

Strategic Performance Report



Quarter 4 2018/19



We will ensure appropriate fire safety standards in buildings



We will seek opportunities to contribute to a broader safety, health and wellbeing agenda



We will educate people on how to prevent fires and other emergencies, and what to do when they happen



We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money



We will ensure a swift and effective response when called to emergencies



We will work with Central Government to ensure a fair deal for Royal Berkshire

**ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE**

Enabling people to lead safe and fulfilling lives



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Strategic Performance Report Q4 2018/19

Quadrant One: Service Provision

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This version of the report was last updated on 27/09/2019

* Data for previous quarters may show a revised figure due to data entry lag.

** See appendix D for Service Provision corporate measure definitions. ***Previously known as Home Fire Safety Checks

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Quadrant One: Service Provision

Introduction

This Strategic Performance Board Quarterly Report retrospectively presents information from the Performance Management Framework and Corporate Measures and Targets for 2018-19, with the exception of Corporate Risks, which are current at the time of publishing. The purpose of RBFRS' Performance Management Framework is to provide structure and governance that enables us to measure, monitor and manage outputs and outcomes in a timely manner; allowing us to respond and make informed decisions to ensure that our statutory obligations and the Fire Authority's Strategic Commitments are successfully delivered.

This report contains performance across four Quadrants:

Quadrant One: Service Provision	Quadrant Two: Corporate Health
This section groups together all data, information and measures from across the organisation, which allows members to monitor how RBFRS is performing against its statutory obligations and any internal services provided between teams, departments and functions.	This section groups together all data, information and measures from across the organisation, which allows members to monitor how RBFRS are managing key resources e.g. People and Finance.
Quadrant Three: Priority Programmes	Quadrant Four: Corporate Risk
This section groups together all data, information and measures that allow members to monitor progress of work designed to deliver a defined outcome, which is different to, or improves on current working practices, policies and procedures in support of delivering against the Strategic Commitments and Vision 2019.	This section groups together all data and information from across the organisation that provides an assessment of corporate risks that may impact on service delivery. This section also includes data and information from audit monitoring.

The aim of this report is to share with you how RBFRS has performed over the previous three months, and to capture how performance contributes cumulatively to the year-end performance outcomes, offer explanation, analysis and mitigation for target outcomes, and to suggest positive means of carrying effective performance into the future.

This report has been reviewed by the Strategic Performance Board, chaired by CFO Trevor Ferguson, to ensure issues and corrective actions are discussed and owned by Heads of Service. This report has also been reviewed and discussed at Senior Leadership Team (SLT) to ensure any strategic issues are addressed. Summaries for each Quadrant can be found at the beginning of each section, and any supporting documentation, charts and closed off information can now be found in the appendices.









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Quadrant One: Service Provision

Key to Icons and Colours for Performance Measures




	Target exceeded by more than 10%
	Target met or exceeded by up to 10%
	Target missed by up to 10%
	Target missed by more than 10%
	NA or data accuracy issues affect confidence in reporting
	Improvement in performance
	Maintenance of performance
	Decline in performance

Key to Classification of Risk Scores and Risk Movement

20 - 25	Outside assumed Risk Appetite and requires mitigation to proceed
19	Inside Risk Appetite only because of extremely low probability. Mitigate if necessary and possible, accept only if no further action can be justified
17 & 18	Inside Risk Appetite. Mitigate further if cost effective to do so but discuss with director
7-16	Inside Risk Appetite. Mitigate further if cost effective to do so
	Inside Risk Appetite and unlikely to need further mitigation

	No risk movement
	Risk decreasing
	Risk increasing

Key to Audit Action Movement

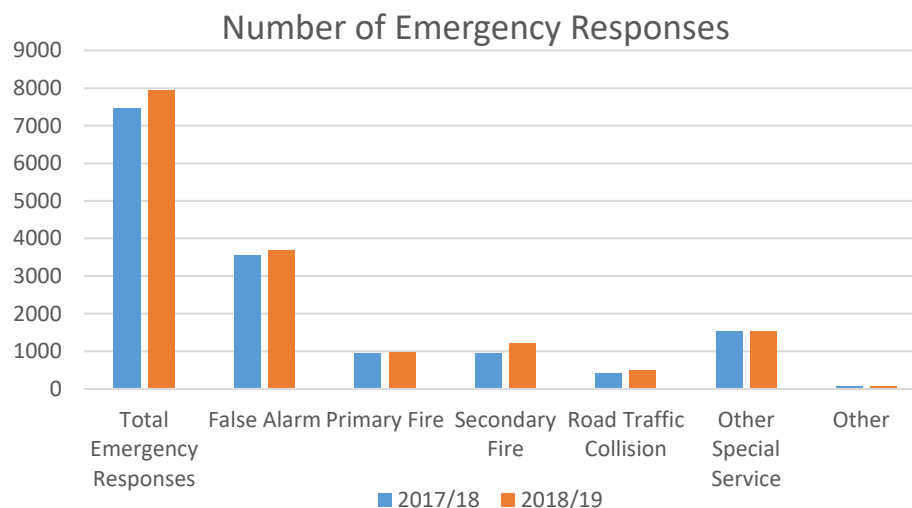
	Audit action continuing to progress
	Audit action progress decreasing
	Audit action progress improving

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Key Highlights 2018/19

In 2018/19 we provided an emergency response to **7,949** incidents. Of these, **4,269** were emergency incidents and **3,680** were false alarms.

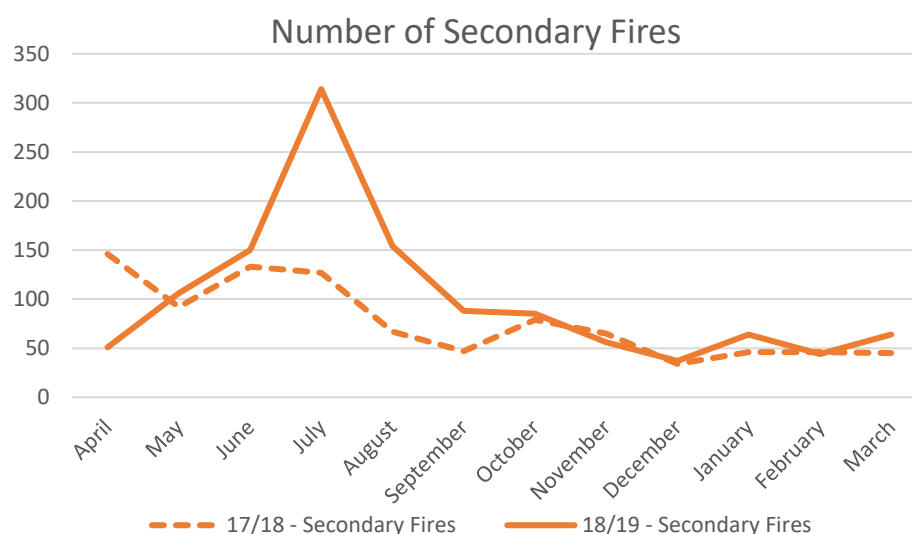


There are three types of false alarms:

- **Unwanted fire signals** from fire alarm and fire detection systems, where alarms operate due to a mechanical or electrical fault, or false activation by non-fire conditions (e.g. cooking fumes, dust, cigarette smoke). Where possible, TVFCS will 'call challenge' automatic fire alarms to confirm there is an incident and attendance is required. We monitor the premises with repeat occurrences and take action to address with the occupier.
- **Good intent** where a call to the fire and rescue service is made in the mistaken belief that a fire has occurred e.g. a smell of smoke from a bonfire
- **Malicious (or hoax)** where a call is made in the knowledge that there is no fire.

Our 2019/20 plans include particular focus on false alarm reduction across our Service Delivery Hubs.

The numbers of most incident types in 2018/19 were broadly similar to last year. However there was a 31% rise in Secondary Fires (1,213 incidents compared with 927 last year). As illustrated below, this is as a result of the unusually hot and dry weather over the summer months.



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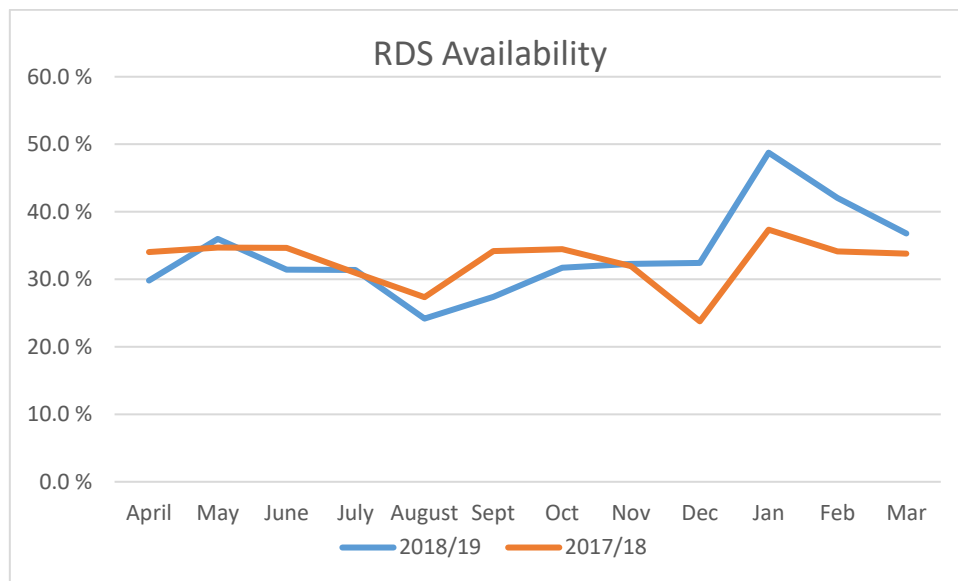
Quadrant One: Service Provision

In accidental dwelling fires during 2018/19 there was one fatality and the number of casualties rose significantly to 50, which is 28 more persons injured than in the previous year.

We responded to 72.5% of emergency incidents within 10 minutes this year, against our target of 75%. This maintains a similar level of performance achieved in the previous year (72.8%), despite the total number of incidents increasing due to the dry summer conditions.

The proportion of occasions when wholetime crews turnout within 90 seconds has improved from 80.5% last year to 90.4% this year.

