openness, honesty and integrity; in responsibility and accountability; in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider.
- recognise the value that a diverse workforce can bring to our organisation and will seek to create an environment that maximises everyone's talents in order to meet the needs of the organisation and of the communities it serves.
- uphold the principle that all employees have both rights and responsibilities and that these must be clearly understood and integrated into all aspects of our work.

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Jeśli wymagasz tej informacji po POLSKU, proszę się z nami skontaktować
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Foreword

Chief Fire Officer Iain Cox

Our Corporate Plan for 2006/07 outlines the steady progress of our integrated risk management planning (IRMP) process. The IRMP informs an action plan that will provide an effective and efficient service in our three key areas: preventing fires and road traffic accidents, protecting people and buildings in the event of fire and responding to extinguish fires and rescue people when necessary.

We will be consulting with the public we serve and other stakeholders, such as our fellow emergency services, on the details of these plans. We are now in a position, with over seven years' worth of evidence, to make proposals about the disposition of the resources of Royal Berkshire Fire and Rescue Service to best effect throughout Berkshire.



Chief Fire Officer Iain Cox

Any changes to the location of our fire stations will understandably be of concern to those most directly affected. Our proposals, which we have thought through carefully, are based on solid evidence and aim to improve the safety of the public in Berkshire -these are not cost driven initiatives.

Since the publication of last year's plan we have had confirmation of the result of our Comprehensive Performance Assessment. Royal Berkshire Fire Authority was rated as "good", in fact only one point short of an "excellent" rating. We will not be complacent about this result and will always seek to improve both our internal management process and our external delivery of services. However, this result is a testament to the hard work and dedication of the Members and staff of the Royal Berkshire Fire Authority.

The rate of change in the Fire Service nationally continues apace: with developments in national procurement, regional training initiatives and many other collaborative issues. As an example we have recently signed a Fire Investigation Protocol with Oxfordshire Fire and Rescue Service, Buckinghamshire Fire and Rescue Service and the Thames Valley Police. The regional control centre project is also progressing and work has already started to build the control centre for the South East region in Fareham, Hampshire. It is anticipated that the regional controls will go live in approximately 2010.

I am particularly pleased to report another year of great progress in our community safety activities. These include :

- The provision of home fire safety checks
- The provision of two more young firefighter units
- The establishment of a new youth offender project (Evolution) which is designed to reduce anti-social behaviour
- The "Crash Impact Initiative" run in association with the Vodafone Foundation; aimed at encouraging responsible behaviour by all young people in vehicles
- The StayWise Scheme, which provides safety packages tailored to the national curriculum, is now operational and available through the internet to all teachers and safety trainers in the country
- We also continue with our existing schemes such as Phoenix, Firesetters and the always popular school visits

We have successfully delivered five of our six local strategic partnerships and are investing the reward money to further improve safety in these areas.

Looking forward we will be inspected in November by the Audit Commission who will concentrate, on this occasion, on all aspects of our service delivery. This will look at how well we prevent fires and accidents, enforce fire safety requirements in buildings and respond operationally. This review follows on from the comprehensive performance assessment, which looked at the strategic management of the service.

Tying the two issues together will provide an accurate picture of how well we as an organisation serve you. As in previous years I am confident that Royal Berkshire Fire and Rescue Service will rise to the challenge and we will continue to be innovative without being reckless, to be efficient whilst maintaining our resilience and effectiveness.

Viewpoint

From Councillor Dr Paul Bryant, Chairman of Royal Berkshire Fire Authority

I hope you will find the 2006/07 Corporate Plan for the Royal Berkshire Fire Authority and the Royal Berkshire Fire and Rescue Service interesting. I am pleased to support it and commend it to you.

Before continuing, I must pay tribute to my predecessor, Councillor Terry Mills, who died suddenly last December. He was a good friend and colleague, an excellent Chairman and made a very significant contribution to the Royal Berkshire Fire Authority at a time of great change.

These changes will continue in the coming year and I and the other elected Members of the Fire Authority and the staff of Royal Berkshire Fire and Rescue Service continue in our commitment to maintain the high level of service that the public rightly expect.

Our role as elected Members is to ensure that the Service delivers value for money without compromising our high standards of service. In common with other areas of public service there are times when difficult decisions must be taken. I can assure you that these decisions are taken in a considered manner, based on professional advice and are aimed at improving the service.

Effectively, we seek to have the right people in the right place at the right time, whether this is to counsel a child who has started setting fires, to enforce fire safety legislation in public premises, to reduce the number of road traffic accidents or to respond to an emergency call.

Our Integrated Risk Management Plan combines all our activities, be they in prevention, protection or operational response, to ensure we play our part in making Berkshire a safer place to live, travel and work.

MAKING BERKSHIRE SAFER

OUR ELECTED MEMBERS

Our Elected Members

The service is run by the Fire Authority, which became a precepting Authority on 1st April 2004. This enables the Authority to raise its own revenue through the levy of the council tax.

The Authority comprises 25 local councillors appointed by the six Unitary Authorities in the county : Bracknell Forest Borough Council, Reading Borough Council, Royal Borough of Windsor and Maidenhead, Slough Borough Council, West Berkshire District Council and Wokingham District Council. The current political breakdown of the Authority is as follows:

Conservative	13
Labour	5
Liberal Democrats	6
Independent	1
Total	25

As of 1st May 2006, the Chairman and Vice-Chairman of the Authority are :

Chairman:

Councillor Dr Paul Bryant (Conservative) email : paul.bryant5@ntlworld.com Home : 01635 41135

Vice-Chairman:

Councillor James Mole (Liberal Democrat) email : james@bovilles.co.uk Home : 01488 684903

If you would like to get in touch with your local member, please contact Lynda Kenyon, the Authority's **Committee Manager**, by telephone on 0118 932 2288 or by email kenyonl@rbfrs.co.uk



Cllr. A Ward
Cllr. P North
Cllr. M Adams

Cllr. Ms C Borgars
Cllr. T Crisp
Cllr. C Maskell
Cllr. F Pugh

Cllr. Mrs C Bateson
Cllr. Mrs V Howes
Cllr. D Howes
Cllr. S Werner
Cllr. D Wilson

Cllr. J Grewal
Cllr. D Smith
Cllr. D Maclsaac

Cllr. J Brooks
Cllr. Dr P Bryant
Cllr. G Findlay
Cllr. Ms E Webster
Cllr. J Mole

Cllr. Mrs P Bray
Cllr. J Green
Cllr. B Patman
Cllr. A Ross
Cllr. R Stanton

Diagram showing the links between the unitary Authorities, Fire Authority and the public

INTRODUCTION

Introduction

The Corporate Plan incorporates three documents - the Strategic Plan, the Best Value Performance Plan and the Community Safety Plan. Each element is vital in Royal Berkshire Fire and Rescue Service's planning, performance measurement and service delivery and all are inextricably linked.

This plan sets out the Combined Royal Berkshire Fire Authority's vision and explains how the strategic planning process seeks to achieve that vision. It is based upon Best Value, which is defined below.

Best Value legislation requires the Royal Berkshire Fire Authority to produce an annual performance plan, which describes the Royal Berkshire Fire and Rescue Service's performance over the previous twelve months and sets targets for the forthcoming years.

This is the seventh Best Value performance plan published by the Royal Berkshire Fire Authority.

Best Value

Best Value legislation requires local authority organisations to assess their performance and review working practices to secure ongoing improvement in service delivery.

This duty is derived from the Local Government Act (1999) that defines Best Value as, "a duty to deliver services to clear standards – covering both cost and quality – by the most economic, efficient and effective means available."

Royal Berkshire Fire and Rescue Service has updated its Best Value review programme to accommodate the requirements of its Integrated Risk Management Plan (IRMP). The review programme now consists of 4 Best Value reviews that comprise the IRMP action plan. Those areas that are subject to review are scrutinised using four criteria :

- **Challenge** – to determine whether a particular function or service should be provided and, if so, to what standard.
- **Compare** – Berkshire's performance with that of similar fire services or providers.
- **Consult** – users of the function or service on their experiences.
- **Compete** – ensure that competitive marketing, testing and development is considered in providing Best Value.

Consultation Statement

Royal Berkshire Fire Authority recognises that the users of its services, especially its emergency services, have little choice in who provides these services for them. To compensate for this lack of choice and in order to assist the decision-making process, Royal Berkshire Fire Authority will consult with stakeholders on the basis of the following principles :

- The earlier the involvement of the consultee, the better for the process;
- The means of consultation aiming to be productive rather than convenient;
- Consultation being accessible as widely as workable throughout the process;
- A best practice of twelve weeks for formal consultation involving the public;
- The degree of the consultation being proportionate to the interests of the consultee;
- Consultation being clear, concise and open;
- The benefits of the consultation being identifiable;
- Feedback being provided to demonstrate how the consultation has influenced policy;
- The effectiveness of the consultation being monitored.

This policy applies to certain corporate consultations that Royal Berkshire Fire and Rescue Service and Royal Berkshire Fire Authority undertake with the people that work within the organisation (internal stakeholders), the general public and external organisations and external stakeholders.

Consultation should always be considered as a part of overall project management.

In particular, this policy applies to consultations with respect to :

- Integrated Risk Management Planning
- Authority budgeting and precepting
- Best Value
- Corporate planning

Methods for Consultation

Other than written consultation documents, the suggested methods for consultation by Royal Berkshire Fire Authority are :

- Stakeholder or representative meetings
- Public and workforce meetings
- Web forums
- Public and workforce surveys
- Open days, road shows, exhibitions and public events

Organisation of Consultation

The Chief Fire Officer will be responsible for ensuring that effective consultation is integrated within the Royal Berkshire Fire and Rescue Service's management systems and planning cycles.

Consultation Cycle

There are various consultations that Royal Berkshire Fire and Rescue Service and Royal Berkshire Fire Authority undertake on a regular basis. These are :

Each year

- IRMP action plans
- Corporate plan consultation
- Precepting and budget consultation

Every second year

- Workforce Opinion Survey

Every third year

- National Public Opinion Survey
- Strategic IRMP document (subject to an identified need)

Ongoing or recurrent events such as planned surveys, comments and complaints are used to feed into the strategic planning cycle in order to help ensure the service is responsive to the needs of the stakeholders.

Improvement

The Fire Authority will monitor, review and audit the consultation policy for effectiveness and compliance. The next review will take place in September 2007.

Aims

The Brigade has developed six strategic aims to fulfil its broad role of preventing, protecting and responding in accordance with the National Fire Service motto:

- Minimise loss of life, injury and damage from fire.
- Reduce the number of deaths, injuries and damage caused by hazards other than fire and render appropriate humanitarian services.
- Deliver community safety education, tailored to users' needs, to reduce the number of fire calls and to minimise the consequences of fire.
- Apply fire safety legislation, without bias, to maximise compliance and minimise loss of life, injury and damage from fire.
- Demonstrate continuous improvement in service delivery, based upon consultation and partnership working, within a Best Value framework.
- Be a good employer and be recognised as such.

Each strategic aim is linked to measured outcomes. Evidence of progress against these aims is supplied by the Best Value performance indicators, which are monitored closely by Brigade management to ensure performance is on target.

ABOUT RBFRS

About The Royal Berkshire Fire and Rescue Service

Berkshire is amongst the fastest growing and most successful areas in Britain. One of the most densely populated counties, it enjoys an expanding business scene with employment levels well above the national norm. The local government structure is based around six Unitary Authorities. The county has a population of more than 800,000, of which 140,000 are in groups that are at a high risk from fire.

Fire Stations, Personnel and Equipment

There are 20 fire stations sited at strategic locations across the county. The stations at Reading, Newbury, Bracknell, Langley, Maidenhead, Slough and Windsor, are fully crewed 24 hours a day, whilst the stations at Lambourn, Hungerford, Mortimer, Pangbourne, Sonning, Wargrave, Ascot, Crowthorne and Cookham are crewed by part-time firefighters who are mobilised to fire calls from their workplace or home. Newbury, Maidenhead and Bracknell also have a part-time section in addition to the wholetime crews. Wokingham fire station is crewed by full-time firefighters during the day with night and weekend cover provided by part-time firefighters. When a 999 call is received by the service's mobilising centre at Reading the call is assessed by highly trained control staff that despatch the most appropriate response to the incident in the quickest possible time.

Royal Berkshire Fire and Rescue Service has 24 fire engines. Our specialist vehicle fleet also includes rescue support vehicles, a fire boat, chemical incident unit, operations support unit, fire incident command unit, high reach aerial appliances and a number of off road firefighting appliances.



Our Activities

Last year, fire crews in Berkshire dealt with more than 3,947 fires which included fires in homes, industrial buildings, vehicles and outdoors areas. However, prevention is better than cure and a key part of the Brigade's service to the public is to help prevent fires from occurring in the first place. Firefighters and a dedicated team of specially trained staff work hard to keep the community safe by spreading the safety message.

Staff are involved in a wide variety of initiatives, many of which have been developed in response to specific incidents or problems, to ensure people are informed about community safety.

Royal Berkshire Fire Authority have a statutory duty to enforce Fire Safety legislation and offer Fire Safety advice to a range of commercial and industrial premises. Last year Inspecting Officers carried out over 7,246 inspections of premises and have continued to prioritise these inspections according to risk.

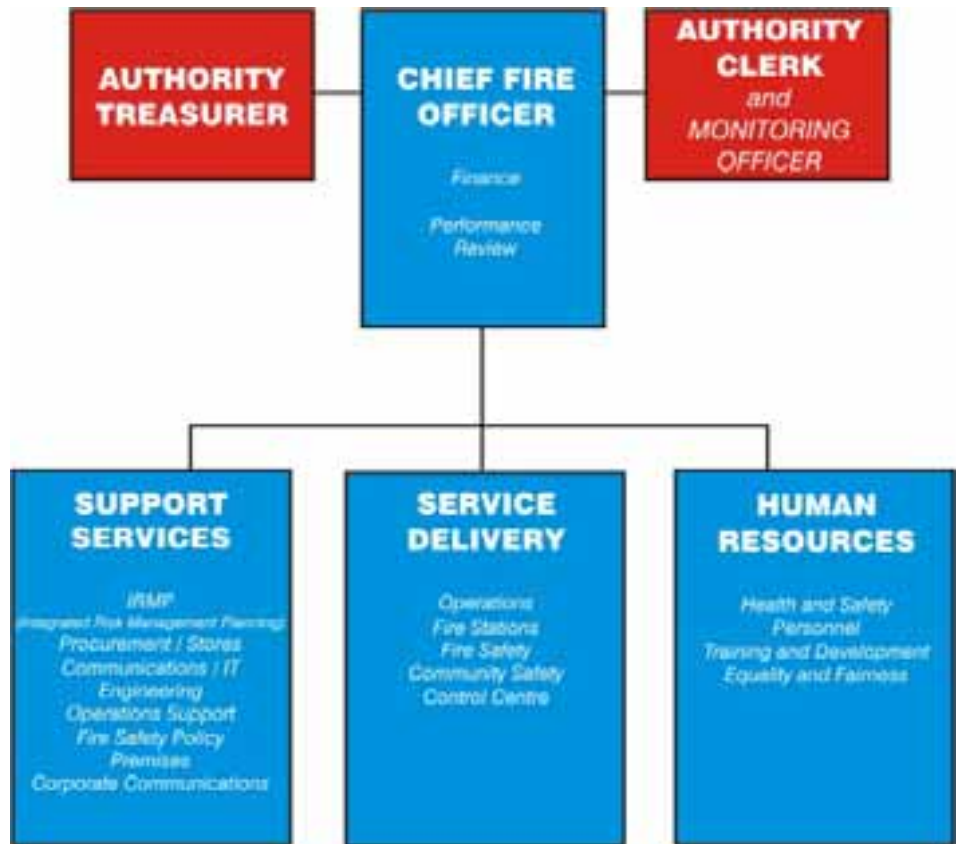
The implementation of the Licensing Act 2003 had a significant impact on workload and the risk based inspection programme as predicted.