Although the target of 60% crewing availability for RDS appliances has been missed, crewing has improved as the year progressed, from 32.4% in Q1 to 42.5% in Q4.



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Quadrant One: Service Provision

[IRMP Progress](#)

- Prevention Commitment 1: To reduce the number of vulnerable people dying due to accidental fires in the home by conducting 35,000 Safe and Well*** visits over the next 5 years and 14,000 within the first two years.
- Since April 2017, we have completed 14,323 Safe and Well*** checks to individuals at heightened risk of dying in an accidental dwelling fire, exceeding the IRMP commitment.**
- Prevention Commitment 2: To reduce the volume of fires occurring in homes and injuries that result from them by conducting 12,500 Safe and Well*** visits over the next 5 years (by March 2022).
- Since April 2017, we have conducted 5,690 Safe and Well*** checks to individuals at increased risk of having a fire in their home and being injured as a result, well ahead of target for achieving the IRMP commitment.**
- Protection Commitment 1: Carry out 1,400 full fire safety audits per year in places where people are most at risk and where necessary standards are not being met.
- Since April 2017, we have concluded 2,039 audits.**

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Quadrant One: Service Provision

Key Highlights – Q4 - January – March 2019 (data as of 08/04/2019)

	Quarter 1 2018/19	Quarter 2 2018/19	Quarter 3 2018/19	Quarter 4 2018/19	Year to date 2018/19	Quarter 4 2017/18	Year to date 2017/18
Emergency incidents responded to	2,028	2,430	1,866	1,625	7,949↑	1,690	7,451
Primary Fires	274	282	220*	196	972↑	211	944
Secondary Fires	307	556*	178*	172	1,213↑	137	927
Special Services (RTC)	116*	112*	160	113	501↑	95	408
Special Services (other)	351*	385*	324	276	1336	365	1368

Arrows show change from previous period

Q4 2018/19

1. Successes

- 1.1. There has been a reduction in the number of deliberate primary fires (34) compared to Q3 (49) and 10 less incidents than in Q4 2017/18.
- 1.2. Both Safe and Well visit targets were exceeded for 2018/19, ensuring the IRMP commitment was achieved. 8,838 visits were made to those most at risk of dying in an accidental dwelling fire and 2,884 to those most at risk of having an accidental dwelling fire and being injured as a result – this is 567 more than the collective target (10,700).
- 1.3. All safeguarding referrals were completed within 24hours during 2018/19. The volume of referrals has also increased every quarter, with a total of 252 referrals were made to Unitary Authorities during 2018/19. Since 2014 there has been a 504% increase in the number of referrals. This is likely linked to crews undertaking Safe and Well visits to those individuals who are more vulnerable.
- 1.4. There was an increase of 142 (402), fire safety audits completed compared to Q3 (260), and an increase of 245 compared to the end of 2017/18. The shortfall against the target, 258 audits, was achieved by mid-May 2019, and will be in addition to the target of 1,400 to be achieved in 2019/20.
- 1.5. The Fire Safety Inspecting Officers who joined at the beginning of the year have completed their Level 4 Fire Safety Certificates. As they continue to develop they will be moving on to inspect more complex, high risk premises during 2019/20 identified through our Risk Based Inspection Methodology.
- 1.6. RDS availability has increased by 10.4 percentage points (42.5%) compared to Q3 (32.1%) as new fire fighters complete their training. Availability should continue to improve as each station continues to recruit and develop their existing fire fighters.

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- 1.7. Wholetime crewing remains at 100% availability during Q4. There were only three shifts during 2018/19 where, due to crewing, a wholetime appliance was unavailable.
- 1.8. Thames Valley Fire Control Service (TVFCS) has exceeded the call answering targets this quarter. Calls were answered within 5 seconds on 93.9% of occasions (against a target of 92%). 97.8% of calls were answered within 10 seconds (target 97%).
- 1.9. Fire crews turned out in under 90 seconds on 90.9% of occasions during Q4, exceeding the target of 90% for the second quarter in a row. This is also a year to date improvement of 9.9 percentage points (90.4%) compared to 2017/18 (80.5%).
- 1.10. 99% of those undertaking their fitness test have met the fitness standard.
- 1.11. The percentage of eligible staff where a PDI meeting has taken place is 97% compared to 92% this time last year. 72% of the completed paperwork has been returned to HR.
- 1.12. Having seen a steady increase quarter on quarter over the year, the percentage of employees from a BME background now stands at 7.5%, exceeding the target of 5%.
- 1.13. The number of female firefighters employed in the Service has increased to 23 this quarter. This is due to an existing female employee joining the RDS in addition to working in her current Green Book role. This has increased the percentage of female firefighters from last quarter by 0.2 percentage points to 5.10%.
- 1.14. The percentage of staff employed by RBFERS who are disabled remains the same this quarter (5.4%).
- 1.15. The Percentage of spend subject to competition continued to exceed the 85% target and achieved 92.3% in Q4. The Authority has 211 contracts in place and broader Thames Valley collaboration is enabling better pricing and support.
- 1.16. 9 audit actions were completed in Q4 following the Key Financial Controls, GDPR Compliance and Recruitment audits.

2. **Concerns and plans for improvement**

- 2.1 The total number of casualties for 2018/19 (52) is significantly higher than 2017/18 (22), however the number of casualties in Q4 (8) returned to expected levels compared to previous quarters. Following incident analysis prevention and media activities will continue to target those most at risk of being injured.
- 2.2 38 referrals were made to RBFERS for individuals who have received a threat of arson during 2018/19. On 9 occasions we were unable to visit these individuals within 48-hours, which was often due to circumstances beyond our control. We have been working closely with Thames Valley Police and a new Thames Valley process has been introduced in Q4 to further reduce these delays.

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- 2.3 There has been a quarter on quarter increase in time lost to sickness during 2018/19, rising from 3.4% in Q1 to 4.7% in Q4. However, the overall figure for the year (4.1%) is lower than for 2017/18 (4.8%) and compared to other Fire and Rescue Services these figures are better than average (see appendix F).
- 2.4 Days lost to both long and short-term sickness, when compared to the previous quarter, increased by 8.7 percentage points (1220 days in Q3, 1327 days in Q4). We continue to review data, trends and individual cases, identifying appropriate supports, interventions and health promotion activities. Musculoskeletal (MSK) sickness has increased by 6.3% this quarter and remains the top cause of sickness absence - equating to 37% of days lost. The number of episodes remain consistent. Mental health absence has increased this quarter by 106 days.
- 2.5 The time taken for TVFCS to mobilise a fire appliance has improved during Q4 but the annual targets have not been achieved. Only 71.5% of mobilisations were achieved within 90 seconds, compared to a target of 80%. The target of achieving 95% of mobilisations within 120 seconds was also missed (83.2%). Call challenging and identifying an incident location all contribute to extended call handling times.

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Supporting Performance Information**Quadrant One: Service Provision ** (Data accurate as of 08/04/2019*)**

ID	Measure **	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
Dwelling Fire Deaths and Safeguarding											
1	Number of Fire Deaths in Accidental Dwelling fires	0	0	0	1	0↑	1	0	0	2	↑
		<i>(Source: Reports > Stats > CorporateMeasuresAndReportableServiceMeasures_18-19 >)</i> A fire death occurred at the beginning of Q3. A Critical Event Management Team was formed to provide a coherent organisational response to the event to ensure the joint Fire and Police investigation is able to determine the cause of the fire and all relevant facts in relation to the case. The case is expected to come before the coroner in Q2 of 2019/20. Whilst we continue to strive towards our target of zero fire deaths, the 2018/19 year has seen a continued reduction of an average of one fire death per year, for the last four calendar years, compared to an average of four per year from 2011 to 2015. Reducing fire deaths will continue to be a priority for RBFRS throughout 2019/20 and we will continue to build on the work we have achieved this year to deliver Safe and Well visits, described under measure 6.									
2	Number of Fire Casualties in Accidental Dwelling Fires	20 MAX	16	11	17	8↑	52	20 MAX	10	22	
		<i>(Source: Reports > Stats > CorporateMeasuresAndReportableServiceMeasures_18-19 >)</i> The last year has seen a rise in casualty numbers and the overall target maximum has been significantly exceeded. Casualty numbers have been in double figures for the majority of the year - a sustained increase when compared to numbers from the previous four years. In Q4 18/19 the figure has returned to the level we might expect to see. We will continue to track this figure however, at this time we will proceed with our plans based on what the data has told over the last 12 months. Our prevention leads have identified a growing trend across Berkshire involving kitchen fires across a number of age related groups. It appears that the reason for the increase is due to distraction whilst cooking. We have during this quarter taken the opportunity to review all of our cooking/kitchen related fire safety messages with our communications team. The communications team have provided an extensive range of options in proactively targeting these type of fires and associated injuries with the inclusion of distraction whilst cooking and a rebranding from chip pan fires to shallow frying. A number of these options will be implemented across Berkshire throughout 2019. Additionally, Safe and Well visits will focus on distraction whilst cooking as part of their assessment.									

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ID	Measure **	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance													
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD											
		As described in previous performance reports casualties are persons who have been directly affected by the effects of a fire but are unlikely to suffer long term health impacts. When we look across the 2018/19 year the majority (46) were recorded as slight (meaning attending hospital as an outpatient). These would primarily relate to incidents of smoke inhalation and associated temporary breathing difficulties. Over the year 6 casualties were recorded as serious (meaning attending at least an overnight stay in hospital as an in-patient).																				
3	% of safeguarding referrals made to Local Authorities within 24 hours	100%	100%	100%	100%	100%	100%↔	100%	100%	100%	↔											
		(Source: Manual calculation by Safeguarding Coordinator)																				
		Annual Referral Count: 46 in Q1, 49 in Q2, 60 in Q3, 86 in Q4. Total referrals for 2018/2019 is 241 and crews made 11 safeguarding over the border referrals = 252.																				
		Four years ago we had received 50 referrals and in comparison during this financial year 2018/19 we have signposted 252 safeguarding referrals to Local Authorities. All safeguarding referrals met the 24-hour Corporate Measure target. The majority of these referrals were self-neglect and neglect. Other categories of abuse that have been safeguarded throughout this financial year have been domestic violence, acts of omission, sexual abuse/exploitation, modern day slavery, financial/material abuse, emotional/psychological abuse and physical abuse. The Safeguarding function began in RBFRS four years ago and since then we have seen an increase in our referral intake by 504%.																				
		The training statistics have remained the same as Q3 due to a pause in training courses. Another 5 courses have since been booked in with our training provider, Berkshire Youth. 62% of staff have received the Safeguarding Children Training - 54% of all operational staff and 73% of all non-operational staff (including Control) have attended this training.																				
		We see referrals from across our Service Delivery Hubs and into all Local Authority areas as shown in table above. Over 2019/20 we will continue to closely work with Local Authority partners to ensure our referral activity supports improvement in public safety, health and wellbeing.																				
									<table><tr><th>Hub Total</th><th>Local Authority Totals</th></tr><tr><td rowspan="2">East</td><td>Slough – 12</td></tr><tr><td>RBWM – 11</td></tr><tr><td rowspan="2">West</td><td>Reading – 27</td></tr><tr><td>West Berks – 16</td></tr><tr><td rowspan="2">Central</td><td>Wokingham – 12</td></tr><tr><td>Bracknell – 5</td></tr><tr><td>Total</td><td>86</td></tr></table>	Hub Total	Local Authority Totals	East	Slough – 12	RBWM – 11	West	Reading – 27	West Berks – 16	Central	Wokingham – 12	Bracknell – 5	Total	86
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ID	Measure **	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
4	The number of deliberate primary fires	Monitor	40	35	49	34↑	158	Monitor	28	168	↑
		(Source: Reports > Stats > CorporateMeasuresAndReportableServiceMeasures_18-19 >)									
		<p>The number of deliberate primary fires in Q4 has reduced substantially from Q3 but is broadly comparable to Q4 last year. Overall for 2018/19 the total number of incidents is down by 6% compared to the previous year. Although deliberate fires make up a small proportion of demand on our time, they have a significant impact on communities. The main cause of these incidents continues to be vehicle fires, which are often related to other crimes. Hub managers continue to work with partners in Thames Valley Police to build on previous success, which saw the arrest of a suspect in the Newbury area in connection with seven deliberate car fires. As we progress into 2019/20, Hub teams will continue to monitor for trends and work with partner agencies to investigate and intervene with those deliberately starting such fires.</p>									
5	The number of deliberate secondary fires	Monitor	75	99	56	55↑	285	Monitor	32	282	↑
		(Source: Reports > Stats > CorporateMeasuresAndReportableServiceMeasures_18-19 >)									
		<p>The number of deliberate secondary fires is up in Q4 when compared to the same period last year. Whilst we do not have any clear evidence at this time, there have been extended periods of dry weather and conditions that make it easier to set deliberate fires in the open. This said, the overall number of incidents are low, representing 3.4% of the total number of emergency incidents in Q4. Over the year of 2018/19 the total number of incidents is just above the previous year (285 compared to 282). However, as recognised in previous quarterly updates the number of deliberate secondary fires did see a significant and adverse peak in Q2 where, during the hot weather, there were a significant number of fires in the open.</p> <p>These type of fires are often small fires involving refuse or vegetation and as highlighted above represent minimal demand when compared to overall incident numbers. Nonetheless they impact the environment and communities in a negative way. Hub managers and teams will continue to work with local authorities through community safety partnerships and with local community support officers in Thames Valley Police to prevent such incidents where possible.</p>									

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									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
Prevention											
6	Risk of Death	8,200	*2,203	*2,117	*1,812	2,251↑	8,383	8,200	1,846	5,940	↑
7	Risk of Injury	2,500	*555	*635	*891	803	2,884	2,500	636	2806	↑
	TOTAL	10,700	*2,758	*2,752	*2,703	2,964↑	11,267	10,700	2,482	8,746	↑
	Number of Safe and Well visits delivered to those who are at heightened risk of dying/being injured in the event of an accidental dwelling fire	<i>(Source: Reports > Stats > CorporateMeasuresAndReportableServiceMeasures_18-19 >)</i> Concerted efforts across all Service Delivery Hub teams has seen a good overall performance across 2018/19 with the targets for both measures being exceeded. This is very positive given these targets included the shortfall in delivery that occurred in 2017/18 as a consequence of our need to respond to the local impacts stemming from the Grenfell Tower incident. All teams have worked very hard to exceed the target requirements in both measures, particularly given the increased workloads during the hot summer of 2018. During the course of 2018/19 we have been refining and amending a number of processes in delivering Safe and Well visits to ensure that we have a delivery model that provides a consistent, effective and efficient approach. We will continue to review our processes throughout 2019 with a prioritised focus on quality assurance of our delivery model and data collection/retention methodologies. We will continue to target our activity to those at risk of death and those at risk of injury and will work to continually improve our targeting so we get to those most at risk in our communities.									
8	% of priority home safety referrals, where there has been a threat or incidence of arson, completed within 48 hours	100%	100%	45.5%	75%	85.7%↑	76.3%	100%	80%	65%	↑
		Q1-9 referrals (all within target), Q2-11 referrals (5 within target), Q3- 4 referrals (3 within target),Q4- 14 referrals (12 within target) Throughout 2018/19 we have experienced challenges meeting our target time to complete visits with 48 hours for this high risk referral group. Some of these challenges occur in relation to difficulties accessing properties due to the individual circumstances of the people involved. This is what happened in the two cases that were out of target in Q4. This is often because people may not be able to return to their homes during the 48 hour window. This can be for a number of reasons such as a stay in hospital or the specific complexities of each case. We are assured that visits were completed and necessary measures taken to improve the protection of individual's safety from the threat of arson. It is critically important to us that we meet this target and during Q4 our 'new ways of working' prevention team reviewed our 'threat of arson' policy. This has included in-depth discussions with our partners in Thames Valley Police and a change to their operating and reporting procedures. We also took this opportunity to engage collaboratively with our Fire & Rescue partners within									

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									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
		the Thames Valley. A new Information Sharing Agreement (ISA) and joint working protocol is being implemented during May 2019 with all parties across the Thames Valley signing up to this.									
9	% of priority category 1 home safety referrals, where there is a significant heightened risk of an individual having a fire in their property, completed within 48 hours	Monitor	n/a	n/a	n/a	n/a	n/a	Monitor			
		(Source: TBC) The updated policy guidance note was published in Q3 (see measure 6/7 commentary). Work now needs to be undertaken with IT to develop how this is recoded on IBIS and the SQL reporting function. Historical information will not be available for reporting purposes. Reporting on this measure will commence in Q1 2019/20									
Protection											
10	Full Audits	1400	244	236	*260	402↑	1142	1400	213	897	↑
	Total Number of Full Fire Safety Audits carried out	(Source: Reports > Stats > CorporateMeasuresAndReportableServiceMeasures_18-19 >) Quarter 4 has seen our new Fire Safety Inspecting Officers (FSIOs) work as peer pairings releasing our experienced inspectors. The impact of this initiative has seen both increased performance within this quarter - with the number of audits rising to 402 compared to 260 in Q3 and 213 in the Q4 2017/18 – and is providing further development and inspecting confidence for our new FSIO's. Our new FSIOs should be congratulated on all achieving their L4 Fire Safety Certificates during this quarter. Our Protection Managers continue to develop, support and provide quality assurance across all of our activities. It was established during Q3 that we were unlikely to achieve our 2018/19 target whilst training and developing our new team members. We ended the year having completed 1142 audits against a target of 1400. This left a shortfall of 258 audits. In Q3 we undertook to achieve this target by the middle of May 2019. We achieved the additional 258 audits by 10 May 2019. To ensure we do not double count our audits against the 2019/20 year we are committed to ending Q4 of next year having delivered against the renewed target of 1400 plus the shortfall of 2018/19. Consequently, we expect 2019/20 to end having completed at least 1658 audits. We continue to target our activity through a Risk Based Inspection Methodology, This enables us to balance the auditing of high risk buildings, identified through our data system, with the audit of high risk premises identified through local intelligence. E.g. restaurants with sleeping accommodation above.									

* Data for previous quarters may show a revised figure due to data entry lag.

** See appendix D for Service Provision corporate measure definitions. ***Previously known as Home Fire Safety Checks

Strategic Performance Report Q4 2018/19

Quadrant One: Service Provision

ID	Measure **	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
		As highlighted in previous reports a significant proportion of our Protection work is reactive and, in addition to our proactive risk based inspections, we undertook statutory consultations that accounted for a further additional 323 activities over the quarter. Our protection teams in our Service Delivery Hubs continued to manage issues relating to High Risk High Rise Buildings and, as part of the Services four phase response to Grenfell, are well positioned to respond to future findings stemming from the public enquiry or government direction.									
11	Satisfactory	50% max	*55.7%	*67.8%	61.9%	67.7%	63.8%	50% max	54.3%	61.5%	
12	Informal Activity	45% min	*26.2%	*22.9%	*23.5%	22.1%	23.5%	45% min	28.2%	27.5%	
13	Formal Activity	5% min	2.4%	2.9%	*4.8%	1.2%	2.7%	5% min	4.6%	2.4%	↑
14	Success Rate at Court	4:1	0	0	1:1	0	1:1	4:1			
	Outcomes of Full Fire Safety Audits (above)	<i>(Source: Reports > Stats > CorporateMeasuresAndReportableServiceMeasures_18-19>)</i> <i>Note – one successful prosecution in August, service closed on IBIS in December 2018 therefore in Q3 data.</i> The increase in satisfactory inspections was expected during the training and development phase of our new FSIOs as they bring their acquisition of knowledge into the practical and realistic area of inspecting premises. It is anticipated that as our newly developed FSIOs progress towards complex building/ high risk inspections that they may once again rely on guidance and support from the experienced members of the team. This will in the first instance produce a decrease in the overall total number of Fire Safety Audits completed, however it will create the necessary realignment of CM12/13 by decreasing satisfactory outcomes (CM11) and increasing the total number of those requiring formal and informal enforcement activity. This change may potentially affect the total number of hours attributed to each fire safety audit and lead to additional files being submitted for legal action. As we move into 2019 our protection managers will not only focus on the overall target but will align activities to move towards achieving the 2019/20 corporate measures and a focus on risk as outlined CM10 above. We have during this quarter conducted a number of Police and Criminal Evidence Act 1984 (PACE) interviews with a view to taking further legal proceedings against a number of Responsible Persons. Following one of these PACE interviews a full admission of guilt was declared and it was agreed that a 'Formal Caution' would be issued, more details will be provided within Q1 2019. Two cases have been listed with the courts during the month of May for intended prosecution. We are currently awaiting court dates for these cases									