The Future

In October 2006 the Government will rationalise Fire Safety legislation and bring it all under the Regulatory Reform (Fire Safety) Order. Under the new order Fire Authorities will have a duty to enforce Fire Safety standards in virtually all premises where people resort and will replace the Fire Precautions Act 1971 and the Fire Precautions (Workplace) Regulations 1999.

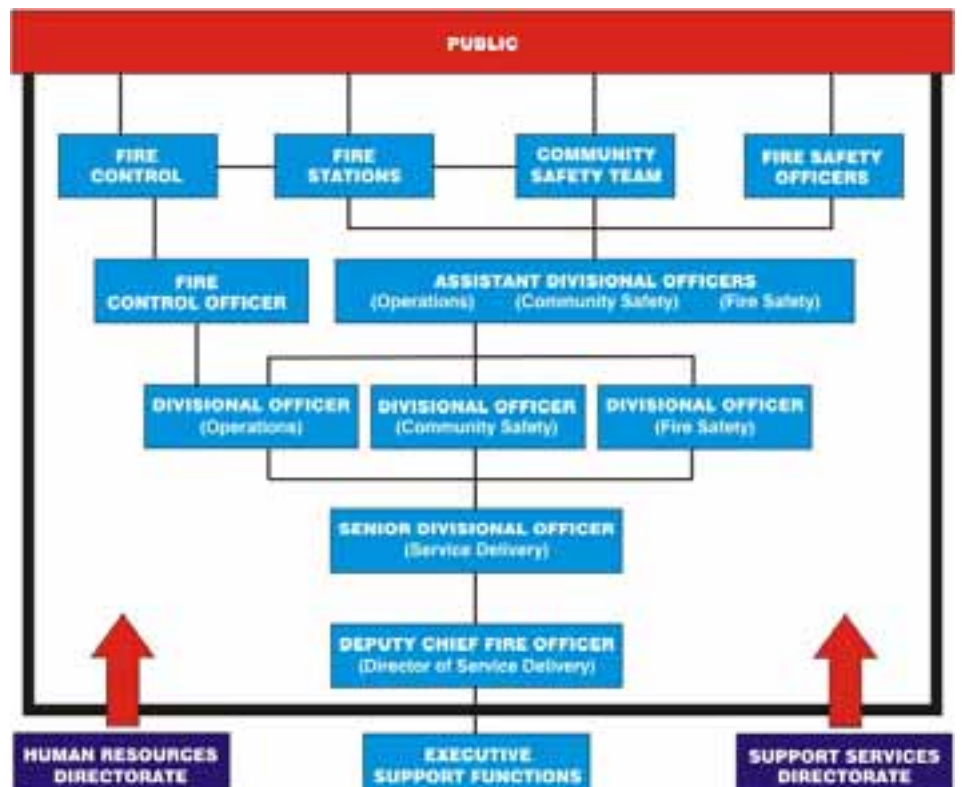
Organisational Structure and Areas of Activity & How Fire Service Structure Supports Service Delivery to the Public

The diagrams on the right illustrate organisational structure, areas of activity and how the Fire and Rescue Service interfaces with the public.



The above diagram illustrating the Fire Service's organisational structure and the areas of activity within each Directorate.

The diagram below demonstrates how the Fire Service structure supports Service Delivery to the Public.



The Strategic Planning Process

Effective strategic planning is essential in order to determine Royal Berkshire Fire and Rescue Service's future direction. In order to support this process, Royal Berkshire Fire and Rescue Service has integrated its strategic planning and performance management, using Best Value performance and other local indicators to ensure consistent standards of quality and efficiency.

The strategic plan is risk based and uses Best Value criteria and performance management information to support delivery of continuous, sustainable improvement. It defines the Royal Berkshire Fire Authority's long-term service aims for the people of Berkshire but must be sufficiently flexible to allow for changing priorities.

The strategic targets, including Best Value performance indicators, drive the service towards the achievement of its vision. Royal Berkshire Fire and Rescue Service's management team monitor them regularly. Any performance gaps are addressed by reviewing the area of concern and the implementation of appropriate measures.

Achievement of these targets is through the policies and strategies of the three directorates which are evaluated regularly. Each of Royal Berkshire Fire and Rescue Service's major functions is also subject to fundamental performance reviews. In addition specific directorate reviews and key tasks complement the continuous cycle of analysis and improvement.

Ownership of the strategic planning process is at four distinct levels :

- **Elected Members** of the Royal Berkshire Fire Authority have a strategic overview of the planning process and an opportunity to determine the priorities of the service.
- **The Chief Fire Officer** maintains an executive overview of the strategic planning process.
- **Directors** are responsible for delivering strategic objectives, which are agreed with the Chief Fire Officer.
- **Key Managers** are responsible for implementing strategy. They work to terms of reference, which include definition of project parameters, allocation of resources, timescales, Best Value criteria and opportunities for colla-boration. These must be available for scrutiny by the Audit Commission, District Audit or Royal Berkshire Fire and Rescue Service's own Performance Review team.

Areas of Strategic Focus for 2006/07

Royal Berkshire Fire and Rescue Service will continue to work in four key areas during 2006/07 :

Strategic

At a strategic level the Royal Berkshire Fire and Rescue Service will be concentrating on ensuring that it's corporate governance systems meet the needs of a flexible and modernised fire service.

Support Services

The Support Services Directorate will be maintaining its focus on the modernisation agenda through progression of the projects contained within its Integrated Risk Management Plan to ensure that it uses its resources flexibly and proportionately to reduce risk in the community.

In particular, the Integrated Risk Management Plan will be concentrated on optimising resources against risk. A key part of this study will be to review the type and location of fire appliances to ensure that locally set response standards for high-risk incidents such as dwelling fires and road traffic collisions are improved upon.

In addition, the Support Services Team will continue to manage the acquisition and maintenance of its fleet of fire and rescue vehicles to ensure that the highest standards of quality and safety are maintained, to continue developing the organisations information technology systems to ensure information is always available to support decision making in risk critical environments, to improve its ability to communicate important safety messages to all stakeholders, and to assist the Royal Berkshire Fire and Rescue Service in its drive to employ a diverse workforce that reflects the make up of the local community by ensuring that the premises improvement programme reflects the needs of our staff.

Service Delivery

The Directorate will continue to maintain its effective operational response, whilst incorporating targeted Community Safety and Technical Fire Safety initiatives on a risk based approach. The opportunities for enhancing the delivery of service will be developed in collaboration and partnership with a range of public and private organisations ensuring that the communities of Berkshire receive the finest service achievable.

In November 2006 the Audit Commission will inspect Royal Berkshire Fire and Rescue Service for operational preparedness

Human Resources

The Fire Authority updated its Human Resources Strategy in 2005 which now includes the following themes :

Cross cutting :

- Performance
- Partnership
- Equality and diversity
- Efficiency and effectiveness
- Flexibility
- Development
- Integrity

Specific :

- Recruitment and retention
- Performance management and development
- Employee relations
- Development of people management capacity
- Health and well-being
- Workforce planning
- Modernisation of conditions of service
- Leadership
- Cultural change
- Reward

The Human Resources Directorate will focus on progressing this comprehensive agenda for change in 2006/07.

In relation to the Integrated Personal Development System, key issues in 2006/07 will be the introduction of new national selection tests for firefighters and the on-going introduction and consolidation of Assessment and Development Centre methodology to national standards for all promotions and appointments. Work based assessment against National Occupational Standards will be progressively introduced for all uniformed staff not subject to National Vocational Qualification programmes and a new Leadership Development programme for middle managers will be delivered.

The outcomes of the Year 1 IRMP project looking at recruitment and retention of firefighters working the retained duty system will be progressed. The substantive transition from rank-to-role will be completed and a role-based staff structure for uniformed staff will be fully implemented.

A new fitness-testing programme supported by up-dated fitness equipment will be introduced for operational staff as part of a comprehensive approach to maintaining and improving the health and well-being of the workforce.

Implementation of the five-year IRMP strategy will test internal partnership working and result in significant changes in current workforce plans. The Regional Control Centre project will have an increasing impact on Control staff and Royal Berkshire Fire and Rescue Service's medium term planning.

Targeted 'Positive Action' measures will continue to be used to increase the diversity of Royal Berkshire Fire and Rescue Service's workforce. Community outreach work will be targeted on the 'hard to reach' parts of communities of Berkshire.

Regional and sub-regional working will have an increasing impact on the work of the Human Resources Directorate through the CFOA South East Human Resource and Development Group.

Integrated Personal Development System

Following the introduction of an Integrated Personal Development System (IPDS) implementation strategy during 2002, a framework is now well embedded within Royal Berkshire Fire and Rescue Service.

For 2006/07, the key issues will be the introduction of new national selection tests for firefighters and the on-going introduction and consolidation of Assessment and Development Centre methodology to national standards for all promotions and appointments.

Integrated Risk Management Plan

A fundamental part of the Government's modernisation programme has been the duty on all Fire Authorities to produce an Integrated Risk Management Plan (IRMP) year on year.

The old 'standards of fire cover', which set out the speed and weight of response to fire depending on building density, were insufficiently flexible to allow Fire and Rescue Authorities to respond to the needs of their communities and are now being replaced by locally set response standards.

IRMPs will set out each Fire and Rescue Authority's strategy for :

- Reducing the number of fires and other emergency incidents that occur
- Reducing loss of life in fires and accidents
- Reducing the number and severity of injuries in fires and other emergency incidents
- Reducing the commercial, economic and social impact of fires and other emergency incidents
- Safeguarding the environment and heritage (both built and natural) and
- Providing value for money

The Royal Berkshire Fire Authority has successfully produced and implemented the outcomes of the Year I and Year II IRMP's and has produced a Year III IRMP and action plan for 2006/07.

The initial IRMP action plans focused on areas that would enhance community safety by :

- Assessing ways of reducing the unnecessary use of resources
- Assessing ways of using existing resources more effectively
- Amending current working practices

As a result of this work significant progress has been made in a number of areas. Examples being, a 68% reduction in aerial ladder emergency calls, a 33% reduction in hoax calls, a 37% reduction in standby moves where a fire engine has to be sent to another fire station to cover other appliances attending a false alarm, a 17% reduction in deliberate property fires, a number of pilot schemes to deliver home fire risk assessments and partnership working with the Thames Valley Police and Royal Berkshire Ambulance Trust to reduce levels of deliberate fire setting and road traffic collisions respectively.

The Year III IRMP seeks to build on the significant development of data collection and risk-mapping processes to review the type and location of fire appliances to ensure that locally set response standards for high-risk incidents such as dwelling fires and road traffic collisions are improved upon.

The intention in some areas will be to trial new ideas to learn what works best. When these trials result in real successes then permanent changes will be made. This will ensure that the best solution to a particular risk problem is made without compromising the existing service.

Consultation with key stakeholders, in particular, the public, the business community and our employees is an important element of the IRMP process. Comments and views received have been, and will be, taken in to account before the plans are finally adopted and put in to action.

Comprehensive Performance Assessment

What is Comprehensive Performance Assessment (CPA)?

CPA is :

- An independent review of how the elected members in the Fire Authority and the management team are running the fire service and meeting the needs of the communities they serve. It is a Corporate Assessment used to deliver a CPA Judgement.
- It aims to analyse our performance and indicate where we have strengths and weaknesses.
- It rates all Fire and Rescue Authorities on a five-point scale (poor, weak, fair, good and excellent).
- The score each Fire Authority receives sets a baseline for improvement against the backdrop of the Government's modernisation agenda.

CPA is not :

- A technical inspection; CPA stays at the corporate level.
- And it will not tell us what we have to do, that is up to us.

The Royal Berkshire Fire Authority received its on site CPA visit in February 2005.

What's behind it?

The Department for Communities and Local Government (DCLG) is behind it, in the sense that the DCLG is funding it. It was devised and is run by the Audit Commission. The Audit Commission is an autonomous body, working to its own agenda to independently assess and report on performance in support of improved public services.

The Audit Commission's agenda is to provide an objective review. They are open about what they do and what they find. The results are then published on the Audit Commission website, together with information on the way they carried out their review.

The Audit Commission CPA review team assessed us against the things we are supposed to be doing, whether laid down for us (statute, the National Framework, government targets) or self-determined (our local aims and objectives in serving our community, our regional priorities).

The result of the assessment determined how the Authority would be rated.

Before the Audit Commission sent their review team on site to visit us, they invited us to prepare a self-assessment of how well we thought we were doing. This work was carried out in October and November 2004. The CPA review team took this into account too, together with any other relevant existing information they could find, such as our auditor's views.

Following the self-assessment process a Peer Review was carried out by a team of consultants with the necessary expertise and experience for this work.

The purpose of a Peer Review of the self assessment was for us to receive a challenge to the draft self assessment, aimed at helping to :

- Get the best value we can out of the self assessment process; and
- Produce a clear and accurate self-assessment document, fit for purpose both in supporting performance improvement and informing the CPA review team from the Audit Commission.

The Peer Review was carried out in December 2004. The report of the Peer Review Team informed our final self-assessment which included an improvement plan.

What happens afterwards?

At the end of their visit to us the CPA review team gave the Chief and Chairman a briefing on, roughly how they see our strengths and weaknesses.

The CPA review team leader drafted a report and put it through the Audit Commission “moderation” procedures, where several draft reports were reviewed at the same time as ours, to check that we are being judged consistently across the country.

The moderated draft report was sent back to us in April 2005 as the first “discussion draft” for us to comment on.

Following comment on this draft and the feedback we received, it was clear that we are delivering improvement.

The Final report rated us as Good, only missing out on Excellent by one point.

On receipt of the final CPA report the Authority reviewed its improvement priorities, existing action plans and the Best Value review programme in the light of the CPA outcomes, and produced an improvement plan based on these outcomes.

Reports from all 46 Authorities have now been published on the Audit Commission Website. Our report is also published on our website (www.rbfrs.co.uk).

What Now?

Since CPA, the Audit Commission has issued a consultation document – “Fire & Rescue – Performance Framework 2006/07”. Details of their proposals for future audit & inspections can be seen below. The consultation will finish on 30 May 2006 and the final Performance Framework Document will be published by August 2006.

The Audit Commission will target its future audit and inspection activities where it can have greatest effect. Their proposals will reflect the need to:

- Promote value for money;
- Improve financial management and improve financial reporting;
- Encourage improvements in public services that people value, by challenging the FRA from the perspective of service users and diverse communities;

- Promote good governance, greater accountability, better decision making and the proper conduct of public business; and
- Stimulate significant improvement in the use of performance information, data quality, data analysis, information management and the public accessibility of relevant information.

The overall approach to measuring improvement and performance will be through a Performance Framework with three key elements :

- Use of resources;
- Direction of travel; and
- Service assessment.

The assessments will, when brought together, provide a clear picture of the improvements a Fire Authority has made since its baseline Fire and Rescue CPA. They will not directly result in a change in CPA category in 2006/07; however, they will be important in any consideration of whether further work is appropriate in order to determine a re-categorisation (up or down) at some point in the future.