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Strategic Performance Report Q4 2018/19

Quadrant One: Service Provision

ID	Measure **	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
Response											
15	% of occasions where the first fire engine arrives at an emergency incident within 10 minutes, from time the emergency call was answered	75%	73.4%	69.3% (73.5% excluding all outdoor fires)	74.1%	74.3%↑	72.5% (73.8% excluding all outdoor fires in Q2)	75%	73.1%	72.8%	
		(Source: Reports > Stats > CorporateMeasuresAndReportableServiceMeasures_18-19>)									
		The RBFRS Response standard is a stretch target that was introduced based on a sophisticated modelling process in 2016 and this is refreshed every year. The model uses six years of incident data applied to a standard mobilising scenario across the county, including a 90 second call handling time and a 90 second wholetime turnout time. The reality of the mobilising picture across the county is often more dynamic than the predicted model which presents a number of challenges in achieving the target.									
		The Q4 figure is the highest for the year, only 0.7 percentage points off the target, and is higher than Q4 in the previous year showing good progress towards achieving and maintaining the target. However due to the impact of the high call volume during the summer (Q2) the overall yearly figure is the lowest since it was introduced. This highlights how the target can be affected by the dynamics of demands that differ to the standard model. However the 75% target can be achieved and this has occurred twice during the year, in March (75.4%) and December (79.7%). Crews positively influence this by reaching the target turnout time of 90 secs (see Service Measure 7). There is a close relationship with how emergency calls are managed and the time taken to mobilise a fire engine and the service delivery team will work with colleagues in TVFCS to implement and evaluate the actions described in Service Measure 5									
		The scrutiny and management of appliance delayed turnouts, outlined in the Q3 report, may have also contributed to the increase this quarter and Hub Managers will be working with the Data Team to evaluate this in 19/20. This is one of a number of areas that are regularly reviewed to support achieving the target and are part of understanding how a range of marginal gains will contribute to success.									

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Strategic Performance Report Q4 2018/19

Quadrant One: Service Provision

ID	Measure **	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
16	Whole Time(shifts)	100%	100%	98.4%	100%	100% ↔	99.6%	100%	100%	99.3%	↑
17	RDS (hours)	60%	32.4%	27.7%	32.1%	42.5% ↑	33.6%	60%	*35.1%	*32.6%	↑
	% of shifts/ hours where there is adequate crewing on frontline fire engines (above)	<p><i>WT Source: Stats > Corporate and Service Measures > SC_Appliance Availability (from Vision) and a manual check of FireWatch.</i></p> <p>The Service aims to maintain 14 wholetime crewed appliances (pumps) and a number of specialist vehicles to be available 24/7, 365 days a year.</p> <p>In Q4, wholetime pumping appliance availability achieved 100% with no occurrences of appliances being unavailable due to crewing issues.</p> <p>Performance has fallen marginally short of the yearly target as described in the Q2 report, where pumps were not available on three occasions. Overall, throughout 2018/19, Service Delivery teams are to be commended for their diligence to maintaining crewing and consequently appliance availability.</p> <p>The service is planning significant organisational change in Q1 of 2019/20 which will see the implementation of remotely managed stations and watch based station managers. To facilitate this change a range of promotion processes have been run to fill the necessary operational roles. This in turn will decrease the number of personnel in temporary roles and have a positive influence on crewing availability. However this will not fully take effect until later in the year as phase 2 of the project is delivered and we enter a new leave year in Q4, and complete recruitment of up to 24 new firefighters. As we go through the delivery of phase 2 we anticipate some increased pressure on crewing and we will be working with teams to mitigate the short term impacts to support our 100% Wholetime availability target in CM16.</p> <p><i>(RDS Source: Corporate Measure SQL)</i></p> <p>Turning to RDS hours of availability in CM17 the table to the left shows variations across each station which are indicative of differing establishment profiles (this being number of people at each station, the skills and qualifications they hold and the level of cover each individual can provide). We see greater consistency of sustained availability at Crowthorne, Hungerford and Maidenhead, with all three stations improving on their availability in Q3. There have been improvements in availability in Mortimer, Wargrave and Lambourn, when compared to Q3, with Pangbourne falling back on performance by about 3%.</p>									

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** See appendix D for Service Provision corporate measure definitions. ***Previously known as Home Fire Safety Checks

Strategic Performance Report Q4 2018/19

Quadrant One: Service Provision



ID	Measure **	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
		<p>This quarter represents the best quarterly performance for the year and is a significant increase on Q4 in the previous year (42.5% for Q4 2018/19 compared to 35.1% for Q4 2017/18).</p> <p>The work of the RDS Project Board throughout 2018 provided a focus on recruitment and retention and those processes are now embedded into business as usual. This has resulted in a net increase in overall RDS establishment across the year. However, it takes time for new personnel to attain the necessary operational qualifications to be part of the crew and attend incidents and consequently delays a positive impact in availability of RDS appliances. This can be clearly seen in the chart at appendix F, which highlights the numbers of RDS trainee firefighters at each station. It is these individuals who will be working through the training programme to be able to crew the fire engine and wear breathing apparatus. This is also true of other important qualifications such as incident command and emergency response driving which will often be undertaken by more experienced crew members. If these personnel leave or become unable to work, it can have a detrimental effect on availability. This is the case at three RDS stations in the west of the county which currently only have a single team member with the appropriate incident command qualification. Managers have identified and are supporting a number of individuals in undertaking the necessary steps to work in these roles and complete the necessary qualifications.</p> <p>Managers forecast predicted increases in crewing based on a number of factors such as leave, sickness and personnel attaining the relevant level of qualification, as described above. Hungerford has performed above expectation for Q4 and was forecast to achieve the 60% target in July 2019. However, due to scheduling of breathing apparatus courses this is now expected in August 2019.</p> <p>Lambourn is one of the stations that currently only has one Incident Commander. It was predicted to reach over 30% in June 2019. This was based on a second Incident Commander achieving the qualification. For a number of reasons this prospect is not now achievable and Lambourn is now predicted to achieve 20% in the same period. An initiative aimed at getting support from employers at Membury to release their staff to crew Lambourn's appliance has just started.</p> <p>Mortimer is progressing well, with a second incident commander now in place and despite some scheduling issues should achieve the target by July 2019.</p> <p>Recruitment at Pangbourne remains a challenge due to the planned closure of the station, which is linked to the opening of the new wholtime station at Theale. Managers will continue to work with crews to maximise their availability.</p> <p>Crowthorne is expected to maintain current levels as is Maidenhead, where we expect to see the target achieved by Q2 of 2019.</p>	RDS	Q4 Total							
			Hungerford	52.9%							
			Lambourn	23.9%							
			Pangbourne	13.9%							
			Wargrave	36.1%							
			Mortimer	34.1%							
			Crowthorne	79.9%							
			Maidenhead	56.9%							
			Total	42.5%							

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** See appendix D for Service Provision corporate measure definitions. ***Previously known as Home Fire Safety Checks

Strategic Performance Report Q4 2018/19

Quadrant One: Service Provision

ID	Measure **	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
		Appliance availability for Wargrave through Q4 has been subject to issues relating to a lack of available ICS L1 qualifications. The issues relating to ICS L1 qualifications are being resolved and remain a short-term barrier. With the continuing acquisition of new skills amongst Trainee Firefighters and the expected uplift in available ICS L1 qualifications, appliance availability is predicted to reach 55-60% by the end of Q1.									
Customer Service											
18	Domestic Respondents	100%	100%	100%	100%	100% ↔	100%	100%	97.3%	98.9%	↑
19	Commercial Respondents	95%	100%	100%	100%	100% ↔	100%	95%	85.7%	96.2%	↑
20	Fire Safety Audit Respondents	90%	100%	98.3%	98%	98.2% ↑	98.4%	90%	n/a	100%	
	% of Questionnaire respondents satisfied with the overall service (above)*	<i>(Source: Owned by Data & Performance - manual calculation from results of postal surveys returned)</i> During Q4: 74 surveys were sent out following domestic fires. 21 responses were returned and 100% were satisfied. 26 surveys were sent out following fires in commercial premises. 7 responses were returned and 100% were satisfied. 225 surveys were sent out following fire safety audits. 54 responses were returned and 98% were satisfied. The content of the surveys is being reviewed for 2019/20 with Heads of Service to ensure we are capturing and utilising the information received from our service users.									

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** See appendix D for Service Provision corporate measure definitions. ***Previously known as Home Fire Safety Checks



Service Provision - Service Measures

(Data accurate as of 08/04/2019)

I D	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
Response Service Measures											
1	Dwelling Fire	Monitor	60.7%	50%	49.5%	57.7%↑	54.4%	Monitor	49.2%	54.7%	
2	Road Traffic Collision (RTC)	Monitor	54.2%	44.3%	52.5%	49.3%	50.4%	Monitor	57.8%	53.6%	
	% of occasions a second fire appliance attending arrives within 2 minutes of the first appliance to arrive	<i>(Source: Reports > Stats > CorporateMeasuresAndReportableServiceMeasures_18-19>)</i> The time taken for a second appliance to arrive at an RTC or dwelling fire will be influenced by the same factors as those affecting the overall response time. On average, across the county, the second appliance will arrive within 2mins of the first, at these type of incidents, 50% of the time. As with response times in general, this can be significantly higher in more densely populated areas where there are more occurrences of dwelling fires. The figures for RTCs are generally slightly lower than for dwelling fires, this is often due to longer travel distances or where incidents are on the motorway or other parts of the road network. Service Delivery Managers will continue to monitor this area to ensure that the work being done to improve performance against CM15 is also resulting in an improvement across these two service measures.									
3	5 seconds	92%	89.9%	89.7%	93.4%	93.9%↑	91.6%	92%	92.7%	90.5%	↑
4	10 seconds	97%	97.8%	96.4%	99%	98.5%	97.8%	97%	98.7%	98.1%	
	% of occasions where time to answer emergency calls is within (above)	<i>(Source: Reports > Stats > CorporateMeasuresAndReportableServiceMeasures_18-19>)</i> Issue with Call Logger, did not record all calls during May/June. Performance against these measures has remained above target during Q4. The overall annual performance for the 5 second measure was impacted by the high volume of calls received during the exceptional hot and dry Summer period. Other than exceptionally high demand, the most significant factor affecting this area of performance are crewing levels within TVFCS, with inadequate crewing levels leaving less Control staff available to answer calls in a timely manner. The TVFCS Management team expend considerable effort to ensure that crewing levels are maintained, which allows high levels of performance to be reached in this area.									

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** See appendix D for Service Provision corporate measure definitions. ***Previously known as Home Fire Safety Checks

Strategic Performance Report Q4 2018/19

Quadrant One: Service Provision

I D	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
		Some data was not available for Quarter 4 as a result of the use of fall back systems during the upgrade to Control systems required ahead of the introduction of the Emergency Services Network. Thames valley Fire Control Service are working with FRS technical teams to improve data capture when working from the Secondary Control facility in Kidlington.									
5	Within 90 seconds	80%	73.8%	71.3%	69.8%	70.9%↑	71.5%	80%	74.8%	75.2%	
6	Within 120 seconds	95%	85.2%	83.5%	81.7%	82.2%↑	83.2%	95%	84.7%	85.7%	
	% of occasions where time to mobilise (above)	<p>(Source: Reports > Stats > CorporateMeasuresAndReportableServiceMeasures_18-19>)</p> <p>Although performance improved in Quarter 4 compared with Quarter 3, the time taken to handle calls and mobilise resources remains below target. A number of factors have been identified which impact on this measure.</p> <p>TVFCS are now dealing with increased numbers of calls which require extended call handling to determine whether the emergency mobilisation of fire appliances is required. On many occasions an unnecessary emergency mobilisation is avoided, preventing costs being incurred and reducing the road risk posed by 'blue light' responses, whilst also preserving the availability of fire appliances to attend incidents where life and property are genuinely at risk.</p> <p>On the occasions where call challenging indicates that an emergency response is ultimately required, the call handling time is likely to exceed the performance measure. As an example, the average call handling time for a challenged automatic fire alarm activation where an attendance is ultimately made is 195 seconds.</p> <p>At present, the benefits to the organisation gained by filtering out inappropriate calls for assistance in this way are not captured, with only the impact on call handling and, consequentially, appliance attendance times being apparent.</p> <p>Work is taking place on revised performance metrics for the Thames Valley Fire Control Service, which it is hoped will allow a better understanding of the positive impacts of call challenging and filtering to be developed and more context to be applied to this measure.</p> <p>In addition, a number of changes to ways of working are being explored which should lead to performance improvements. These include the potential adoption of a 'pre-alerting' system, allowing the earlier mobilisation of crews and use of the new enhanced 'Automatic Mobile Location' functionality recently introduced by BT, which has the ability to provide more accurate information location for callers using mobile telephones.</p>									

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Strategic Performance Report Q4 2018/19

Quadrant One: Service Provision

I D	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance																																		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD																																
7	Whole Time under 90 seconds	90%	89.6%	89.5%	*92.1%	90.9%	90.4%	90%	87.6%	80.5%	↑																																
8	RDS within agreed timeframe	100%				See below		100%																																			
	% of occasions where crews turnout within the agreed timeframes	<div>(Source: Reports > Stats > CorporateMeasuresAndReportableServic5Measures_18-19 >)</div> <div>For the second quarter in a row Service Delivery teams across wholetime stations have achieved the 90 second turnout time measure. This represents a significant success and the continued focus in this area provides an important contribution to meeting out attendance time corporate measure of reaching incidents within 10 minutes on 75% of occasions. This target is a key element of ensuring we respond swiftly to incidents, helping us to manage risk and keep the communities of Royal Berkshire safe. This SD Hub managers will continue to monitor and drive performance improvement in this area, as we recognise that small incremental gains in a number of areas can contribute to successful delivery against our corporate measures.</div> <div>As described in previous reports, there are a number of factors that will affect RDS personnel attending the station within the specified 'turn out' time. We have seen this play out again this quarter as shown in the embedded table above; for example, Mortimer missed the turn out time on three occasions, one due to traffic conditions and two due to personnel ensuring they were able to leave their homes in a safe condition. We will endeavour to reach the target of 100% although it is likely that this may not be achieved on every occasion due to the number of variables that can be involved. Managers will monitor and manage closely through 2019/20 paying particular attention to those station who are regularly short of the target.</div> <table><tr><th>Q4</th><th>Number of times mobilised</th><th>% within agreed timeframe</th><th>Agreed timeframe</th></tr><tr><td>05 Hungerford</td><td>13</td><td>100%</td><td>360</td></tr><tr><td>06 Lambourn</td><td>2</td><td>100%</td><td>480</td></tr><tr><td>07 Pangbourne</td><td>1</td><td>100%</td><td>360</td></tr><tr><td>09 Wargrave</td><td>6</td><td>33.3%</td><td>420</td></tr><tr><td>11 Mortimer</td><td>9</td><td>66.7%</td><td>420</td></tr><tr><td>15 Crowthorne</td><td>22</td><td>90.9%</td><td>360</td></tr><tr><td>19 Maidenhead (P2)</td><td>9</td><td>55.6%</td><td>360</td></tr></table>										Q4	Number of times mobilised	% within agreed timeframe	Agreed timeframe	05 Hungerford	13	100%	360	06 Lambourn	2	100%	480	07 Pangbourne	1	100%	360	09 Wargrave	6	33.3%	420	11 Mortimer	9	66.7%	420	15 Crowthorne	22	90.9%	360	19 Maidenhead (P2)	9	55.6%	360
Q4	Number of times mobilised	% within agreed timeframe	Agreed timeframe																																								
05 Hungerford	13	100%	360																																								
06 Lambourn	2	100%	480																																								
07 Pangbourne	1	100%	360																																								
09 Wargrave	6	33.3%	420																																								
11 Mortimer	9	66.7%	420																																								
15 Crowthorne	22	90.9%	360																																								
19 Maidenhead (P2)	9	55.6%	360																																								

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Strategic Performance Report Q4 2018/19

Quadrant One: Service Provision

I D	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance			
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD	
		In 2019/20 managers will work with RDS crews to ensure they understand the importance and impact of achieving the required turn out time, investigate failures when they happen and produce more analysis to identify trends i.e. time of day, individual issues. Crowthorne are now operating in a temporary station at Wellington college whilst the new Crowthorne Fire Station is built. We anticipate this will influence turnout times adversely, as travel distances for crew members responding to the station are expected to be longer and there are some on-going long-term roadworks that may impact access at times. Service Delivery Hub Managers will work with the local team to monitor and, where possible, apply mitigation measures.										
9	Volume of activity undertaken by Fire Safety Inspecting Officers	This measure will be replaced by a new corporate measure in 2019/20										

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** See appendix D for Service Provision corporate measure definitions. ***Previously known as Home Fire Safety Checks

Service Plans

To ensure effective delivery of our services, in line with our strategic plans and priorities, the various activities undertaken across functions are detailed and monitored through Service plans that are developed and maintained by Heads of Service. Service Plans are overseen by Heads of Service and reviewed by the appropriate Director. By exception, matters may be reported at Strategic Performance Board by the relevant Heads of Service.

By monitoring for the delivery of outputs from these activities we can assure the Fire Authority and other external stakeholders that arrangements associated with the management of financial, governance and operational matters are appropriate.

We have in place Service Plans that focus delivery and enable management of day-to-day business across the functions of:

- Business Information & Systems
- Corporate Services
- Facilities, Fleet and Equipment
- Finance & Procurement
- Health and Safety
- HR and L&D
- Collaboration and Policy
- Capital Projects and Estates
- Service Delivery – Protection and Prevention Delivery
- Service Delivery – Operational Response, Resilience and Assurance
- Thames Valley Fire Control Service

These plans set out how each department contributes to the achievement of strategic objectives and targets, aligning tasks for individuals to objectives. This provides a connection between the activities of staff and the wider strategic direction. Actions committed to will ensure delivery of services (external and internal); maintain or improve performance; deliver new capability; improve effectiveness or efficiencies within functions or; support service-wide change projects.

Service plans ensure delivery against corporate targets, and priorities, they will drive necessary actions to deliver our IRMP commitments and corporate priorities. They will consider new challenges, such as requirements stemming from Grenfell Tower or expectations of HMICFRS. We will renew our focus on the key areas that will best enable the organisation to improve delivery. This will include actions in the areas of recruitment and staff development, revision of our policy approach and evolution of our operational assurance systems.

Within the Service Delivery Hubs, there are local safety plans that provide a local focus on delivery. These are further translated into station level plans with clear outputs and targets so that delivery teams understand expectations and ensure their activity across prevention, protection and response is closely aligned to service priorities.