Unlike the original CPA, which was a Corporate Assessment, the above proposals also include an Operational Assessment of Service Delivery. This will provide Authorities and other stakeholders with assurance concerning the delivery of services, and will assist Authorities with improvement planning to enhance service provision.

Improvement Plan

Our improvement plan aims to make Berkshire safer by developing our risk management systems to improve our performance in five areas. These are detailed below, along with the progress achieved to date.

Issue / Action	Responsible Officer	Progress achieved to date
To review all aspects of corporate governance	Chief Fire Officer	<p>Initial work concentrated on business continuity and we have now acquired a specific system to provide effective business continuity arrangements. A dedicated post has also been created to start to populate and manage the system.</p> <p>An initial scoping study of information flow decision matrices and management meetings has indicated that this area needs to be formally reviewed. We are currently undertaking a procurement process to identify the most appropriate external partner to assist us in this work.</p> <p>The Clerk and Monitoring Officer who is in the process of re-writing as necessary have reviewed the Royal Berkshire Fire Authority's standing orders.</p>
<p>Human Resources / Integrated Personal Development System</p> <p>To include :</p> <ul style="list-style-type: none"> • Training modules on business planning for managers • Rank to role • Review crewing arrangements 	Director of Human Resources	<p>The 2006/07 Training Plan includes development activities for managers covering the development needs identified through Performance Development Interviews and Training Needs Analysis including business planning.</p>

Issue / Action	Responsible Officer	Progress achieved to date
<ul style="list-style-type: none"> • Rank to role • Review crewing arrangements 	<p>Director of Human Resources</p>	<p>A process of job evaluation based on a South East Regional framework has been implemented in consultation with the Fire Brigades Union. The planned date for full implementation of a role based staffing structure is 1 August 2006.</p> <p>Current crewing arrangements are under review in IRMP projects covering the current shift duty system, retained recruitment and retention, officer cover and current disposition of emergency response resources.</p>
<p>Integrated Risk Management Planning</p> <p>To include :</p> <ul style="list-style-type: none"> • Improving Royal Berkshire Fire and Rescue Service's performance with regards malicious calls and automatic fire alarms • Improving Royal Berkshire Fire and Rescue Service's management information system 	<p>Assistant Chief Fire Officer</p>	<p>The hoax call challenge policy along with educational and awareness initiatives such as 'hoax impact' have continued to reduce the number of hoax calls from 488 in 2004/05 to 314 during 2005/06.</p> <p>Despite the implementation of a national policy aimed at reducing automatic fire alarms these type of calls have increased slightly over the past 12 months. However, the policy is part of a 3-year strategy and needs more time before certain initiatives begin to achieve sustainable reductions.</p>

Issue / Action	Responsible Officer	Progress achieved to date
<ul style="list-style-type: none"> Improving Royal Berkshire Fire and Rescue Service's management information system 	Assistant Chief Fire Officer	<p>The Management Information System has improved by automatically adding more data on a daily basis, continuously monitoring all IRMP project data, developing risk based station plans at postcode level and through the development of local key performance indicators.</p>
<p>Community Safety / Partnerships working</p> <p>To include :</p> <ul style="list-style-type: none"> Monitoring the effectiveness of community safety initiatives 	Divisional Officer (Community Safety)	<p>Community Safety activity in postcode areas is being recorded on Firewatch, and Home Fire Risk Assessments are also being mapped against actual and potential risk areas. The correlation between risk reduction and the type of activity being carried out can then be evaluated to determine the best activities to reduce risk in particular areas. Quarterly meetings of station managers and area Assistant Divisional Officers take place to assess progress towards achieving local risk reduction strategies and to evaluate the quality of activities based on perception measures. Evaluation tools are being prepared to evaluate the success of youth intervention strategies.</p>
Operational Assurance	Divisional Officer (Performance Review)	<p>The Service Assessment comprises two elements :</p> <ul style="list-style-type: none"> Operational assessment of service delivery.

Issue / Action	Responsible Officer	Progress achieved to date
Operational Assurance	Divisional Officer (Performance Review)	<ul style="list-style-type: none"> • Best Value performance indicators and performance indicator data. The following areas will be assessed : • Risk analysis • Prevention and protection • Operational preparedness • Call management and incident support • Emergency response <p>Royal Berkshire Fire and Rescue Service's Risk Management Group will be undertaking a self-assessment during July / August, once DCLG requirements have been finalised. The robustness of any evidence will then be audited by the Performance Review Department.</p> <p>From August to November, DCLG will visit each Fire Authority to verify their self-assessment and score them accordingly.</p>

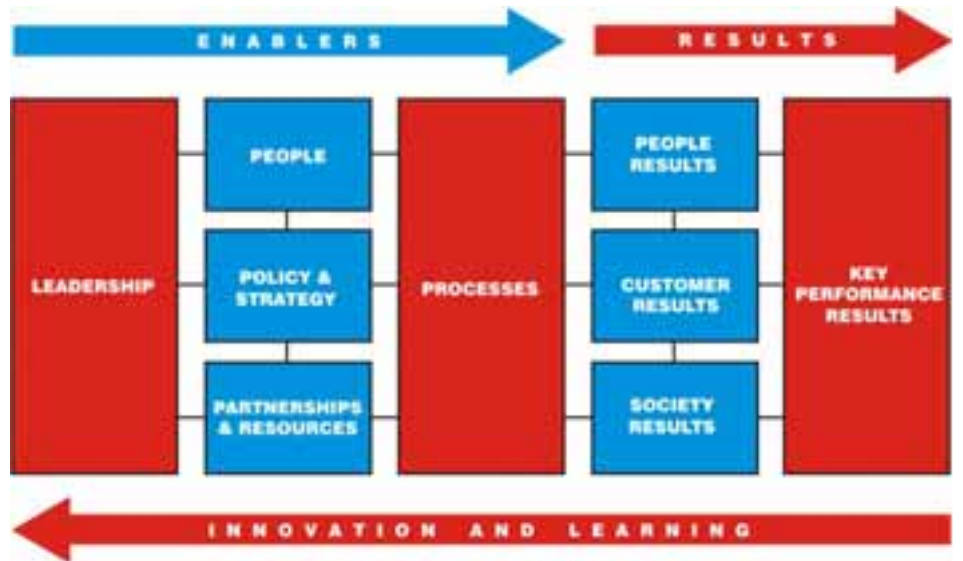
Efficiency

Royal Berkshire Fire and Rescue Service continues to work towards efficiency improvements through the integration of its strategic planning and performance management system, incorporating recommendations from the Audit Commission. This work is scrutinised by Royal Berkshire Fire and Rescue Service's own management team and by the Fire Authority's Executive Committee.

Royal Berkshire Fire and Rescue Service uses the European Foundation for Quality Management's (EFQM) Excellence Model to review its functions and identify areas for improvement. This is based on nine criteria, which are illustrated on the diagram above:

Royal Berkshire Fire and Rescue Service conducted self-assessments in 2001, 2003, 2004 and 2005 using the EFQM Excellence Model to identify areas for improvement. Royal Berkshire Fire and Rescue

Diagram showing the nine elements of the EFQM Excellence Model.



Service's score has improved significantly with each self-assessment. This is clear from the table below:

Year	Overall EFQM Score (maximum 1000)
2001	201 points
2003	264 points
2004	328 points
2005	445 points

A number of issues identified during the self-assessment conducted in 2005 are being incorporated into both Royal Berkshire Fire and Rescue

Service's and the Directorates Strategic Plans. This includes issues such as the need for Royal Berkshire Fire and Rescue Service to map strategic processes and for each department to produce its own annual department plan to assist the budgetary process.

Preparation for a further self-assessment will take place. Results from this self-assessment will be determined and reported in Royal Berkshire Fire and Rescue Service's Corporate Plan in 2007/08.

Links to Performance Management

In support of ongoing improvement, Royal Berkshire Fire and Rescue Service's performance review system operates cyclically by :

- Deriving departmental plans from strategic aims including the outcomes from Comprehensive Performance Assessment (CPA) and information from the Integrated Risk Management Plan.
- Using targeted performance measures to assess how well departmental aims are being achieved.
- Devolving responsibility for performance indicators and targets to individual staff and assessing the achievement of targets through personal development plans and performance appraisal mechanisms.
- Aggregating performance information and proposed future targets at a departmental level and feeding the information into the strategic planning process.
- Using the results to review the strategic vision, aims and targets.

Supporting and Contributing to the Strategic Plan

To complement the performance review cycle, the organisation's planning process links individual targets and the Royal Berkshire Fire Authority's strategic aims and objectives, enabling employees to recognise their own contribution to those aims.



Diagram describing the cascading strategic aims and targets.

The Cascading of Strategic Aims and Targets

The cyclical nature of the performance management system includes all employees in the strategic planning process.

The method of performance review employed by the Royal Berkshire Fire and Rescue Service is illustrated in the following diagram :



Diagram above illustrating the performance review cycle.

OUR PERFORMANCE

Our Performance - How Do We Compare?

The Department for Communities and Local Government has categorised all fire and rescue services into four 'family' groups. Services within a family group are deemed to be similar, based upon fire calls, population, budget, number of staff etc. This is intended to allow for more realistic performance comparisons between the services Berkshire is measured against :

- Bedfordshire and Luton Fire and Rescue Service
- Buckinghamshire Fire and Rescue Service
- Cambridgeshire Fire and Rescue Service
- Dorset Fire and Rescue Service
- County Durham and Darlington Fire and Rescue Brigade
- East Sussex Fire and Rescue Service
- Norfolk Fire Service
- Northamptonshire Fire and Rescue Service
- Oxfordshire Fire Service
- Suffolk County Fire Service
- West Sussex Fire and Rescue Service
- Wiltshire and Swindon Fire and Rescue Service

Full Best Value Performance Plans (BVPP) produced by any other fire service in England and Wales can be obtained from their respective headquarters.

If you need any assistance in obtaining a BVPP for another fire service, please contact Berkshire's Performance Review Department on 0118 932 2000.

Best Value Performance Indicators

At the heart of Best Value is the statutory performance management framework. This provides for annual reporting by Best Value authorities of a set of national performance indicators and standards set by the Government.

Royal Berkshire Fire and Rescue Service assesses its performance against the targets set in last year's BVPP, and then sets new targets – aiming for continuous improvement – for the forthcoming year.

This approach to year on year improvements supports Royal Berkshire Fire and Rescue Service's strategic, longer term vision.

The following tables show our performance for the previous two years and set targets for this and the next two years.

The comparative data is based on the actual year-end figures available from 3 family group (Group 2) services at the time of going to print.

The performance data for 2005/06 has not been validated. The Audit Commission has to validate the data in a report to the Royal Berkshire Fire Authority by 31 December 2006. There is some variation in Royal Berkshire Fire and Rescue Service's performance for 2004/05 reported in last year's BVPP compared to this year's plan. This is due to improvements in the system that the Royal Berkshire Fire and Rescue Service employs to collect and record its performance data.

Corporate Health BVPIs

Corporate Health BVPIs provide a snapshot of how well the Fire Authority is performing overall. The indicators determine the health of the Fire Authority at the highest level in respect of managing its finances and its staff effectively. *There is a key at the end of this section to the entries in boxes where values are not available.*

The data on Corporate Health BVPIs contained in the tables below is for the period 1st April 2005 to 31st March 2006. Monthly breakdowns, other charts and more current data (available a month in arrears) can be viewed by visiting the following hyperlink <http://www.rbfrs.co.uk/bestvalue/>

BVPI 2a

The level (if any) of the Equality Standard for Local Government to which the Fire Authority conforms.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
2	1	2	1	(i)	2	2	3

A detailed review against the standard was undertaken and an action plan to reach level 2 has been agreed by the Equal Opportunities working party.

BVPI 2b

The duty to promote race equality.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
68.4%	47%	75%	47%	(i)	68%	75%	81%

Some baseline data was not previously available; therefore it was not possible to demonstrate improvement. The Race Equality Scheme has been completely revamped and was approved by the Fire Authority in December 2005. The scheme provides a firm foundation for future improvement.

BVPI 3

The percentage of residents satisfied with the overall service provided.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
100%	65%	100%	65%	(i)	100%	100%	100%

The national public opinion survey has not been completed since 2003. Royal Berkshire Fire and Rescue Service await Government guidance.

BVPI 8

The percentage of undisputed invoices which were paid in 30 days.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
100%	92.9%	100%	95.4%	(i)	100%	100%	100%

This is a statutory target.

BVPI 11(i)

The percentage of top 5% of earners that are women.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
4%	0%	4%	0%	(i)	4%	4%	4%

Achievement of this target is dependant on the successful introduction of multi-tier entry for operational posts.

BVPI 11(ii)

The percentage of top 5% of earners from black and minority ethnic communities.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
8%	3.4%	8%	3.4%	(i)	8%	8%	8%

The number of black and ethnic employees in our current workforce is improving. However, progress in this area will be challenging and it is hoped that the Integrated Personal Development System and the introduction of multi-tier entry will facilitate movement towards this target.

BVPI 11(iii)

The percentage of top 5% of earners that are disabled.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(ii)	(ii)	(iii)	0%	(i)	3%	3.2%	3.2%

This is a new indicator. Again improvement in this area will be challenging and subject to successful multi-tier entry.

BVPI 12(a)

The proportion of working days / shifts lost to sickness absence by wholetime uniformed staff.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
6.5%	7.8%	6.5%	7.6%	(i)	6.5%	6.5%	6.5%

There has been an improvement on last year's performance in this area. Investment in fitness and health promotion together with occupational health support, will continue to help progress toward the target.

BVPI 12(b)

The proportion of working days / shifts lost to sickness absence by all staff.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
5.2%	6.5%	5.2%	6.3%	(i)	5.2%	5.2%	5%

There has been an improvement on last year's performance in this area. Investment in fitness and health promotion together with occupational health support, will continue to help progress toward the target.

BVPI 15(a)

The percentage of employees retiring on the grounds of ill health as a percentage of the total workforce – members of the Firefighters' Pension Scheme.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
0.6%	0.3%	0.6%	0.5%	(i)	0.5%	0.5%	0.5%

The criterion for this target has been changed and therefore it is difficult to judge performance against last year. Continued investment in occupational health support, rehabilitation and health promotion will help to maintain achievement of this target.

BVPI 15(b)

The percentage of control and non-uniformed employees retiring on the grounds of ill health as a percentage of the total workforce – members of the Local Government Pension Scheme.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
0%	0%	0%	0%	(i)	0.5%	0.5%	0.5%

This is a new target. Investment in occupational health support, rehabilitation and health promotion will help maintain the high level of performance in this area.

BVPI 16

The percentage of Local Authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the Fire Authority area.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
0.3%	0.1%	2%	2.7%	(i)	2.5%	3%	3%

BVPI 17(a)

The percentage of minority ethnic community employees.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
3.5%	2.7%	3.5%	3.2%	(i)	3.9%	4.6%	5%

Continuous efforts are being made to recruit more minority ethnic community members to all areas of the workforce. This indicator shows an improvement on last year's performance and progress towards the target.

BVPI 17(b)

The percentage of economically active ethnic community people in the Fire Authority area.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iii)	7%	(iii)	11.9%	(i)	11.9%	11.9%	11.9%

BVPI 157

The number of types of interactions that are enabled for e-delivery as a percentage of the types of interactions that are legally permissible for e-delivery.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
66%	48%	66%	62%	(i)	100%	100%	100%

Royal Berkshire Fire and Rescue Service has identified the following types of interaction that are enabled for electronic service delivery :

- Providing information.
- Collecting revenue.
- Regulation.
- Applications for services.
- Booking resources.
- Paying for goods and services.
- Access to community professional and business networks.