Quadrant Two: Corporate Health Performance *

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
Human Resources											
1	% of working time lost to sickness, across all staff groups	3%	3.4%	4.0%	4.3%	4.7%	4.1%	3%	5.6%	4.8%	↑
		<p>(Source: Data calculated and supplied by HR) (Note: RDS figures should be viewed with caution as this figure is calculated based on the average shift length and these vary considerably and many sickness episodes may be recorded as unavailable)</p> <p>The percentage of working time lost out-turned at year-end at 4.1% which is an improvement of 0.7% on last year's performance. The total days lost to sickness is 9% lower than last year (4,501 days lost 18/19 vs 4,966 days lost 17/18). When comparing performance to Q3 an 8% increase in the total days lost to sickness is seen (1220 days in Q3, 1327 days in Q4). The percentage of working time lost to sickness also increased by 0.4 percentage points on the previous quarter but reduced by 0.9 percentage points when compared to the same period last year.</p> <p>Both long and short-term sickness increased this quarter by 8% (long term from 672 days Q3 to 730 days in Q4 and short term from 548 in Q3 to 597 days in Q4).</p> <p>Appendix F contains information on the percentage of working days lost to sickness for all staff in other fire and rescue services and indicates that RBFRS's performance during the period reported is better than the average.</p> <p>Musculoskeletal (MSK) Sickness</p> <p>Musculoskeletal (MSK) sickness has increased by 6.3% from Q3 and remains the top cause of sickness absence. MSK absences equated to 37% of total days lost to sickness in both Q3 and Q4 compared to 35% in Q4 last year.</p> <p>477 days (49 episodes) were lost in Q3 and 509 days (46 episodes) were lost this quarter. While the number of episodes are consistent, MSK absence is 8% higher than the same time last year. Most short-term episodes ranged between 1-12 days lost. Long-term MSK absence has increased in Q4 – 367 days compared to 295 in Q3 but short-term MSK absence reduced in Q4 to 142 days compared to 182 in Q3.</p> <p>Analysis shows the top three reasons for MSK total days sick were: Lower Limb (173 days), Back (105) and Upper Limb (94)</p> <p>10 individuals on long-term sickness have now returned. 11 individuals remain absent from the workplace (five long-term) and are receiving support from their line manager and HR. The Movement Specialist continues to work with individuals and line managers to support rehabilitation, provide advice and prescribe exercise.</p>									

*See appendix E for Corporate Health measure definitions

Strategic Performance Report Q4 2018/19

Quadrant Two – Corporate Health

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance			
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD	
		<p>There were five accidents at work resulting in MSK absence. Four short-term (21 days) and one long-term employee remains absent.</p> <p>Mental Health</p> <p>The percentage of working time lost to mental health absence is 20% higher than this time last year and 5% higher than in Q3. Mental health absences equated to 31% of the total days lost to sickness this quarter and had increased by 106 days (25%) on the previous quarter. 326 days (19 episodes) were lost in Q3 and 432 days (17 episodes) were lost in Q4.</p> <p>Four individuals on long-term absence have now returned to the workplace, eight individuals (six of which are long-term) remain absent at the end of the quarter. Five individuals on short-term sickness within the period have also returned to the workplace. All cases are investigated to ascertain relevant factors and determine how individuals can be supported.</p> <p>Compared to the same quarter last year, absences due to mental health have increased by 67% (432 in Q4 18/19 compared to 143 days in Q4 2017/18). Long-term mental health absence has increased in Q4 when compared to the previous quarter (378 days compared to 244 in Q3. Short-term mental health absence reduced to 54 days compared to 82 in Q3.</p> <p>The Mental Health action plan includes a number of actions to improve the mental wellbeing and support the overall health of staff and is subject to regular review and refresh. The Service encourages people to talk and utilise the support mechanisms available, which include online webinars and videos to help employees and managers (provided by Health Assured, the Employee Assistance Programme provider).</p> <p>Mental Health Awareness training to all staff commenced in July 2018. This covers signs and symptoms of common conditions the importance of supporting colleagues and sources of support. At the end of Q4 88% of the workforce have attended the course. Regular courses will run throughout the year to capture new starters and any outstanding existing employees. The training package is also available online for these employees.</p> <p>A number of individuals attended Mental Health First Aider training in January and more employees have become Blue Light Champions following this training.</p> <p>Other Sickness</p> <p>Respiratory absence has increased this quarter by 46% compared to Q3 (from 99 days in Q3 to 182 days in Q4). Compared to the same quarter last year respiratory absence is 29% lower (256 days Q4 17/18). Gastro-Intestinal absence remains a high level of absence this quarter but has decreased by 55% compared to Q3 (130 days in Q3 59 in Q4). Compared to the same quarter last year gastro absence is 52% lower (122 days) Analysis of data has taken place and does not reveal any trends in either respect.</p>										

*See appendix E for Corporate Health measure definitions

Strategic Performance Report Q4 2018/19

Quadrant Two – Corporate Health

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
		HR and Occupational Health work with line managers to provide guidance and support on all sickness management cases, promoting the resources and support available to improve health and enable individuals to return to work as quickly as possible. <u>Support and Health Promotion</u> Benenden At the end of Q4 we had 433 members and 21 cases had been supported, five of these were for physiotherapy and nine for diagnostic services. Following a tender exercise, Benenden have once again been awarded the contract. Work to promote the different aspects of the Benenden offering will continue. Employee Assistance Programme (EAP) Promotion Health Assured's monthly newsletter is routinely published on Siren, this covers a range of topics and events in the health calendar. There were 25 calls to the counselling service and two to the legal helpline; the reasons for calling were mental health and relationships. Additionally there were 70 hits on the on-line portal. The highest number of calls (19) during the contract so far occurred in March 2019. This peak in usage could possibly link to promotion of the EAP. Health Promotion The following promotions took place this quarter: Dry January, Winter Wellness, Time to Talk Day, No Smoking Day and World Sleep Day.									
2	% of eligible operational staff successfully completing fitness test	100%	99.3%	99.3%	96.1%	99.0%↑	99.0%	100%	99.0%	99.0%	↔
		(Source: Data calculated and supplied by HR) Fitness testing is conducted twice per year on all eligible operational personnel. There were 414 staff eligible for testing in October 2018 and all were tested. At the end of Q4, 99% of individuals undertaking the fitness test have passed. 4 of the 16 people not eligible for testing in October have subsequently passed the test and returned to work following a period of sickness or light duties. 12 staff are not eligible for testing as at the end of Q4. Individuals who did not meet the standard in October were supported and reviewed at regular intervals and successfully achieved the required standard as at quarter end. One individual has not yet met the standard, they continue to have regular reviews with the Fitness and Health Adviser and improvements in fitness have been made.									

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Strategic Performance Report Q4 2018/19

Quadrant Two – Corporate Health

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
3	% of eligible staff with Personal Development Appraisals	100%	54.5%	90.8%	93.0%	97.0%↑	97.0%	100%	92%	92%	↑
<p>(Source: Data calculated and supplied by HR)</p> <p>521 staff were eligible to have received a Personal Development Interview (PDI) meeting between April and June 2018. Dual contract employees only require one PDI and therefore have only been counted once.</p> <p>98 employees were exempt for the following reasons:</p> <ul style="list-style-type: none"> 81 new employees 17 employees who have been away from the workplace for the duration of the period for various reasons including maternity and long term sickness. <p>The figures only account for those PDI meetings recorded on the system up to and including 31 March 2019. 506 staff are recorded as having had their PDI meeting at year end which equates to 97%. This is a 5% improvement on last year. 15 remain unrecorded on FireWatch (38 in Q3). Of the meetings that have taken place 365 PDI forms have been returned to HR.</p>											
4	% of eligible operational staff in qualification	100%	99.5%	99.4%	99.1%	98.3%	98.3%	100%	99.2%	99.2%	
<p>(Source: Data calculated and supplied by L&D)</p> <p>This corporate measure provides overall analysis of core operational training. Further detailed analysis and discussion will be undertaken at the Workforce Planning Group, which ensures relevant stakeholders from across the Service consider workforce matters and associated impacts. Locally in the Learning and Development department, detailed analysis is undertaken and liaison with individual managers as necessary to address requirements, competence related matters and issues of attendance. Training and assessment activities in RBFRS are aligned with the Fire Professional Framework, which outlines the operational core skills requirements of Firefighters and Officers. National Occupational Guidance further informs the core skill areas (Water, Working at Height, Road Traffic Collision (RTC), Hazardous Materials, Casualty Care, Breathing Apparatus (BA), Driving, Incident Command and Core Skills).</p> <p>Our performance for Q4 is 98.3% a slight decrease in performance of 0.8 percentage points on Q3.</p> <p>Note: Immediate Emergency Care (IEC) is being reported separately as this is a new qualification with initial training being conducted over a two-year period (commenced January 2018). The RTC qualification was included in these figures from Q1 2018/19.</p>											

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Strategic Performance Report Q4 2018/19

Quadrant Two – Corporate Health

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
		<p>Areas of good performance include:</p> <ul style="list-style-type: none">Breathing apparatus 98.7% (4 individuals on a development plan following failure to reach a competent standard during assessment, 1 person qualification expired, currently non-operational)Incident Command- 100%Emergency Response Driving- 100%RTC- 99% (4 individuals not yet qualified, programmed for Q1) <p>Areas for improvement:</p> <ul style="list-style-type: none">IEC (Casualty Care) - 62%. We are on target to achieve the 75% target over a two year period, collaborative arrangements between the Thames Valley FRSs has been arranged to maximise course attendance numbers.Water Rescue Module 2- 95%. Issues surrounding maintaining sufficient crewing for operational response limited the training delivery within Q3. This meant 14 individuals' qualifications expired. 3 new individuals are waiting for a course. Individuals are prioritised to attend the next available courses. <p>Corrective actions highlighted over the year have been implemented to support the delivery of training. These have addressed shortfalls in planning, recording and the development of individuals requiring further support to achieve competency. Individuals who are out of qualification or fail to achieve a qualification do not perform that activity at operational incidents until they have re-qualified.</p> <p>The ability to effectively train staff is reliant on the ability to release individuals from duty to central training and provide sufficient Instructors to train and assess these skills. A combination of efforts to ensure there is flexibility to do so, and other performance such as sickness absence is reduced to facilitate attendance continue to be examined. Staffing in the Learning and Development department is kept under review to ensure as much as possible, there is the ability to plan for and cover turnover.</p>									

*See appendix E for Corporate Health measure definitions

Strategic Performance Report Q4 2018/19

Quadrant Two – Corporate Health

ID	Measure	2018/19 Target	Q1 Actual		Q2 Actual		Q3 Actual		Q4 Actual		Y.T.D. Actual		YTD Target	2017/18 Performance				
														Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD		
Health and Safety																		
5	All injury accidents including RIDDOR (RIDDOR & Total)	10% reduction (4**/72)	1**	18	2**	16	0**	12	4**	20	7**	66	10% reduction (4**/72)	2	19	7	52	
		(Source: Data calculated and supplied by H&S)																
		During Q4 there were four RIDDOR reportable injuries. These reportable injuries were all due to being unfit for normal duties for more than 7 days. Two of these were manual handling accidents that occurred whilst taking part in ladder drills, one was due to slipping off a wet kerb and the other was a fall. Of the 20 injuries that occurred in Q4, 6 were classified as minor and 14 were classified as moderate (which includes the four RIDDOR's described above). 11 injuries were sustained during operational activities, 5 during routines and 4 during training drills. In terms of causes of injury, there was more than one injury reported in the following categories: smoke inhalation (5) manual handling (3) burns (3) exposure to heat (3) fall from height (2). Examination of trends and follow up action is taken in all cases and is reported through the Health Safety and Well-being Committee. With the aim of reducing accidents, the health and safety department have planned work within their service plan for 2019/20 to research and evaluate behaviour approaches to safety and implement the outcomes of research. <i>**RIDDOR is the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013. Under RIDDOR we have a duty to report certain events, those events being accidents that led to a person being unfit for their normal work for more than 7 days, or 'specified injuries' which are more serious types of injuries. These include injuries such as broken bones, crush injuries and amputations.</i>																