This is not an exhaustive list as there will be others, depending on local circumstances.

Enabled presumes that all services are capable of being enabled for e-delivery unless there is a legal or operational reason why this cannot be done. Electronic means delivery through internet protocols and other ICT methods and includes delivery by telephone if the transaction carried out is e-enabled i.e. the officer receiving the call can access electronic information and / or update records on-line there and then.

Royal Berkshire Fire and Rescue is committed to improving the way that it monitors this particular Best Value performance indicator.

BVPI 210

The percentage of women firefighters.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iii)	(ii)	(iii)	1.8%	(i)	2.2%	2.7%	3.2%

This is a new measure. We are working hard on positive action measures and have invested heavily in facilities on wholtime stations for women.

Key

- (i) Insufficient data provided by other Group 2 Fire Services.
- (ii) This is a new indicator for 2005/06.
- (iii) The Fire Authority does not have a target for this performance indicator.



Fire BVPIs

Fire BVPIs provide an indication of how well the Fire Authority is performing in relation to service delivery. *There is a key at the end of this section to the entries in boxes where values are not available.*

The data on Fire BVPIs contained in the tables below is for the period 1st April 2005 to 31st March 2006. Monthly breakdowns, other charts and more current data (available a month in arrears) can be viewed by visiting the following hyperlink <http://www.rbfrs.co.uk/bestvalue/>

BVPI 142(ii)

The number of calls to primary fires attended per 10,000 population.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
28	24.7	27.9	23.4	22.3	27.9	27.7	27.5

Real time performance monitoring systems in conjunction with specific community safety campaigns are used to address areas of risk and to respond quickly to hotspots of activity. This has assisted in driving down the number of calls to fires attended.

BVPI 142(iii)

The number of calls to accidental fires attended in dwellings per 10,000 dwellings.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
16.2	17.0	15.7	15.3	16.0	15.7	15.5	15.3

Good partnership working and safety awareness campaigns, including home risk assessments targeting those most at risk, have contributed to the improved performance.



BVPI 143(i)

Deaths arising from accidental fires in dwellings per 100,000 population.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
0	0	0	0.12	0.14	0	0	0

There was one fire death. Safety campaigns targeting those most at risk in the community has assisted in keeping the number of deaths from accidental dwelling fires very low.

BVPI 143(ii)

Injuries (excluding precautionary checks) arising from accidental fires in dwellings per 100,000 population.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
9.5	3.9	9.1	3.6	8.0	9.1	8.9	8.7

The target is set against the total fire casualties without recording referrals.

There has been a rise in the number of precautionary checks and a slight increase in the number of those actually injured at accidental dwelling fires. The introduction of home risk checks, focussing on potential vulnerable members of the community, introduced towards the end of the financial year, has started to reduce this trend.

BVPI 144

The percentage of accidental dwelling fires confined to room of origin.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
87%	90%	90%	83%	56%	90%	90%	90%

Only a slight increase in performance from last year due to the fact that performance is now being monitored closely on a regular basis to ensure targets are met.

BVPI 146

The number of calls to malicious false alarms not attended per 1,000 population.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iv)	(iv)	0.12	0.25	0.30	0.24	0.24	0.24

Calls believed to be hoaxes are now being challenged by Brigade Control and this has contributed to a reduction in the number of attendances made to such calls. In addition annual campaigns such as hoax impact, engaging young people to demonstrate the consequences of calling through photography and the Arts, are assisting the sustained reduction of hoax calls.

BVPI 146(ii)

The number of calls to malicious false alarms attended per 1,000 population.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
0.77	0.61	0.72	0.39	0.15	0.60	0.60	0.60

Calls believed to be hoaxes are being challenged by Brigade Control and this has contributed to a reduction in the number of attendances made to such calls. In addition annual campaigns such as hoax impact, engaging young people to demonstrate the consequences of hoax calling through photography and the Arts, are assisting the sustained reduction of hoax calls.

BVPI 149(i)

False alarms caused by automatic fire detection apparatus per 1,000 non-domestic properties.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
190	192	185	208	107	185	180	175

The number of new premises with new and problematic fire alarm systems has contributed to a performance which is similar to that of the previous year. A review of false alarms caused by automatic fire alarm systems took place during 2004/05 and a new policy for reducing the number of false alarms is being introduced over a three-year period beginning in 2005/06.

BVPI 149(ii)

The number of those properties with more than 1 attendance.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iv)	(iv)	(v)	3193	657	3000	3000	3000

The number of properties with automatic fire detection apparatus continues to grow.

BVPI 149(iii)

The percentage of calls which are to a property with more than 1 attendance.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iv)	(iv)	(v)	69.3%	38.2%	70%	70%	70%

The number of properties with automatic fire detection apparatus continues to grow.

BVPI 150

Expenditure per head of population on the provision of fire and rescue services.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
£35.65	£35.58	£38.00	£36.68	(i)	£37.08	£38.44	£39.97

Royal Berkshire Fire and Rescue Service has one of the lowest council taxes of any Fire Service in the country.

BVPI 206(i)

The number of deliberate fires (excluding deliberate primary fires in vehicles) per 10,000 population.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(v)	3.30	(v)	2.89	3.15	4.01	3.96	3.92

The use of newly developed performance monitoring systems in conjunction with specific community safety campaigns, has assisted in driving down the number of calls to deliberate fires attended. Significantly the formation of local strategic partnerships and local public service agreements has raised awareness amongst partners of the arson problem and therefore more resources have been directed to intervention strategies.

BVPI 206(ii)

The number of deliberate primary fires in vehicles per 10,000 population.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iv)	(iv)	(v)	5.85	5.79	10.13	10.00	9.99

The use of newly developed performance monitoring systems in conjunction with specific community safety campaigns has assisted in driving down the number of calls to deliberate fires attended. Significantly the formation of local strategic partnerships and local public service agreements has raised awareness amongst partners of the arson problem and therefore more resources have been directed to intervention strategies.

BVPI 206(iii)

The number of deliberate secondary fires (excluding deliberate secondary fires in vehicles) per 10,000 population.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iv)	(iv)	(v)	14.10	12.21	15.12	14.92	14.78

The use of newly developed performance monitoring systems in conjunction with specific community safety campaigns, has assisted in driving down the number of calls to deliberate fires attended. Significantly the formation of local strategic partnerships and local public service agreements has raised awareness amongst partners of the arson problem and therefore more resources have been directed to intervention strategies.

BVPI 206(iv)

The number of deliberate secondary fires in vehicles per 10,000 population.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iv)	(iv)	(v)	0.86	0.61	3.80	3.75	3.28

The use of newly developed performance monitoring systems in conjunction with specific community safety campaigns, has assisted in driving down the number of calls to deliberate fires attended. Significantly the formation of local strategic partnerships and local public service agreements has raised awareness amongst partners of the arson problem and therefore more resources have been directed to intervention strategies.

BVPI 207

The number of fires in non-domestic premises per 1,000 population.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iv)	(iv)	(v)	27.1	40.6	26	26	26

BVPI 208

The percentage of people in accidental dwelling fires who escape unharmed without Fire and Rescue Authority assistance at the fire.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iv)	(iv)	(v)	(iv)	94.1%	(v)	(v)	(v)

The data for this indicator is still being collected.

BVPI 209(i)

The percentage of fires attended in dwellings where a smoke alarm had activated.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iv)	(iv)	(v)	(iv)	94.1%	(v)	(v)	(v)

This matches the survey number of homes with smoke alarms.

BVPI 209(ii)

The percentage of fires attended in dwellings where a smoke alarm was fitted but did not activate.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iv)	(iv)	(v)	7.8%	13.8%	5%	5%	5%

This matches the survey number of homes with smoke alarms.

BVPI 209(iii)

The percentage of fires attended in dwellings where no smoke alarm was fitted.

Target 2004/05	Performance 2004/05	Target 2005/06	Performance 2005/06	Group 2 Fire Services 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
(iv)	(iv)	(v)	41.7%	34.5%	15%	15%	15%

Royal Berkshire Fire and Rescue Service aims to reduce the number of dwellings with no smoke alarms.

Key	(iv)	This is a new indicator for 2004/05. As a result no target has been included.
	(v)	The Fire Authority does not have a target for this performance indicator.

Local Performance Indicators

Local performance indicators are set by Royal Berkshire Fire and Rescue Service to support the nationally set Best Value performance indicators. *There is a key at the end of this section to the entries in boxes where values are not available.*

The data on local performance indicators contained in the tables below is for the period 1st April 2005 to 31st March 2006. Monthly breakdowns, other charts and more current data (available a month in arrears) can be viewed by visiting the following hyperlink <http://www.rbfrs.co.uk/bestvalue/>

Local PI1(a)

To achieve a call handling time of 7 seconds or less (from the time the telephone rings in Control to the time it is answered by an Operator).

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
93%	85%	92%	93%

The figure shows an improvement of 7% over and above last year's target.

Local PI1(b)

To achieve a call handling time of 10 seconds or less (from the time the telephone rings in Control to the time it is answered by an Operator).

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
97%	95%	97%	98%

The figure shows a 2% achievement above target.

Local PI1(c)

To achieve a call handling time of 20 seconds or less (from the time the telephone rings in Control to the time it is answered by an Operator).

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
99%	98%	99%	99%

The figure shows a 1% increase over target and continuation of last year's performance.

Local PI2(a)

To achieve a call handling time of 45 seconds or less (from receipt in Control to turnout of appliances).

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
32.9%	33%	29.2%	29%

This shows a drop below target linked to the increased complexity of information now required before an appliance is mobilised.

Local PI2(b)

To achieve a call handling time of 60 seconds or less (from receipt in Control to turnout of appliances).

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
57.6%	60%	54.4%	55%

This shows a drop below target but the trend is now improving.

Local PI2(c)

To achieve a call handling time of 90 seconds or less (from receipt in Control to turnout of appliances).

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
84%	85%	83%	85%

This shows a slight drop below target.

Local PI2(d)

To achieve a call handling time of 120 seconds or less (from receipt in control to turnout of appliances).

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
93.8%	95%	93.4%	95%

This shows a gradual improvement towards the target.

Local PI3

To achieve a turnout time of 70 seconds or less for wholetime operational appliances.

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
24%	25%	26%	27%

This shows a gradual improvement in performance.

Local PI4

To achieve an attendance time to incidents of 20 minutes or less for supervisory officers.

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
73.6%	77%	73.2%	75%

The criteria for collection of this data has been amended to more accurately reflect the situation.

Local PI5

To carry out a fire safety workplace inspection within two working days following a fire.

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
97%	92%	98%	95%

There was an improvement on last year's performance and the target has been raised.

Local PI6

The number of inspections carried out of high risk premises.

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
681	850	522	850

This local performance indicator is calculated using a formula. In last year's plan the performance and target were misaligned. There were also data collection issues. These matters have now been rectified. The difference in performance and target this year is due largely to predicted workload caused by the introduction of the Licensing Act 2003.

Local PI7(a)

The percentage of shifts where operational crewing is equal to or greater than 60.

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
69%	60%	59%	60%

Royal Berkshire Fire and Rescue Service crewing levels have been addressed by recruitment, which should have an impact on this year's results.

Local PI7(b)

The percentage of shifts where operational crewing is equal to or greater than 54.

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
100%	100%	100%	100%

This has been achieved consistently.

Local PI10

The percentage of dwelling fires attended with first appliance in 8 minutes and second in 10 minutes.

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
(i)	(ii)	64%	68%

This new target is showing consistent performance.

Local PI10

The percentage of dwelling fires attended with first appliance in 10 minutes and second in 12 minutes.

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
(i)	(ii)	81%	85%

This demonstrates the success of the mobilising policy.

Local PI11

The percentage of road traffic collisions (RTCs) attended within 10 minutes.

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
(i)	(ii)	69%	73%

This shows a slight downward trend.

Local PI11

The percentage of road traffic collisions (RTCs) attended within 12 minutes.

Performance 2004/05	Target 2005/06	Performance 2005/06	Target 2006/07
(i)	(ii)	82%	85%

This demonstrates the success of the mobilising policy.

- Key**
- (i) New Local PI for 2005/06. No previous performance available.
 - (ii) New Local PI for 2005/06. No previous target applicable.



Local Public Service Agreements*

West Berkshire District Council

Royal Berkshire Fire and Rescue Service are working with West Berkshire District Council to promote home safety by setting the following targets :

Accidental fires in dwellings in West Berkshire

Performance 2004/05	Target 2004/05	Performance 2005/06	Target 2005/06	Target 2006/07
95	52	85	52	70

* See Community Safety

There has been an increase in minor fires in West Berkshire. Trends are beginning to show reductions and further work is progressing to deliver home fire risk checks throughout West Berkshire and work with the voluntary sector to deliver home safety education in rural communities.

Injuries arising from accidental fires in dwellings in West Berkshire

Performance 2004/05	Target 2004/05	Performance 2005/06	Target 2005/06	Target 2006/07
14	22	9	22	22

The home fire risk check and detector installation initiatives implemented by Royal Berkshire Fire and Rescue Service and partners has assisted in reducing the number of casualties. Further work with the voluntary sector to identify those most at risk of experiencing a fire will ensure performance is maintained. With the LPSA ending in March 2006 Royal Berkshire Fire and Rescue Service will need to maintain its partnership approach to home safety.

Reading Borough Council

Royal Berkshire Fire and Rescue Service are working with Reading Borough Council to reduce antisocial behaviour by setting the following targets :

Number of deliberate fires

Performance 2004/05	Target 2004/05	Performance 2005/06	Target 2005/06	Target 2006/07
524	573	510	573	573

Good partnership working and good performance monitoring and management has lead to targeted campaigns reducing the number of deliberate fires. Good partnership working will need to be maintained to ensure the performance is sustained.

Number of hoax calls

<i>Performance</i> 2004/05	<i>Target</i> 2004/05	<i>Performance</i> 2005/06	<i>Target</i> 2005/06	<i>Target</i> 2006/07
144	236	92	236	150

Good partnership working and the hoax call challenge policy has led to a further drop in the number of hoax calls attended. With the LPSA ending in March 2006 good partnership working will need to be maintained to ensure the performance is sustained.

Royal Borough of Windsor and Maidenhead

Royal Berkshire Fire and Rescue Service are working with the Royal Borough of Windsor and Maidenhead to reduce antisocial behaviour by setting the following targets :

Number of deliberate fires

<i>Performance</i> 2004/05	<i>Target</i> 2004/05	<i>Performance</i> 2005/06	<i>Target</i> 2005/06	<i>Target</i> 2006/07
255	332	216	332	250

Good partnership working and good performance monitoring and management has led to targeted campaigns reducing the number of deliberate fires. Good partnership working will need to be maintained to ensure the performance is sustained.

Number of hoax calls

<i>Performance</i> 2004/05	<i>Target</i> 2004/05	<i>Performance</i> 2005/06	<i>Target</i> 2005/06	<i>Target</i> 2006/07
55	48	38	48	48

Good partnership working and the hoax call challenge policy has led to a further drop in the number of hoax calls attended. With the LPSA ending in March 2006 good partnership working will need to be maintained to ensure the performance is sustained.

Health and Safety Performance

New Health and Safety objectives are being set for the period 2006 to 2008, which continue to focus on improving health and safety performance and reducing the number of accidents and ill health in the workplace. These objectives include : Health and Safety Training, Reviewing the Safety Management System, Collaborative Working and Workforce Behaviour.

Accident numbers have decreased in the past year by 9%. To assist in reducing accidents further, the Health and Safety department are focusing on reducing manual handling accidents and the associated musculoskeletal injuries. Manual Handling accidents accounted for 30% of all accidents last year, hence our campaign, which will include risk awareness, reviewing training and lightening the load where possible.

We have also seen a decrease in the numbers of accidents reported to the Health and Safety Executive last year. Reportable accidents resulting in more than 3 days sickness dropped from 24 occasions to 18 with 1 major accident.





BEST VALUE REVIEWS

Best Value Review Programme

The Best Value review programme was aligned with the seven Integrated Risk Management Plan (IRMP) action plans. Summaries of these are given below.

The Authority considers the Best Value review programme annually in the light of the Comprehensive Performance Assessment report, the European Foundation for Quality Management (EFQM) self-assessment, improvement priorities, IRMP and existing action plans.

The subsequent review programme will be reported in next year's plan.

List of four Best Value Reviews that will be undertaken in 2006/07

- Optimising resource against risk.
- Officers' operational response.
- Developing key local performance indicators.
- change to fire legislation (Regulatory Reform Order).

The project definitions are subject to review and change. These will be reported in next year's plan.



Key Results of Completed Reviews

1. Other Properties

Introduction

The purpose of the review is to improve the method of data capture for other buildings data. The methodology chosen is the Chief Fire Officer's Association (CFOA) approved buildings risk assessment form.

Progress of the review

The approved form has been developed as part of the plan to migrate FRIS to SQL under the name IBIS (Integrated Building Information System). The new risk assessment went into test in March 2006.

Action plan

Action Point	Lead Officer	Resources	Completion Date
Test Risk Assessment	Dave Bryant	Ian Wisdom, Anne Eatwell and Jon Ball	March 2006
Migrate FRIS	Jon Ball	Dave Bryant, Ian Wisdom and Anne Eatwell	July 2006
Migrate ORIS	Jon Ball	Barry Hayward, Ian Wisdom and Anne Eatwell	October 2006
Migrate REMSDAQ	Jon Ball	Martin Hockley, Ian Wisdom and Anne Eatwell	December 2006

2. Sleeping Risk

Introduction

The purpose of the review is to improve the method of data capture for other buildings data. The methodology chosen is the CFOA approved buildings risk assessment form.

Progress of the review

The approved form has been developed as part of the plan to migrate FRIS to SQL under the name IBIS (Integrated Building Information System). The new risk assessment went into test in March 2006.

Action plan

Action Point	Lead Officer	Resources	Completion Date
Test Risk Assessment	Dave Bryant	Ian Wisdom, Anne Eatwell and Jon Ball	March 2006
Migrate FRIS	Jon Ball	Dave Bryant, Ian Wisdom and Anne Eatwell	July 2006
Migrate ORIS	Jon Ball	Barry Hayward, Ian Wisdom and Anne Eatwell	October 2006
Migrate REMSDAQ	Jon Ball	Martin Hockley, Ian Wisdom and Anne Eatwell	December 2006

3. Retained Recruitment and Retention

Introduction

Identify reasons for insufficient availability of Retained Duty System Firefighters and make appropriate recommendations to improve availability.

Progress of the review

A report on the project team's findings has now been presented to the Project Supervisor and a Best Value challenge day has set aside to address questions from key stakeholders in relation to these. The report provides recommendations for action and further project work to determine whether certain proposals are viable.

Action plan

Action Point	Lead Officer	Resources	Completion Date
Challenge Day	Becci Jefferies	Invitation to ask questions in relation to report findings all stakeholders invited.	May 2006
Presentation to Service Delivery Policy Group	Becci Jefferies	Meeting	June / July 2006

Action plan (contd.)

Action Point	Lead Officer	Resources	Completion Date
Acceptance or rejection of recommendations	Des Tidbury through Directors Strategy Meeting	Directors Strategy Group Meeting	July 2006

4. Major Incidents

Introduction

This project was initiated as a result of the IRMP plan published by Royal Berkshire Fire and Rescue Service in 2004. The drivers for the project were :

- Resilience – to overcome difficulties in the mobilising and crewing of some of the specialist vehicles in Royal Berkshire Fire and Rescue Service especially during large or protracted incidents.
- Capacity – to overcome identified issues surrounding high workloads involving additional training and testing regimes at some of the stations where the specialist vehicles were located.

Subsequently the aims of the project were to :

- Derive realistic locations for the specialist vehicles currently located at Caversham Road, Windsor, Bracknell and Whitley Wood fire stations.
- Derive realistic crewing for these vehicles.
- Wherever possible to improve the current level of service provided by the specialist vehicles.

Progress of the review

The review was started in April 2005 and concluded in January 2006 providing at total of 8 outcomes and recommendations.

Action plan

Action Point	Lead Officer	Resources	Completion Date
Location and crewing of Water Rescue Unit	DO Mancey	Recommend status quo continues	January 2006
Location and crewing of Incident Control Unit	SDO Cross	Project team	September 2006
Location and crewing of the High Volume Pump	DO Mancey	Recommend status quo continues	January 2006

Action plan (contd.)

Action Point	Lead Officer	Resources	Completion Date
Location and crewing of the Chemical Incident Unit	SDO Cross	Project Team	September 2006
Location and crewing of the 4-wheel Drive Vehicle	SDO Cross	Project Team	September 2006
Location and crewing of the Incident Rescue Unit	SDO Cross	Project Team	September 2006
Location and crewing of the Hydraulic Platform	DO Mancey	Recommend status quo continues	January 2006
Location and crewing of the Operational Support Unit	DO Mancey	Recommend status quo continues	January 2006

5. Dwelling Fires

Introduction

Dwelling fires represent the greatest potential threat of injury and loss of life from fire in Berkshire.

The Year II Action Plan for dwelling fires focused on :

- Developing a system to identify times and areas of low risk across the county.
- Developing a system of identifying areas of actual and potential high risk.
- Developing targeted community safety activities in order to re-deploy crews and appliances to deliver community safety in the form of home fire risk assessments.
- Developing a robust mobilising policy, based on risk, which will ensure a minimum impact on crews engaged in community safety activities.
- Developing additional partnership working with unitary authorities to drive down risk using sprinklers in high-risk properties.
- Developing more PSA's in order to drive down risk and secure additional funding.

Progress of the review

Royal Berkshire Fire and Rescue Service has secured board membership in all local strategic partnerships throughout Berkshire.

The dwelling Fire Best Value indicators utilised include :

- BV 142(iii) accidental dwelling fires.
- BV 143(i) deaths from accidental dwelling fires.
- BV 143(ii) casualties from accidental dwelling fires.

Royal Berkshire Fire and Rescue Service has been successful in ensuring that accidental dwelling fire targets form a LPSA within the local area agreement of Wokingham and a general target within the LAA of West Berkshire. Accidental dwelling fire targets form second generation LPSA's of Bracknell Forest and Slough. The accidental dwelling fire LPSA of West Berkshire concluded in March 2006. Reading and the Royal Borough are developing new local public service agreements as part of their 2007 – 2010 local area agreements. Accidental dwelling fires will be included within these local area agreements, but it is yet to be confirmed if they will form local public service agreements.

The actual targets for reducing accidental dwelling fires, deaths and casualties are contained within Royal Berkshire Fire and Rescue Service's performance management system PB Views. Local Public Service agreements are co-ordinated by local authorities, and set out the local authority's commitment to deliver specific improvements in performance and the government's commitment to reward those improvements. When agreeing the stretch performance required within the LPSA, the publication "the economic cost of fire", which allocates costs against accidental dwelling fires, is used to justify the potential reward grant for each target. Royal Berkshire Fire and Rescue Service is therefore able to demonstrate efficiencies in terms of reduced cost to society and to Royal Berkshire Fire and Rescue Service as a result of achieving performance targets and reducing the incidents of accidental dwelling fires.

As a result of accidental dwelling fire targets being included in local area agreements and local public service agreements Royal Berkshire Fire and Rescue Service ensures a partnership approach to reduction strategies. Strategies that Royal Berkshire Fire and Rescue Service use to reduce accidental dwelling fires include carrying out home fire risk checks, installing detectors, campaigning for the installation of residential sprinklers and community education and school campaigns.

As for home fire risk checks, Royal Berkshire Fire and Rescue Service is working through the local area agreement process to provide a one-stop shop for residents where partner organisations entering people's homes can refer residents to one another when a particular need for a service is identified. Thereby for example, carers can refer residents to the fire service for a home fire risk check to be carried out; Royal Berkshire Fire and Rescue Service could refer residents at risk of suffering a burglary to the police etc. The home risk check process has a comprehensive monitoring system that allows requests to be logged, instructions sent to operational crews to carry out the checks and a recording of the outcomes of the home risk check including the number and type of detector installed. Wholetime operational crews, retained staff and specialist support staff carry out home Fire Risk Checks.

A partnership has been developed with Slough Borough Council and Tyco Systems to install residential sprinklers in a House of Multiple Occupancy in Slough. A temporary policy document has been agreed outlining the accepted trade off's on the alarm system for installing sprinklers. A further policy document to be used as best practice across Berkshire is being prepared.

All activities are now recorded on FireWatch and the records can be geo-referenced so that Royal Berkshire Fire and Rescue Service can assess whether the interventions are reducing accidental

dwelling fires in a local area, or whether they are helping to reduce the wider issues of reducing health inequalities, helping people live in their own homes rather than go into care.

Risk maps have been developed identifying local areas of the Berkshire community, broken down into postcode level, which have had the greatest historic number of accidental dwelling fires and the areas of the community where there is a higher probability of accidental dwelling fires occurring. Reduction activities are prioritised to these areas. Additionally areas of Berkshire which cannot be reached within standard response times of fire appliances will be prioritised for community safety activity. An information sharing portal is being developed to share these risk maps with partners and compare them with the risk maps of partner organisations so that joint activities can be carried out. In particular Royal Berkshire Fire and Rescue Service is working with voluntary organisations to help identify local residents who may be in need of a home risk check.

Developing a system to identify times and areas of low risk across the county so that crews can be redeployed to high risk areas to deliver community safety in the form of home fire risk checks will need further analysis.

Action plan

Action Point	Lead Officer	Resources	Completion Date
Fully participating in the Local Strategic Partnerships within Berkshire	DO Phillips	Community Safety Officers and support teams	March 2006 - ongoing development
Developing LPSA's in order to reduce risks	DO Phillips	Community Safety Officers and support teams	March 2006 - ongoing development
Set long-term targets and LPSA targets	DO Phillips	Information Systems Manager and ADO Hughes	March 2006 - ongoing development
Develop risk maps to identify actual and potential risk	DO Phillips	Information Systems Department	March 2006
Develop recording system for dwelling fire reduction activities	DO Phillips	Information Systems Department	September 2005
Developing Home Fire Risk Check service and an associated referral arrangement with partners	ADO Boardman	Community Safety Assistants and Home Safety Project Coordinator	June 2005

Action plan (contd.)

Action Point	Lead Officer	Resources	Completion Date
Develop links with volunteers in the community to assist with Safety in the Home campaigns	DO Phillips	Community Safety Assistants and Home Safety Project Coordinator	September 2006
Utilising operational crews for community safety activities when there is clear evidence that the likelihood of them being required for firefighting and rescue is low	DO Phillips	Information Systems Department and IRMP Team	March 2007
Develop a policy document for installing sprinklers in HMO's throughout Berkshire	ADO Hughes		March 2007
Develop systems to utilise fire report and investigation material to develop dwelling fire reduction campaigns	DO Phillips	Information Systems Department and Community Safety Department	September 2006

6. Road Traffic Collisions

Introduction

The year I data gathering project identified that data for traffic accidents held by Royal Berkshire Fire and Rescue Service needed to be developed to enable the Service to plan fully on how to reduce the numbers of traffic accidents in Berkshire.

The Year II Action Plan for dwelling fires focused on:

- Developing campaigns with other agencies in high-risk areas.
- Seeking to develop PSA's in order to reduce risk.
- Monitoring speed and weight of attack to known low risk incidents to avoid deployment of resources engaged in safety activities in high-risk areas. Utilising such a scheme would allow firefighting crews to carry out community safety activities, such as road safety campaigns, without being disrupted by incidents where the potential risk is low. Examples of such incidents would be small rubbish fires where the next nearest available appliance could attend.

Progress of the review

Royal Berkshire Fire and Rescue Service has secured board membership in all local strategic partnerships throughout Berkshire.

Fire and Rescue Services do not have their own road traffic collision reduction targets but the department of Transport has set local authorities the following targets:

By 2010 to achieve, compared with the average for 1994-98 :

- A 40% reduction in the number of people killed or seriously injured in road accidents;
- A 50% reduction in the number of children killed or seriously injured; and
- A 10% reduction in the slight casualty rate, expressed as the number of people slightly injured per 100 million vehicle kilometres.

Royal Berkshire Fire and Rescue Service attends a small number of RTC's compared to the overall collisions that occur in Berkshire. All RTC's have the potential for needing Royal Berkshire Fire and Rescue Service's assistance. In terms of target setting Royal Berkshire Fire and Rescue Service will now aim to work in partnership to contribute to the achievement of the above targets contained within the road safety plans of each local authority. Royal Berkshire Fire and Rescue Service has entered into agreement with Thames Valley Police to be sent data on road traffic collisions and further consideration will be given to whether Royal Berkshire Fire and Rescue Service needs to use its own data of attendances at RTC's to form baselines for local target setting.

Royal Berkshire Fire and Rescue Service has been successful in ensuring that road safety forms a general target within the local area agreement of Wokingham and the safe route to schools strategy of West Berkshire, contributing to road safety forms a general target within the LAA of West Berkshire. Road safety is being considered within the LAA's of Bracknell Forest, Slough, Reading and the Royal Borough of Windsor and Maidenhead. As a result of road traffic collision targets being included in local area agreements Royal Berkshire Fire and Rescue Service ensures a partnership approach to reduction strategies. The data that TVP send to Royal Berkshire Fire and Rescue Service on RTC's is being analysed to secure information such as the age of those who tend to have RTC's and the main causes of RTC's. The national framework document identifies the 5 E's to help drive prevention strategies:

- Engineer out the problems;
- Enforce against poor driver behaviour;
- Educate the community in road safety and promote good driver behaviour;
- Provide casualty centred Emergency response; and
- Evaluate the impact of reduction initiatives.

This review and on-going project concentrates on Education, Engagement and Evaluation, with considerations through partnership working to assist organisations with a responsibility for enforcement and engineering. Strategies that Royal Berkshire Fire and Rescue Service deploys to reduce RTC's include showing the consequences of a RTC, demonstrations of rescuing someone from an RTC, education, working with partners such as the Police to point out the proper use of seat belts and road safety officers to fit child seats. The website "Think" contains information to help raise awareness of road safety and Royal Berkshire Fire and Rescue Service will use this site to help identify reduction strategies that can be performed in partnership.

Other partnerships that Royal Berkshire Fire and Rescue Service has developed to reduce RTC's include working with the Thames Valley Safer Roads partnership to co-ordinate overall strategy and implement the RTC reduction campaign Safe Drive Stay Alive, working with Vodafone Foundation Trust, Thames Valley Police and Berkshire Ambulance to deliver the innovative crash impact initiative, engaging with young people to deliver safety messages to reduce RTC's, working with the charity Brake to deliver training to Royal Berkshire Fire and Rescue Service's staff to deliver safety campaigns, working with the DVLA to deliver Drive-Tech sessions and working with community partnerships to deliver Motorwise education and engage with young people through motor diversionary schemes such as Pitstop in Slough.