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Strategic Performance Report Q4 2018/19

Quadrant Two – Corporate Health

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
Spend											
6	% of spend subject to competition	85%	93.1%	89.3%	94.6%	92.3% ↑	92.3%	85%	90.5%	89.5%	↑
7	Compliant spend as % of overall spend	100%	100%	100%	100%	100% ↔	100%	100%	100%	99.8%	↑
		<p>(Source: SQL report from SAGE)</p> <p>Spend subject to competition-</p> <p>The Authority now has 211 contracts in place.</p> <p>The work of the team is underpinned by the Authority’s Procurement Strategy based on Compliance, Collaboration and Commerciality. This now sets the focus for the team.</p> <p>Broader collaboration work is enabling the Thames Valley FRS’s to benefit from access to new equipment through joint working, enabling the Service to obtain better pricing and support due to scale.</p> <p>The procurement team has a pipeline of joint contract renewals and re-tenders for the next five years reducing the risk of any future non-compliant spend and enabling the service to fully understand the market before seeking requirements through competition. With better knowledge and expertise of the requirements and what the market can offer we can avoid expensive unnecessary spend and better manage our supply contracts.</p> <p>The Contract Management Framework is now also in place and staff are currently doing the online training course developed in-house.</p> <p>The savings from subjecting ever more expenditure to competition need to be weighed against the incremental costs of tendering to ensure procurement activity is delivering value for money.</p> <p>Compliant spend - The buyer gateway process enables the procurement team to monitor potential requisitions, temporarily halt any non-compliant spend and subject it to competition. Currently all requisitions are subject to review by Procurement. It is intended that the new Purchase to Pay (P2P) solution will enable the service to link supplier contracts to requisitions so that only expenditure not subject to competition will need to be subject to this gateway. The new P2P process should enable the whole transactional end of purchasing to be streamlined making it easier for users and significantly reducing the administration related to this process.</p>									

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Strategic Performance Report Q4 2018/19

Quadrant Two – Corporate Health

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q4 17/18	YTD 17/18	17/18 Vs 18/19 YTD
Freedom of Information											
8	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act and Environmental Information Regulations).	0	0	0	0	0	0	0			New for 2018/19
		(Source: Manual Input from Information Governance) There have been no reported complaints to the ICO regarding RBFRS management or responses to Freedom of Information or Environmental Information Regulation requests in this quarter. Overall volumes of received requests remain stable.									
9	Number of Information Commissioner assessments finding that the Service has breached Data Protection Legislation (Data Protection Act and forthcoming legislation)	0	0	0	1	0	1	0			New for 2018/19
		(Source: Manual Input from Information Governance) In the previous quarter we reported 1 data breach to the Information Commissioner’s Office. As required by the legislation, the decision to report was based on an assessment of the possible harm. The notification was made within the required 72-hour time frame. The ICO advised they would take no further action as the data involved was of low sensitivity, and because we had already taken action to remove the risk and address the cause. The ICO recommended that we review our training to prevent recurrence. A full investigation of the data breach has been carried out. There have been no further ICO findings in Q4.									

*See appendix E for Corporate Health measure definitions

Strategic Performance Report Q4 2018/19

Quadrant Two – Corporate Health

Budget Update

RBFRS Revenue Expenditure Quarter 4 2018/19

	Annual Budget £'000	Annual Outturn £'000	Variance £'000
EMPLOYEES			
UNIFORMED	18,772	18,409	(363)
NON-UNIFORMED	6,420	6,412	(8)
TRAINING	586	703	117
OTHER	243	258	15
	26,021	25,782	(239)
PREMISES			
REPAIRS & MAINTENANCE	720	701	(19)
RATES	857	792	(65)
CLEANING	223	235	12
UTILITIES	409	423	14
	2,209	2,151	(58)
SUPPLIES			
INSURANCE	305	302	(3)
EQUIPMENT	374	389	15
IS EQUIPMENT & LICENCES	507	516	9
CLOTHING/PPE	503	506	3
COMMUNICATIONS	822	810	(12)
OCCUPATIONAL HEALTH	191	193	2
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	135	132	(3)
HYDRANT REPAIRS	24	19	(5)
COMMUNITY FIRE SAFETY SUPPLIES	111	170	59
SUPPLIES OTHER	170	186	16
	3,142	3,223	81
CONTRACTS			
CONTRIBUTION TO TVFCS & COLLABORATION	801	812	11
LEGAL	50	61	11
CONTRACTS OTHER (incl. Professional Services)	651	892	241
	1,502	1,765	263
TRANSPORT			
VEHICLE RUNNING COSTS	670	732	62
TRAVEL	252	251	(1)
	922	983	61
PENSIONS			
PENSIONS	419	434	15
	419	434	15

Strategic Performance Report Q4 2018/19

Quadrant Two – Corporate Health

INCOME			
GRANTS	(405)	(406)	(1)
RENTAL INCOME	(221)	(221)	0
TVFCS RECHARGE INCOME	(278)	(278)	0
INCOME OTHER	(151)	(230)	(79)
	(1,055)	(1,135)	(80)
NET COST OF SERVICES	33,160	33,203	43
DEBT CHARGES INTEREST	390	392	2
INVESTMENT INTEREST	(80)	(102)	(22)
NET OPERATING EXPENDITURE	33,470	33,493	23
REVENUE FUNDING OF CAPITAL	500	500	0
CAPITAL CONTRIBUTIONS TO STAFFING COSTS	(60)	(61)	(1)
APPROPRIATION TO/(FROM) RESERVES	(751)	(751)	0
MINIMUM REVENUE PROVISION	318	318	0
REVERSAL OF ACCRUED HOLIDAY PAY	2	2	0
NET EXPENDITURE	33,479	33,501	22

Q4 Revenue Budget 2018/19

Building on the hard work of 2017/18, our budget monitoring processes and devolved budgets have been further embedded into the organisation

This improvement in budget monitoring and forecasting is evidenced by our projected final outturn, which is showing a variance of 0.07% equal to £22,000 on a budget of £33.5 million. Regular budget management has enabled re-profiling and realignment of budgets, to ensure the effective delivery of organisational objectives, and response to in-year organisational developments.

Collectively, positive and negative variations in relation to the budgets for RDS, flexi-duty officers and training have resulted in a net surplus of £246,000. This includes £127,000 of the total anticipated £550,000 savings from the Remotely Managed Stations / Flexi-Duty Officer (RMS/FDO) project. It is positive to note that the continued improvement in RDS recruitment has brought this budget to within £191,000 of profile. When the necessary portion of the £168,000 of savings required from Pangbourne are realised, and the additional RDS recruits come on stream, this budget will balance, for the first time ever.

The delivery of the £127,000 RMS/FDO savings has enabled the project team to provide additional high-quality realistic incident command training at the Fire Service College. This practical fire ground training will ensure that the new station based station managers, have the right skills and competencies, to safely and effectively command incidents at level 2.

Further improved contract management, invoice challenge and business rates revaluations have resulted in additional in-year savings of £84,000. This has been offset against the £176,000 in professional service costs relating to the development of Whitley Wood business case and other capital project professional fees. Funding these pressures in year means that the costs will no longer be met from the Development Fund.

As part of the prevention and protection work, especially with people that are vulnerable and at risk, the Community Fire Safety costs (for smoke detectors and assist in technology) has resulted in additional costs of £59,000.

There has been significant defects and unscheduled work to some of our older vehicles in the transport fleet resulting in additional spending of £62,000. This further emphasises the importance of the Authority's continued investment in new vehicles to ensure revenue costs do not continue to rise.


Other professional service costs included £75,000 of one off expenditure for business process engineering to deliver efficiencies in future years. This was funded from £76,000 of additional recharge income for work carried out in relation to the Emergency Services Network.

On a positive note, proactive treasury management and increasing interest rates has resulted in additional investment interest of £22,000.

In summary, due the prudent management of the Service's budget and various in-year realignments as set out above, the total expenditure for 2018/19 is £33,501,000 against the budgeted figure of £33,479,000, which, as stated in the opening paragraph, is a variance of just 0.07% or £22,000.

Financial Position as at March 2019 (Capital)

CAPITAL SCHEMES	Total Project Budget £'000	Actual Spend in Prior Years £'000	Actual Spend to Q4 2018/19 £'000	Est. Project Spend to completion £'000	Total Est. Project Spend £'000	Variance From Budget £'000	% Variance From Budget	Est. Project Completion Date	Commentary
Fire Station Build - Theale Fire Station	6,200	684	167	See note for project position				Qtr 3 2020/21	Full project update provided to Members of Management Committee in April 2019. Ground remediation tender evaluation progressing well with nomination scheduled for May. Following aggressive value engineering process, main contractor tender process is being readied for release to the market in July 2019 with the outcome being presented to Members of Management Committee at the December meeting as part of the full business case. The VE process has required re-engagement with the Local Planning Authority and the outcome of this will be known during Q1-Q2 2019/20. Negotiations with the site owner (Network Rail) continue positively.
Whitley Wood Fire Station Firehouse	350	15	326	0	341	-9	-3%	Qtr 2 2018/19	Both off site and on site works were completed according to the programme in September 2018. Projects delivered £9k below budget. Project now closed.
Fire Station Re-build - Crowthorne	1,975	21	174	1,780	1,975	0	0%	Qtr 2 2020/21	Outcome of main contractor tender process and full business case presented to Members of Management Committee in April with approval given to proceed with revised capital budget of £1.975m. Station has decanted to their new temporary operational home within Wellington College. Decommissioning of the old fire station will be complete by mid-May and demolition will commence at the beginning of June. This project is currently running to programme.