Risk maps have been developed identifying local areas of the Berkshire community, broken down into postcode level, which have had the greatest historic number of road traffic collisions and the areas where casualties actually live so that messages can be delivered in these areas. Additionally areas of Berkshire which cannot be reached within standard response times of fire appliances will be prioritised for road traffic collision reduction activity. An information-sharing portal is being developed to share these risk maps with partners and compare them with the risk maps of partner organisations so that joint activities can be carried out.

The aspect of appliances in lower risk areas moving from their grounds at low risk times to carry out home risk checks in high risk areas will need further analysis.

Action Plan

Action Point	Lead Officer	Resources	Completion Date
Fully participating in the Local Strategic Partnerships within Berkshire	DO Phillips	Community Safety Officers and support teams	March 2006 - ongoing development
Developing LPSA's in order to reduce risks	DO Phillips	Community Safety Officers and support teams	March 2006 - ongoing development
Set long-term targets and LPSA targets	DO Phillips	Information Systems Manager and Community safety Officer	March 2006 - ongoing development
Develop information sharing to determine the number of RTC's throughout Berkshire and detailed information such as age of driver, casualties, cause of accident etc.	DO Phillips	Information Systems and Community Safety Officer	March 2006 - ongoing development

Action plan (contd.)

Action Point	Lead Officer	Resources	Completion Date
Develop risk maps to identify actual and potential risk	DO Phillips	Information Systems Department	March 2006
Develop recording system for dwelling fire reduction activities	DO Phillips	Information Systems Department	September 2005
Further develop partnerships to reduce RTC's and influence local authority Road Safety/Road Transport Plans	DO Phillips	Community Safety Officer, TVP Road Safety Officers and CFOA road safety group	March 2007
Further analyse RTC data and investigations to develop reduction campaigns	DO Phillips	Community Safety Officer	March 2007
Further develop information sharing with Police to measure progress against targets and improve risk maps	DO Phillips	Community Safety Officer	March 2007

7. Deliberate and Secondary Fires

Introduction

Deliberate and secondary fires continue to represent a significant drain on Royal Berkshire Fire and Rescue Service's resources and the overall effects on society are immense. Apart from the human suffering that arson can cause, financial implications can run into the millions, sites of natural beauty in woodland areas and heritage buildings can be put at risk, and all manner of day-to-day activities are needlessly disrupted.

The Police Reform Act 2002 places a duty on Fire and Rescue Authorities to work with the Police and Local Authorities in Community Safety Partnerships to identify crime and disorder problems in their area and to develop and implement a strategy to tackle them.

It is therefore planned that the Year II Action Plan focused on:

- Developing LPSA's in order to reduce risks.
- Fully participating in the Local Strategic Partnerships within Berkshire.

Progress of the review

Royal Berkshire Fire and Rescue Service has secured board membership in all local strategic partnerships throughout Berkshire.

The deliberate Fire best value indicator are now divided into :

- BV 206(i) – number of deliberate primary fires (non-vehicle).
- BV 206(ii) – number of deliberate primary fires (vehicle).
- BV 206(iii) – number of deliberate secondary fires (non-vehicle).
- BV 206(iv) – number of deliberate secondary fires (vehicle).

Royal Berkshire Fire and Rescue Service has been successful in ensuring that deliberate fire targets divided into BV206 (i – iv) form LPSA's within the local area agreements of West Berkshire and Wokingham, and the second generation LPSA's of Bracknell Forest and Slough. The deliberate fire LPSA's of Reading and the Royal Borough of Windsor and Maidenhead concluded in March 2006. Reading and the Royal Borough of Windsor and Maidenhead are developing new local public service agreements as part of their 2007 – 2010 local area agreements. Deliberate fires will be included within these local area agreements, but it is yet to be confirmed if they will form local public service agreements.

The actual targets for reducing deliberate fires are contained within Royal Berkshire Fire and Rescue Service's performance management system PB Views. Local Public Service agreements are co-ordinated by local authorities, and set out the local authority's commitment to deliver specific improvements in performance and the government's commitment to reward those improvements when agreeing the stretch performance required within the LPSA, the publication "the economic cost of fire", which allocates costs against each type of deliberate fire, is used to justify the potential reward grant for each target. Royal Berkshire Fire and Rescue Service is therefore able to demonstrate efficiencies in terms of reduced cost to society and to Royal Berkshire Fire and Rescue Service as a result of achieving performance targets and reducing the incidents of deliberate fires.

As a result of deliberate fire targets being included in local area agreements and local public service agreements Royal Berkshire Fire and Rescue Service ensures a partnership approach to reduction strategies. Strategies that Royal Berkshire Fire and Rescue Service uses to reduce deliberate fires, including sharing information with enforcement agencies, carrying out environmental clean up days and reporting and removing of arson targets such as abandoned vehicles, can address the objectives of partner organisations. All activities are now recorded on FireWatch and the records can be geo-referenced so that Royal Berkshire Fire and Rescue Service can assess whether the interventions are reducing deliberate fire setting in a local area, or whether they are helping to reduce the wider issues of antisocial behaviour, inequalities and crime.

Risk maps have been developed identifying local areas of the Berkshire community, broken down into postcode level, which have had the greatest historic number of deliberate fires and the areas of the

community where there is a higher probability of deliberate fires occurring. Reduction activities are prioritised to these areas. An information-sharing portal is being developed to share these risk maps with partners and compare them with the risk maps of partner organisations so that joint activities can be carried out.

The development of deliberate fire reduction strategy in partnership with the local community will continue as part of the community safety strategy, integrated risk management planning and local area agreements. Specific further development work will include:

- Improving the automatic sharing of information contained within fire investigation reports including the short fire investigation reports with the Police, and using this information to drive campaigns.
- The appointment of two Arson and Antisocial Behaviour Reduction Assistants has allowed Royal Berkshire Fire and Rescue Service to attend Police tasking meetings and to carry out special operations as a result of analysing data showing spates of arson.
- The appointment of a Police Officer to work with the Thames Valley services will assist in the information sharing process.

Royal Berkshire Fire and Rescue Service will take account of new legislation such as the Clean Neighbourhoods and Environment Act 2005, and local forums such as neighbourhood forums, environmental crime reduction groups and antisocial behaviour reduction groups to address arson.

Royal Berkshire Fire and Rescue Service will seek to pilot an e-mailing and texting service to businesses to warn of arson incidents in their area.

Royal Berkshire Fire and Rescue Service will also seek to pilot an e-mailing and texting service to warn neighbourhood watch co-ordinators of arson incidents.

A partnership will be developed with Crimestoppers to encourage local residents to report information linked to arson.

An initiative to involve school children to act as safety wardens, carrying out arson reduction inspections of their schools will be trialled.

Royal Berkshire Fire and Rescue Service will work with volunteers to raise awareness of the consequences of arson and deliver preventative campaigns.

Royal Berkshire Fire and Rescue Service will take account of new legislation such as the Clean Neighbourhoods and Environment Act 2005, and local forums such as neighbourhood forums, environmental crime reduction groups and antisocial behaviour reduction groups to address arson.

Furthermore Royal Berkshire Fire and Rescue Service is working with young people and a strategy will continue to be developed to link to arson reduction.

Action Plan

Action Point	Lead Officer	Resources	Completion Date
Fully participating in the Local Strategic Partnerships within Berkshire	DO Phillips	Community Safety Officers and support teams	March 2006 - ongoing development
Developing LPSA's in order to reduce risks	DO Phillips	Community Safety Officers and support teams	March 2006 - ongoing development
Set long-term targets and LPSA targets	DO Phillips	Information Systems Manager and ADO Hughes	March 2006 - ongoing development
Develop risk maps to identify actual and potential risk	DO Phillips	Information Systems Department	March 2006
Develop recording system for deliberate fire reduction activities	DO Phillips	Information Systems Department	September 2005
Information sharing with Police to include sharing fire investigation information	DO Phillips	Arson and Antisocial Behaviour Assistants, Thames Valley Data Sharing Group and Regional Fire investigation Collaboration Group	March 2007
Develop links with Crimestoppers	ADO Hughes	Arson and Antisocial Behaviour Reduction Assistant	September 2006
Develop links with volunteers in the community to assist with arson awareness and reduction campaigns	ADO Hughes	Arson and Antisocial Behaviour Reduction Assistant and Community Safety Assistants	December 2006

Community Safety

The focus of the modern Fire and Rescue Service has shifted from that of firefighting to prevention of emergencies in order to reduce the number of deaths, injuries and damage to property that occurs across the country. There will always be a need for a professional, well-trained and effective Fire Service that will respond to emergency calls within a moment's notice. However Fire Service activities are being directed towards prevention and public awareness programmes to reduce deaths, and reduce injuries and damage to property to a level that is acceptable.

The Fire Service has a major part to play in the community. Guiding the Local Government Associations activities are the 7-shared priorities for public services:

- Promoting healthier communities and narrowing health inequalities.
- Promoting the economic vitality of localities.
- Meeting local transport needs more effectively.
- Transforming our local environment.
- Creating safer and stronger communities.
- Raising standards across schools.
- Improving the quality of life of older people and of children, young people and families at risk.

The Fire and Rescue Service has the potential to play a key role in working towards many of these goals and to contribute to community strategies aimed at improving community well being.

The vision of the new commitment to neighbourhood renewal is that within 10 - 20 years no one should be seriously disadvantaged by where they live. The poorest members of our society should not suffer different conditions and services from what the rest of the population accepts as the norm. The main part of the approach to change this position is the establishment of Local Strategic Partnerships (LSPs) with a clear set of targets for action in the key areas of crime, employment, local economies, health, poor housing, physical environment, education and skills. The Fire Service has been identified as an integral member of a LSP. As a member, the Fire Service has the opportunity to form fundamental partnerships both with the groups who attend and the wider community, in order to improve the quality of life of local communities.

Royal Berkshire Fire and Rescue Service will work in partnership at local level with the different parts of the public sector as well as the private, business, community and voluntary sectors to help ensure that the different services and initiatives support each other. The Royal Berkshire Fire and Rescue Service Community Safety strategy outlines the measures planned over a 5-year period to achieve its vision for the people who live, work or travel through Berkshire. It compliments the Services Strategic and Best Value Performance plans and in particular the Service's Integrated Risk Management Plan, focusing on high-risk neighbourhoods and local priorities whilst taking account of the priorities of partner organisations. The plan will be reviewed annually.

The Vision

The outcome we want from Royal Berkshire Fire and Rescue Service is:

- A safer Berkshire.

Also as a result of our community activities we want:

- All members of the community feeling safe.
- All employees fully embracing community safety activity.
- Royal Berkshire Fire and Rescue Service fully involved in key partnerships.
- All members of the local community fully aware of the fire and rescue service in terms of its services available and its opportunities for employment.

The Aims

The Community Safety Plan supports Royal Berkshire Fire and Rescue Service's strategic aims and in particular the Plan's aims are:

- To work with partners and the community to reduce the number of deaths, injuries and damage to property caused by fires, road traffic accidents and other emergencies that occur within Berkshire.
- To make Berkshire a safer place by allocating time, effort and resources to engage with the public and provide safety education and in consequence community safety to become a core activity for all personnel employed by the Fire Authority.
- To ensure that all members of the community can access the Fire Authority's Services.
- To identify those members and areas of the community that are most at risk of experiencing accidents or fires.
- To contribute to the wider community agenda and the aims and objectives of partner organizations.

The Performance Targets

- To reduce the number of property and vehicle fires*
- To reduce the number of non property (grassland, refuse etc) fires*
- To reduce the number of fire deaths due to accidental fires in the home*
- To reduce the number of injuries due to accidental fires in the home*
- To reduce the number of accidental fires in the home*
- To reduce the number of hoax calls*
- To reduce the number of deliberate fires*
- To reduce the number of deaths and injuries from road traffic accidents**
- To reduce the number of deaths and injuries from non-fire emergencies**
- To increase the percentage of households in Berkshire that own a working smoke alarms*
- To increase the percentage of Home Fire risk checks carried out in the homes of those most at risk of experiencing a fire in the home*
- To increase the percentage of people in accidental dwelling fires who escape unharmed without FRS assistance at the fire*
- To increase the percentage of all fires attended in dwellings where a smoke alarm had activated*
- To reduce the percentage of all fires attended in dwellings where a smoke alarm was fitted but didn't operate*
- To reduce the percentage of all fires attended in dwellings where no smoke alarm was fitted*
- To reduce the cost to society as a result of fires**

* These are also Best Value Performance Indicators - past performance and specific targets for these indicators are included in the Best Value Performance Section of the Corporate Plan.

** These are Royal Berkshire Fire and Rescue Service's new local performance indicators for which future specific targets will be set during 2006/07.

Community Safety Strategy - The Main Themes

To achieve its vision, aims and targets outlined in this Community Safety Strategy, Royal Berkshire Fire and Rescue Service will concentrate its activities around four main themes of Preventing Accidents and Accidental Fires, Reducing Deliberate Fires and Antisocial Behaviour, Working With Young People and Increasing Community Involvement. These themes will also deliver performance against the Government's long term national targets for the Fire Service of:

Main target: Accidental fire-related deaths in the home

- To reduce the number of accidental fire-related deaths in the home by 20%, averaged over the 11-year period to 31st March 2010, equivalent to 280 fire-related deaths per annum, compared with the average recorded in the 5-year period to 31st March 1999 of 350 fire-related deaths.
- The target for Berkshire is to reduce accidental fire related deaths to zero.

Sub-target 2 : Deliberate fires

1. To achieve a 10% reduction in deliberate fires by 31st March 2010 to 94,000 from the 2001/02 baseline of 104,500.
2. The target for Berkshire is to reduce deliberate fires to 2538 by 31st March 2010.





Figure 1: Community Safety Strategy - Main Themes

The key themes complement each other and can also complement the priorities of potential partners working to improve safety in the community. For example activities focused on working with young people can prevent accidents and reduce deliberate fire setting whilst at the same time can improve alternative education opportunities, prevent truancy or reduce local costs of fire and antisocial behaviour.

The Main Themes Explained

Preventing Accidents and Accidental Fires

Royal Berkshire Fire and Rescue Service will work in partnership to prevent accidents and accidental fires occurring in people’s homes, property and the local environment. Statistics have shown that the majority of people who lose their lives in fires die in their own home. The groups identified as most at risk from suffering an accidental fire in the home typically exhibit the following characteristics

Characteristic	Groups at risk
Household composition	At greatest risk are households with children. Elderly households have fewer fires but show a greater proportion of casualties. Recent research has confirmed that single parent families and lone pensioners are most at risk.
Smoking	The incidence of fires in households with one or more smokers is still high
Financial stability	Households where residents are experiencing financial difficulties have been shown to be at greater risk
Tenure	Residents who rent property are statistically more at risk than owner-occupiers
Drinking	Risks are higher where people drink heavily
Property condition	Homes that are in poor condition relative to those nearby are more at risk
Disability	Households where one or more occupiers has a limiting disability are at greater risk

Activities to prevent accidental fires and accidents as a result of fires will include:

- Carrying out Home Fire Risk Checks of dwellings throughout Berkshire, prioritising members of the community that may be most at risk of experiencing a fire in their home.
- Campaigns to promote the installation and maintenance of smoke detectors.
- Campaigns promoting the need to maintain an escape route from dwellings.
- Electric blanket testing.
- Providing safety advice and education to at risk groups.
- Campaigns to promote the benefits of installing domestic sprinklers in high risk properties.

Royal Berkshire Fire and Rescue Service will also aim to prevent the number of deaths and casualties as a result of road traffic accidents. Working in partnership with road safety officers activities will include:

- Raising awareness of the consequences of road traffic accidents.
- Raising awareness of the dangers of joyriding.
- Campaigns to promote the wearing of seat belts and correct fitting of child seats.
- Campaigns to reduce speeding.

In addition to campaigning to prevent road traffic accidents occurring Royal Berkshire Fire and Rescue Service will aim to prevent the number of other accidents and non-fire emergencies through education and raising awareness of risks. Working in partnership such activities will aim to promote the following:

- Water Safety.
- Rural Area Safety.
- Firework Safety.

Links to other community strategies and targets

The activities carried out to reduce accidents and accidental dwelling fires can contribute to the desired outcomes of the Department of Health's White Paper – Choosing Health

<http://www.dh.gov.uk/assetRoot/04/12/07/92/04120792.pdf> including:

- Reducing health inequalities.
- Reducing the numbers of people who smoke.
- Preventing heart disease.
- Reducing obesity and improving diet and nutrition.
- Encouraging sensible drinking.
- Increasing exercise.

The road safety activities contribute directly to the Department of Transport's long term road safety targets contained within "Tomorrow's Roads – Safer for Everyone"

http://www.dft.gov.uk/stellent/groups/dft_rdsafety/documents/pdf/dft_rdsafety_pdf_504644.pdf including:

By 2010 to achieve, compared with the average for 1994-98:

- A 40% reduction in the number of people killed or seriously injured in road accidents;
- A 50% reduction in the number of children killed or seriously injured.

In addition Royal Berkshire Fire and Rescue Service's activities can address the strategies contained within the Department of Transport's THINK! Campaign <http://www.thinkroadsafety.gov.uk/>

Reducing Deliberate Fires and Antisocial Behaviour

Royal Berkshire Fire and Rescue Service will work in partnership to reduce deliberate fire setting and hoax calls by addressing the causes and highlighting the consequences of such antisocial behaviour. In August 2002 the Department for Communities and Local Government published the report “The Burning Issue: Research and strategies for reducing arson” which highlighted four broad categories of causes of arson. These categories include Youth Disorder, Malicious – attack against a person or group of people, Emotional Expression and Criminal Intent of which Youth Disorder is the main cause of arson. The growing problem of hoax calls has the effect of delaying the availability of fire crews to respond to genuine emergencies, placing the community and firefighters at unnecessary risk.

Activities to reduce deliberate fire setting, hoax calls and antisocial behaviour include:

- Investigating all incidents of arson and challenging those making hoax calls.
- Sharing information with partners to identify hotspots of activity, identify trends and formulate joint intervention strategies.
- Raising awareness in the community of the problem of arson and hoax calls and encouraging the reporting of such antisocial behaviour.
- Working with young people to prevent their participation in arson and the temptation to make hoax calls.
- Working with young people who have, or who are at risk of taking part in deliberate fire setting or making hoax calls, confronting them with the consequence of their actions.
- Working within Crime and Disorder Reduction Partnerships to reduce criminal activity e.g. reducing levels of vehicle crime and consequently vehicle fires.
- Working with partners to minimise potential targets for arsonists such as abandoned vehicles, excess refuse and derelict buildings.
- Working with businesses to highlight and prevent the risk of arson.

Links to other community strategies and targets

The activities carried out to reduce arson and antisocial behaviour can contribute to the desired outcomes of:

- The Together tackling Antisocial Behaviour campaign <http://www.together.gov.uk/>
- The Neighbourhood Policing Programme <http://www.neighbourhoodpolicing.co.uk/>
- The Respect Action Plan
<http://www.homeoffice.gov.uk/documents/respect-action-plan?view=Binary>
- The Cleaner, Greener, Safer Communities Campaign <http://www.cleanersafergreener.gov.uk/>
- The National Community Safety Plan <http://www.crimereduction.gov.uk/communitysafety01a.pdf>
- The Department of the Environment, Food and Rural Affairs policies on local environmental quality
<http://www.defra.gov.uk/environment/localenv/background/index.htm>

Royal Berkshire Fire and Rescue Service’s activities can also assist agencies with a duty to enforce the Antisocial Behaviour Act 2003 and the Clean Neighbourhoods and Environment Act 2005.

Working With Young People

The Fire and Rescue Service has a tradition of working with young people. Children are naturally attracted to the sight of a fire engine and are fascinated by a visit to a fire station. Royal Berkshire Fire and Rescue Service intends to build on this relationship to ensure that young people are safer and better citizens through safety education and the transfer of the firefighters core skills of risk awareness, teamwork and self-discipline. Royal Berkshire Fire and Rescue Service will continue to work to ensure that all members of the community can access its services but by working with young people in particular it may be possible to prevent accidents occurring later in life and also to make early interventions to reduce any tendencies towards deliberate fire setting and antisocial behaviour. Royal Berkshire Fire and Rescue Service's working with young people strategy is built on guidance from the DCLG's publication, The Fire and Rescue Service: Working with Young People in the Community and the draft Strategy for Children and Young People 2006-2010.

Activities will include working in partnership to ensure safety of very young children through for example:

- Providing home safety advice to families with young children.
- Warning of the dangers of leaving very young children unattended.
- Promoting the proper use of child seats in vehicles.
- Developing schools safety information packages for all key stages of the national curriculum.
- Counselling children who have a fascination of fire through the Young Firesetters Prevention Scheme.
- Supporting summer schemes for young people and Junior Citizen Schemes.
- Developing Young Firefighter Units (Fire Cadets) throughout Berkshire.
- Developing diversion schemes based on fire service activities for young offenders or those identified as at risk of offending (Phoenix and Evolution intervention programmes).
- Supporting partnership schemes aimed at promoting safe driving.
- Developing and co-ordinating Princes Trust and Duke of Edinburgh award schemes.
- Developing projects for young volunteers to learn about risk and deliver safety messages in the community.
- Developing mentoring schemes with partners.
- Developing parenting schemes with partners.

Links to other community strategies and targets

The activities are carried out in line with the desired outcomes of Every Child Matters <http://www.everychildmatters.gov.uk/>. This ensures that the Government's aim for every child, whatever their background or their circumstances, is met. As a result, they have the support they need to:

- Be healthy.
- Stay safe.
- Enjoy and achieve.
- Make a positive contribution.
- Achieve economic well-being.

In addition Royal Berkshire Fire and Rescue Service's activities can contribute to the objectives of The Youth Justice Board for England and Wales (YJB) <http://www.youth-justiceboard.gov.uk/youthJusticeBoard/> and Youth Offending teams, and in particular the

objectives to prevent offending and reoffending by children and young people under the age of 18. Specific programmes, which Royal Berkshire Fire and Rescue Service can support or link to include:

- Youth Inclusion programmes.
- Positive futures.
- Mentoring.
- Parenting.
- Intensive supervision and surveillance programmes.

Increasing Community Involvement

Royal Berkshire Fire and Rescue Service's community safety initiatives are aimed at all sections of the community. Approximately eight per cent of Berkshire's population is from a minority ethnic background and multi - language leaflets are distributed where appropriate. Royal Berkshire Fire and Rescue Service continue to promote the development of a workforce that is more representative of its diverse communities. Delivery of fire safety messages to members of ethnic communities supports the development of positive relationships and that Royal Berkshire Fire and Rescue Service serves everyone who lives, works or travels through Berkshire, irrespective of cultural differences, age or financial status.

Engaging further with the community will help to reduce accidents, fires and antisocial behaviour, attract and recruit young people from the local community and improve relations between fire crews and local neighbourhoods. Community Safety will therefore assist to break down barriers as well as save lives. Activities aimed at increasing Royal Berkshire Fire and Rescue Service's community involvement and assisting in achieving a safer Berkshire include:

- Fire Station Open Days.
- Events supporting local charities held at fire stations and in the community.
- Visits to schools and community groups by Fire Service personnel.
- Career information and awareness events.
- Developing projects in partnership with sports organisations to provide activities for young people.
- Developing partnerships with local neighbourhood watch schemes, street wardens and community development officers.
- Working in local strategic partnerships improving the quality of neighbourhoods.
- Working in local crime and disorder partnerships reducing crime and antisocial behaviour.
- Developing community projects with voluntary organisations.
- Developing community projects with local businesses and encouraging their employees spread safety messages to their families and friends.
- Developing links with local faith partnerships, community centres and youth clubs.
- Developing family conferencing schemes with partners.

Links to other community strategies and targets

The activities carried out to in line with the community involvement / engagement can contribute to the vision, values and strategy outlined in the Local Government Association's publication - Community Cohesion: An Action Guide

<http://www.lga.gov.uk/Documents/Publication/communitycohesionactionguide.pdf> to achieve a community where:

- There is a common vision and a sense of belonging for all communities;
- The diversity of people's different backgrounds and circumstances is appreciated and positively valued;
- Those from different backgrounds have similar life opportunities; and
- Strong and positive relationships are being developed between people from different backgrounds and circumstances in the in the workplace, in schools and within neighbourhoods.

The strategy also contributes to the government agenda to tackle both the causes and consequences of social exclusion, aimed at strengthening communities and recognising that some groups are harder to reach and last to benefit from policies to tackle social exclusion. Furthermore the strategy addresses the community engagement requirement of the Safer and Stronger Communities Implementation Guidance for 2005-2008 http://www.gos.gov.uk/goee/docs/193240/193244/Stronger_Safer_Communities/SSCF_guidance_Final.doc and in particular requirements to achieve:

- An increase in understanding, among community groups, of how they can participate in and influence local decision making;
- An increase in the level of activities that build social capital by increasing the confidence and capacity of individuals and small groups to get involved in their neighbourhood;
- An increase in the role played by the VCS in service delivery and evidence of more public service delivery by the VCS;
- An increase in the number of 'hard to reach' groups involved in the local community and in the level of activities that empower communities to build a common vision, a sense of belonging and a positive identity where diversity is valued.

Safety Education

Providing safety education to school children forms an integral part of Royal Berkshire Fire and Rescue Service's Community Safety Strategy contributing to all four of its main themes. Community safety team members and personnel of local fire stations visit schools to deliver safety education mainly to key stage 1 and 2 pupils. Personnel are trained in communication skills to improve their ability to engage with pupils and to deliver the safety message in the most effective manner. Pupil resource boxes have been developed and are being used in schools to confirm learning.

In order to improve capacity to deliver education to school children at all key stages of the national curriculum, Royal Berkshire Fire and Rescue Service is engaging in a new innovative web based schools education package "StayWise". StayWise is linked to the national healthy schools standard and is an effective resource for teachers and pupils to actively engage with all subjects of the national curriculum. In essence StayWise will:

- Provide interactive electronic learning for young people.
- Combine the resources of the emergency services and other associated bodies to provide a more effective, holistic approach to applied learning.
- Provide a library of learning for educationalists and service personnel alike for the delivery of appropriate learning and skills..

Royal Berkshire Fire and Rescue Service is also providing safety education to students studying English as a second language (ESOL). By providing safety education at ESOL classes Royal Berkshire Fire and Rescue Service is improving its ability to reach all members of the community. This is an example of how community safety and community outreach strategies are combining in working towards a safer Berkshire.

Links to other community strategies and targets

The Safety Education strategy and activities can contribute to achieving the criteria required in the four key themes for National Healthy School status

http://www.wiredforhealth.gov.uk/PDF/NHSS_A_Guide_for_Schools_10_05.pdf including:

- Personal, social and health education, including sex and relationship education and drug education, including alcohol, tobacco and volatile substance abuse.
- Healthy eating.
- Physical activity.
- Emotional health and wellbeing.

The Safety Education strategy along with all other key themes of the Community Safety Strategy can contribute to local education authority educational achievement targets for key stage 2, 3 and 4 and for Local Education Authority Absence targets:

<http://www.standards.dfes.gov.uk/ts/informationcentre/news/?newsID=941767>

<http://www.standards.dfes.gov.uk/ts/informationcentre/news/?newsID=941767>



Building Capacity - Supporting The Community Safety Strategy

As community safety continues to be the Fire and Rescue Service's key focus, Royal Berkshire Fire and Rescue Service is building its capacity to support its developing strategy and activities. The four main themes of the community safety strategy will be underpinned by sufficient, well-trained community safety personnel, developing partnerships, communicating and marketing and by ensuring data and information systems are in place.

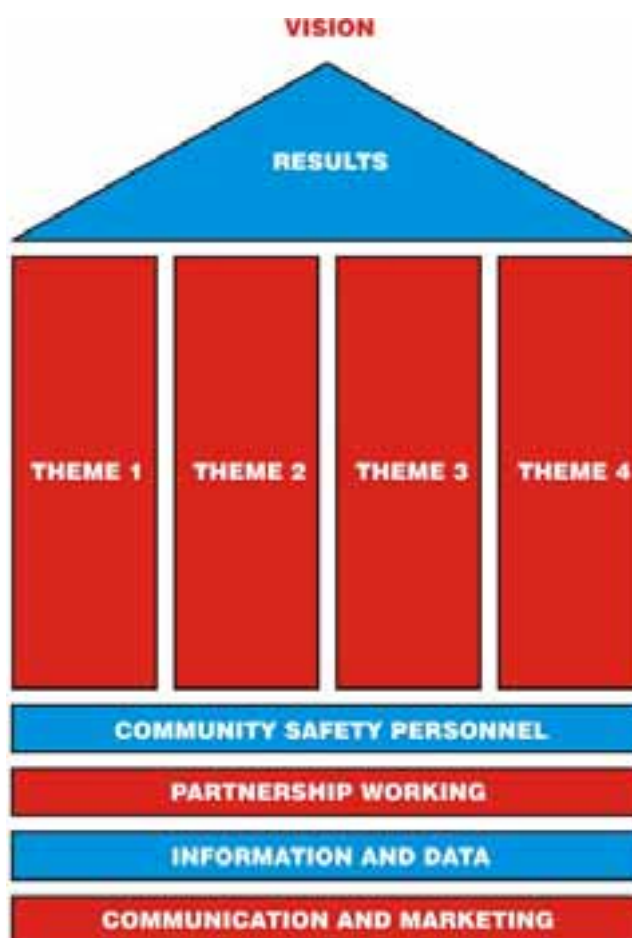


Figure 2: Supporting the Community Safety Strategy

People - Community Safety Personnel

Specialised teams based at Fire Service headquarters coordinate and deliver community safety activities. The following posts exist within the Community Safety department:

Post	Personnel Type
Community Safety Manager	Divisional Officer
Unitary Authority Liaison Community Safety Officer (Slough, Windsor & Maidenhead and Bracknell)	Assistant Divisional Officer
Community Safety Assistants x 2 (Slough, Windsor & Maidenhead and Bracknell)	Non-Uniformed Assistants
Community Safety Officer (Wokingham, Reading and West Berkshire)	Assistant Divisional Officer
Community Safety Assistants x 2 (Wokingham, Reading and West Berkshire)	Non-Uniformed Assistants
Home Safety Home Safety Project Co-ordinator Home Check Assistants x 2	Non-Uniformed Assistant Non-Uniformed Assistants
Arson Reduction and Projects Community Safety Officer (Arson Reduction and Projects)	Assistant Divisional Officer
Arson and Antisocial Behaviour Reduction Assistants x 2	Non-Uniformed Assistants
Community Education Team Community Safety Officer Community Safety Advisor Community Safety Advisors x 2 Community Development	Non-Uniformed Officer Leading Firefighter Non-Uniformed Assistants Non-Uniformed Assistant
Youth Projects Team Community Safety Officer Community Safety Advisors x 4 Community Safety Advisors x 2	Station Officer Non-Uniformed Assistants Sub Officers
Education Development Team/StayWise Education development Officer Desk Top Publisher Multi-media Technician Seconded Officer	Non-Uniformed Officer Non-Uniformed Assistant Non-Uniformed Assistant Uniformed Assistant
Administration Community Safety Administrative Assistants x 2	Non-Uniformed Assistants
Data Analyst Data Entry/Analyst Assistant	Non-Uniformed Assistant
Communication and Marketing Communication and Marketing Assistant	Non-Uniformed Assistant (1/2 post)

Two Community Safety Officers are responsible for liaison and joint working with unitary authorities and associated partnership schemes. A further Community Safety Officer supported by an Arson Reduction Assistant and a Fire Investigation Research Officer form a small arson task force, co-ordinating strategies aimed at the reduction of deliberate fire setting and antisocial behaviour.

The Community Safety Youth Team develops innovative schemes for young people aimed at promoting safety and reducing antisocial behaviour.

The Community Safety Education Team promotes safety in the community through visits to community groups, organising conferences, attending community events and fetes, participating in summer schemes such as Junior Citizen and co-ordinating campaigns such as electric blanket testing days. The team has just taken ownership of a new safety demonstration unit, which will assist greatly in communicating the safety message.

The Education Development Team (StayWise Team) is co-ordinating an innovative interactive web based learning package for all key stages of the national curriculum.

In addition fire station personnel throughout Berkshire work to a structured annual programme to implement safety initiatives targeted at the communities in their specific area. In order to achieve their objective, station personnel use a variety of methods which include targeting high risk properties or members of the public, leaflet distribution, talks and visits and hot spot campaigns e.g. targeting a local area following a rise in the number of emergency incidents.

The Community Safety Department supports fire station personnel to develop and deliver their community safety programmes and training is available to all personnel to ensure that safety messages are delivered as effectively as possible.

Communication and Marketing

In addition to keeping all Royal Berkshire Fire and Rescue Service personnel informed of community safety activities, the community safety team will work with the Corporate Communication Assistant to seek press and media support to extend the community safety message to as wide a range of people as possible.

The use of television, radio and print media will differ depending on the target audience. In reality a marketing mix will normally prove to be the most effective approach to ensure that different safety messages are received by different target groups e.g. Two-Ten FM/ Time FM will be approached in an attempt to target young potential offenders who may be inclined towards arson. BBC Berkshire may be approached to give safety advice to older age groups.

Further advertising opportunities will include placing safety messages on buses traveling throughout Berkshire, utilising highly visible advertisement lorries which in addition to touring local neighbourhoods can be parked at strategic locations on the Berkshire's main road network and placing articles in local publications.

There are a number of safety campaigns co-ordinated by the Department for Communities and Local Government's National Community Fire Safety Centre (NCFSC). Royal Berkshire Fire and Rescue

Service supports these campaigns and press releases and initiatives are implemented in a planned and systematic manner throughout the year. The NCFSC events for 2006/07 include:

- National Chip Week.
- Kitchen Fire Safety Campaign.
- D-I-Y Safety Campaign.
- Electric Blanket Safety Campaign.
- Adult Learners Week.
- Deaf Awareness Week.
- Child Safety Week.
- Fire Prevention in the Countryside Campaign.
- Student Fire Safety Campaign.
- Age Concern Week.
- Smoke Alarm Maintenance Campaign.
- Firework Safety Campaign.
- Health and Safety Week.

Partnership Working

Royal Berkshire Fire and Rescue Service is totally committed to working in partnership with public, private and voluntary sectors and all sections of the community to ensure that safety concerns are addressed in the most effective manner. Examples of effective partnerships include:

Crime and Disorder Reduction Partnerships

Community safety strategies are a requirement of the Crime and Disorder Act 1998. It requires Police areas to produce, in partnership with their local authority and other local agencies, a plan to reduce crime and disorder in that area. Royal Berkshire Fire and Rescue Service is playing an increasingly greater role in local Crime and Disorder Reduction Partnerships. For example it works with its partners to reduce deliberate fire setting of abandoned vehicles, which, if left unchecked, could escalate leading to the local neighbourhood degenerating with a further escalation of crime.

The broad aims of Royal Berkshire Fire and Rescue Service are now reflected in all crime and disorder reduction strategies in the Berkshire area, and Royal Berkshire Fire and Rescue Service will continue to increase its influence as the crime and disorder reduction partnerships are reviewed and expand their role to form Safer and Stronger Communities partnerships.

Royal Berkshire Fire and Rescue Service is contributing to the Prevent and Deter element of the strategies to reduce youth offending through its work with young people. Further research is being carried out to assess the link between arson and alcohol related crime. Good working relationships with local authority street wardens has been established in order to increase capacity to address the needs of local residents.

Local Strategic partnerships

A local strategic partnership (LSP) is a single body that brings together at a local level, the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together to improve the quality of life.

Royal Berkshire Fire and Rescue Service is involved in the local strategic partnerships throughout Berkshire. By working in partnership to achieve its own objectives for the community it can also assist partners to achieve their own aims and objectives and assist in community strategies focused on improving education, the environment, the local economy, reducing crime and making neighbourhoods safer and better places to live, work or travel through.

Royal Berkshire Fire and Rescue Service will continue to work towards ensuring that its broad aims are reflected in all local authority community plans to ensure that it contributes to strategies aimed at improving the quality of life of local people. Therefore, in addition to working within crime and disorder reduction partnerships to help achieve safer and stronger communities, Royal Berkshire Fire and Rescue Service will work in partnership to:

- Promote healthier communities and address the needs of older people by, for example working with Primary Care Trusts on strategies to improve healthy lifestyles, reduce the numbers of people who smoke and prevent accidents.
- Address the needs of Children and Young people by ensuring that its own working with young people strategy fits into the wider community approach, and share information with all agencies who work with young people to establish success factors such as reduction in offending or increased level of employment / school attendance.
- Promote cleaner, safer, greener neighbourhoods by working on joint campaigns to improving the quality, cleanliness and safety of local areas.

Local Area Agreements

Local Area Agreements represent a new approach to improving co-ordination between central government and local authorities and their partners working through local strategic partnerships. They have a number of advantages including:

- Focusing on a range of agreed outcomes that are shared by all delivery partners locally and which they all agree to work towards achieving.
- They will simplify the number of additional funding streams from central government going into a local area, help join up public services more effectively and allow greater flexibility for local solutions for particular local circumstances.
- They will help devolve decision making to local areas.

Royal Berkshire Fire and Rescue Service is influencing the development of local area agreements throughout Berkshire and is playing its part in the delivery of locally agreed outcomes through the sharing information with partners, identifying common themes and formulating joint intervention strategies.

Local Public Service Agreements

Unitary Authorities throughout Berkshire have developed local public service agreements – agreements which set out the local authority's commitment to deliver specific improvements in performance and the government's commitment to reward those improvements.

Local Public Service Agreements apply to County Councils, Unitary Authorities, Metropolitan Districts and London Boroughs only but they require assistance from partners to boost current levels of performance. Hence Royal Berkshire Fire and Rescue Service entered into partnership with West Berkshire District Council to prevent accidents and accidental fires occurring in the home, with Reading Borough Council to reduce the instances of arson and hoax calls and with the Royal Borough of Windsor and Maidenhead to reduce antisocial behaviour. Details of the performance against each local public service agreements are contained within the Best Value Performance section of the Royal Berkshire Fire Authority Corporate Plan.

Royal Berkshire Fire and Rescue Service has developed second-generation local public service agreements with Slough Borough Council and Bracknell Forest Borough Council, and with Wokingham District Council and West Berkshire District Council as part of their Local Area Agreements. Royal Berkshire Fire and Rescue Service aim to work with the Royal Borough of Windsor and Maidenhead and Reading Borough Council to build on the work of the first generation of Local Public Service Agreements.

Corporate and Social Responsibility Partnerships

Today companies are managing their business processes to have an overall positive impact on society. Royal Berkshire Fire and Rescue Service are seeking to work with companies embarking on community projects. There have been initial successes in forming partnerships with those seeking to fulfil their corporate and social responsibility. Royal Berkshire Fire and Rescue Service are working with:

- Kidde, Argos and Computer Associates to develop an information technology based schools education package.
- Vodafone Foundation Trust to deliver innovative arts based project aimed at reducing hoax calls and road traffic accidents.
- Boehringer Ingelheim to promote safety and to conserve water.

Royal Berkshire Fire and Rescue Service will aim to provide volunteering opportunities for employees of local organisations as opportunities arise.

Voluntary Sector Compacts

Voluntary sector compacts are partnerships between local authorities and their partners and the voluntary and community sectors, recognising that all share similar values and a number of complimentary functions, and aimed at improving the contribution the voluntary sector can make to local community strategies. Compact agreements express partners' commitment to work together for the betterment of society and to nurture and support voluntary and community activity. Royal Berkshire Fire and Rescue Service is a member of Slough and the Royal Borough of Windsor and Maidenhead compacts and is working towards forming partnerships with volunteers and voluntary organisations throughout Berkshire.

Data and Information Analysis and Sharing

With the introduction of integrated risk management planning, Royal Berkshire Fire and Rescue Service has developed risk maps by identifying and assessing actual and potential risks in the local community. Performance can be monitored on a daily basis with automatic alerts being sent to key managers should performance exceed a target at any time in the financial year. Information sharing protocols with local authorities are in place for these risk maps and associated data to be shared with partners. Examples of good information and data sharing practices include the inclusion of Royal Berkshire Fire and Rescue Service data in the fortnightly police tasking meetings that take place throughout Berkshire. Royal Berkshire Fire and Rescue Service is currently working regionally to develop data and information sharing with the three Thames Valley Fire and Rescue Services and the Thames Valley Police, aimed at reducing arson.

Royal Berkshire Fire and Rescue Service uses a statistical analysis programme capable of identifying activity trends. This allows Royal Berkshire Fire and Rescue Service to target resources towards any specific problem area, for example education and awareness campaigns to reduce vehicle arson where this has been shown to be an increasing or significant issue. This proactive approach enables Royal Berkshire Fire and Rescue Service to tackle problems before they escalate. Statistics on the number of incidents attended by Royal Berkshire Fire and Rescue Service are drawn electronically from the incident register in the Command and Control Centre. These are then compared on a month-by-month basis with the previous year's statistics.

Understandably it is not always possible to develop a solution that will demonstrate immediate results. A multi-agency approach, for example, involving the Police and Unitary Authorities, is often needed to solve complex social problems and with the assistance of its effective information gathering systems Royal Berkshire Fire and Rescue Service can work with its partners to ensure that resources are directed to areas where they are most needed.

In developing its Integrated Risk Management Plan, Royal Berkshire Fire and Rescue Service carried out a risk assessment procedure that considered the likelihood and severity of different scenarios of fire and rescue service work. The outcome has been the identification of a list of priorities that form a risk register. The three top priorities are:

- Reducing dwelling fires.
- Reducing deliberate fires.
- Reducing road traffic collisions.

The priorities of the Integrated Risk Management Plan are also priorities within this community safety strategy, highlighting the linkages between the two and confirming the focus of Royal Berkshire Fire and Rescue Service's work.

Evaluation of Performance: Methods of Measuring and Evaluating Success

Community safety performance will be measured against agreed standards to reveal when and where improvement is needed. The community safety team monitors the success or failure of each initiative. Progress is scrutinised at management team meetings where statistical evidence is used and any emerging trends are examined to determine appropriate responses. The continuous evaluation process means that the organisation can learn valuable lessons, which are used to inform subsequent activities.

The following evaluation methods are used to determine the success of community safety initiatives:

- **End Impact** the number of deaths, injuries, fires or financial loss
- **Behavioural Change:** the number of people who have bought a smoke detector as a result of a fire safety campaign; reducing the rate of re-offending amongst young people
- **Awareness / Knowledge:** the number of people who have seen and can remember information from safety campaigns
- **Programme Outreach:** percentage of population getting the message (through media campaigns in press, radio etc), percentage of schools visited etc.

Royal Berkshire Fire and Rescue Service is improving its ability to record community safety activity so that further detailed evaluations can take place. Community safety activities will be geo-referenced and mapped so that comparisons can be made between community safety activity and actual incidents in an area to determine if reduction in incidents is taking place. Royal Berkshire Fire and Rescue Service will work towards evaluating its activities to show how it is contributing to partner organisations' aims and objectives.

Conclusion

Real progress is being made to reduce the number of fires and the associated fire deaths and injuries that all too often occur as a result. Royal Berkshire Fire and Rescue Service is establishing many partnership arrangements to improve performance even further and it is proving that it can contribute to broader community strategies aimed at making the communities of Berkshire better and safer places in which to live, work and travel.

FINANCIAL PICTURE

Funding

The service is funded partly by Government grant. The remainder of the funding comes from the council tax. Royal Berkshire Fire Authority became a precepting authority from 1 April 2004 and now sets its own council tax. The Band D Council Tax for 2006/07 is £47.94. The revenue budget for 2005/06 was set at £29.477 million. The budget for 2006/07 is £29.957 million, an increase of 1.6%.

	2004/05	2005/06	2006/07
	Outturn	Probable	Estimate
	£000	Outturn	£000
		£000	£000
Net Cost of Service	28,595	29,477	29,957
Funded by:			
Government Grant	14,477	15,034	14,721
Council Tax	13,705	14,487	15,218
Collection Fund (deficit)/surplus	0	(44)	18
Transitional Funding Loan	413	0	0

Budget allocations are now finalised around a month prior to the start of the financial year. Best Value reviews recommend action plans, many of which will have funding implications.

Investments 2006/07

Examples of how capital funding has been allocated and linked to strategic priorities for the forthcoming financial year are as follows:

	£000
Premises Maintenance	584
Vehicles	582
IS Hardware and Software	212
Operational Equipment	68
Total	1,446

INSPECTION & REVIEW

Inspection and Review

The method and system of inspection used by the Audit Commission to review the performance of the Fire Authority is Comprehensive Performance Assessment. For more information on this subject see 'Comprehensive Performance Assessment', in 'The Strategic Planning Process' section of this plan.

The Audit Commission presented the Fire Authority with the Annual Audit Letter in November 2005. This letter summarises the conclusions and significant issues arising from the audit of the Fire Authority.

With regards the Fire Authority's performance, the letter states:

"The Authority demonstrated strengths in leadership, management of change, clarity and focus of vision and a strong infrastructure of supporting strategies and policies underpinned by robust performance management."

The letter records that the Fire Authority's accounts received an unqualified audit opinion on 31 October 2005.

The Annual Audit Letter identified several areas for improvement with regards systems of financial control, internal audit and fraud and corruption. These have been summarised below together with the progress that has been achieved to date.

Issue	Improvement Area	Progress Achieved to Date
Systems of internal financial control	The Fire Authority must improve internal controls within the Finance Department by appointing a senior accountant	A senior accountant was appointed in September 2005
Other internal audit issues	The Fire Authority must ensure that value for money is obtained in all contracts and that there is adherence to statutory regulations	This is scheduled to be delivered in April 2005.
Standards of financial conduct and the prevention and detection of fraud and corruption	As a priority the Fire Authority must produce a fraud and corruption policy	This task has been allocated to the newly appointed senior accountant

HOW TO CONTACT US

Contacting Us

This plan can be printed without prior permission and hard copies are available on request from the address below.

Further information on any aspect of this plan can be obtained from the Performance Review department on 0118 932 2000 or by email at performrev@rbfrs.co.uk

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