	Total Project Budget £'000	Actual Spend in Prior Years £'000	Actual Spend to Q4 2018/19 £'000	Est. Project Spend to completion £'000	Total Est. Project Spend £'000	Variance From Budget £'000	% Variance From Budget	Est. Project Completion Date	Commentary
Fire Station Refurbishments - minor works	650	260	0	390	650	0	0%	Qtr 4 2020/21	A full review of assets is currently being led by the Head of Service, identifying requirements across all locations and priorities.
Fleet & Equipment - Fire Appliances	2,599	1,221	1,023	355	2,599	0	0%	Qtr 4 2019/20	Shared exercise with Thames Valley partners which is delivering 11 new vehicles for RBFRS over a 3 year period. 7 have been delivered to date with 2 more due to be delivered in July 2019 and the final 2 in October 2019. A further additional 4 vehicles is then planned with delivery expected in Qtr 1 2020, meaning that all whole time pumps will have been renewed.
Fleet & Equipment - Special Appliances - Operational Support Unit	384	19	0	365	384	0	0%	Qtr 4 2019/20	Work is underway to identify operational support unit requirements with a view to providing a new vehicle to deliver this capability.
Fleet & Equipment - Special Appliances - Aerial Ladder Platform	850	0	0	750	750	-100	-12%	Qtr 4 2019/20	The collaborative Aerial Ladder Platform project is progressing well with the vehicle currently under construction. Forecast cost includes initial build cost and additional equipment that will be required.
Fleet & Equipment - Other Ancillary Vehicles & Equipment	800	112	115	573	800	0	0%	Qtr 4 2020/21	White fleet is currently under review, with a number of vehicles beyond serviceable use and due to be replaced.
ICT - IBIS redevelopment	131	55	40	36	131	-0	0%	Qtr 4 2019/20	Project completion date has been extended into 19/20 to incorporate additional work that has emerged and potential projects. Forecast expenditure reflects need for a resource to complete this.

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Quadrant Two – Corporate Health

CAPITAL SCHEMES	Total Project Budget £'000	Actual Spend in Prior Years £'000	Actual Spend to Q4 2018/19 £'000	Est. Project Spend to completion £'000	Total Est. Project Spend £'000	Variance From Budget £'000	% Variance From Budget	Est. Project Completion Date	Commentary
ICT - Helpdesk System	45	29	0	16	45	0	0%	Qtr 3 2019/20	System has been re-vamped providing additional self-service portals for departments. New reporting tool to be implemented in Qtr 2 19/20, with scope of extending licences to other departments in the Authority also being investigated.
ICT - Sage 1000 upgrade	65	17	0	48	65	0	0%	Qtr 3 2019/20	Phase 1 of the upgrade to Sage 1000 was successfully implemented in Qtr 4 2016/17. Implementation of phase 2 is likely to commence in September 2019.
ICT - Learning Management System (LMS)	45	0	0	45	45	0	0%	Qtr 2 2019/20	Options have been assessed taking into consideration the operational competence review. System specification and tender will be re-issued in Qtr 1 19/20. Once system has been purchased there will be an ongoing requirement to develop content on the platform. Estimated completion date reflects when the system will be operational.
ICT - Firewatch Development	60	30	21	9	60	0	0%	Qtr 4 2019/20	Project completion date has been extended into 19/20 to cover additional work, system upgrades and ongoing support. Forecast expenditure reflects the need for a resource to complete this.
ICT - Cyber Security	60	0	0	60	60	0	0%	Qtr 4 2019/20	Work to ensure the Authority achieves the new Cyber Security accreditation and additional network and system improvements has been planned for implementation in September 2019, with follow on remedial action in Qtr 3 / 4 19/20.
ICT - Asset Replacement / Licences	236	113	198	0	311	75	32%	Qtr 4 2018/19	Original 3 year plan has now completed with all old equipment replaced. In 19/20 we will begin the 3 / 4 year rolling programme where assets will be replaced on a planned cycle. Overspend reflects purchases bought in late March for rollout in 19/20.
Total (Under)/Over	14,450	2,576	2,065	4,427	8,217	-34			

Transition Bids Spend Summary

(As of 29/04/2019)

TOTAL BUDGET AVAILABLE	2,000,000
TOTAL BUDGET ALLOCATED	1,652,120
TOTAL BUDGET AVAILABLE FOR ALLOCATION	347,880

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
K29-601	Comms and Engagement Resource Effective staff engagement is critical to the delivery of the Organisational Development Programme. The capacity to deliver the level and breadth of intervention required does not currently exist within the organisation. This resource will lead on developing/ deploying a range of communication and engagement interventions to increase the likelihood of successful delivery of the key projects in the programme and the desired cultural, structural and process changes.	Katie Mills	28/04/15	32,993	31,332	01/04/18	28/02/19	PROJECT COMPLETED IN FEBRUARY 2019 Successful candidate selected and started post from March 18 Delivered to date: <ul style="list-style-type: none"> • Communication strategy written and approved to support the organisational development programme - completed 2016 • Improvements made in the frequency and quality of communications • Cascade started in March 17 • The Shout re-designed 18 by an external company in March and is in distribution. • Ongoing support provided to the OD and IRMP programme boards to ensure key messages are communicated • The website and intranet has been improved to ensure relevant and up to date content is available and found quickly • Corporate branding was refreshed and continues to evolve • Successful candidate started post from March 18 focussing on engagement of workforce and the community via internal and external communications • Social media content calendar in place • Additional resource has allowed for key projects to have a more focused comms plan,

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Quadrant Two – Corporate Health

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
								covering internal and external stakeholders <ul style="list-style-type: none"> • The EDI forum has a dedicated communications resource • Lead the communications elements of the RBFRS awards. • EDI action plan and objectives involving Communications was developed and is being delivered. This will continue to be evolved and filtered into the brand of the organisation - ongoing • Processes to be implemented for effective ways of working across the team to ensure consistency of communications and engagement – ongoing • Media lists have been reviewed and contacts updated • Corporate videos have been produced
K12-601	HR Advisor Support To ensure an HR resource with appropriate skills and knowledge is available to support Managers to execute necessary staffing restructures and re-organisation to effect organisation change.	Becci Jefferies	02/02/16	162,500	155,938	02/02/16	29/05/19	Following the restructure of the HR and Learning and Development function, which saw a reduction in HR staff, funding for temporary HR resources was sought from the Transition Fund in support the delivery of various change projects. These resources can be flexed to meet needs and project timelines. Support is provided by 1 fixed term member of staff. Delivered to date: <ul style="list-style-type: none"> • Work with Heads of Service and departmental managers to assist with restructure activity including planning, reports design and consultation - Complete • Reviewed the operational leave policy • Contract, discipline Review

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Quadrant Two – Corporate Health

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
								<ul style="list-style-type: none"> • Role assisted with TVFCS transition plan activities as per the agreed plan and as appropriate • Support and consultation provided for Risk and Performance and Service Delivery restructures including consultation meetings, formal consultations and selection processes • Two tier entry feasibility report • Armed Forces Covenant development • Support arrangements reviewed during Q1 and role advertised in Q1 • Bursary Policy review • Completion of support and consultation for Risk and Performance and Service Delivery restructures • Collation of objectives identified for E&DI Forum consideration • Additional HR support in place on temporary basis to respond to key projects • Development of PDI pilot to include behaviours - for pilot in Q1 • Equality Diversity and Inclusivity action plan development for consideration by the EDI forum • Recruitment Attraction Review - initial review • Positive action plan - commenced implementation of actions • EDI intranet pages developed • Behavioural competency framework agreed by SLT and sent for consultation • PDI form reviewed • Interview support for Remotely Managed Stations secured

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Quadrant Two – Corporate Health

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
								To be delivered: <ul style="list-style-type: none"> • Job profile review and guidance review • Training on behaviour competency framework • Equal pay audit
K16-602	Systems Business Partner - resource Two year temporary post – systems business partner, a customer facing role to deliver and rollout Firewatch upgrades, IBIS improvements and support development of other service applications from an end user perspective	Tony Vincent	07/06/16	76,720	53,682	29/08/16	31/08/19	Delivered to date: <ul style="list-style-type: none"> • Post filled and started on 29/08/16 • Activity to understand role requirements and current system • Working on Firewatch 7.6 testing prior to implementation particularly around whole-time payments processing • Providing FireWatch 7.5 support • Checking if mileage claims could also be done within FW • Retained payments in Firewatch 7.6 • Documentation of new FireWatch user manuals • Set up and testing new Fire Watch modules (Availability, mobilisation, self-service) • Provision of FireWatch 7.6 go live • Testing new Availability Service for Retained • Training and Go-Live on new Availability Service for Retained • Key member of the FireWatch Senior members forum • Liaising with Finance to ensure Station level Cost centre reporting is in place and correct • Acting Up payments in FireWatch • Testing of Mobilisation interface with TVFCS Vision Reference system (test environment only)

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Quadrant Two – Corporate Health

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
								<ul style="list-style-type: none"> • Assisting in setup of asset project at Station 2 • OTP reporting • Officer overtime payments in Firewatch • Mobilisation interface with TVFCS Vision • OQP reporting To be delivered: <ul style="list-style-type: none"> • General FireWatch 7.6 ongoing support and training – ongoing • Remote Managed Station project – FireWatch configurations (currently being tested – to be deployed into live once testing complete) • Setup and testing of new Self Service module - Setup/testing Apr/May 2019 – estimated live Jun/Jul 2019 • Testing and release of major Firewatch release version 7.7 (now in our test environment) - Initial testing started – UAT testing to start in May 2019 • Testing and release of major Firewatch release version 7.8 (when Beta version released by Infographics) - Aug 2019 (tbc)
K17-602	Data & Performance Analysis Manager Resource for a 24 month period to rectify issues with data assurance emerging because of linkages and feeds between systems	Katie Mills	05/07/16	92,000	40,096	24/10/16	29/03/19	PROJECT COMPLETED IN MARCH 2019 Delivered to date: <ul style="list-style-type: none"> • Original resource started 24/10/2016, in post until Autumn 2017. • New resource appointed 1st December 2017 • Improvements to quarterly performance reporting • Preparation for HMICFRS (first three data collections submitted to agreed timetable) • Development and implementation of new

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Quadrant Two – Corporate Health

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
								<p>SQL report set to support performance management across the organisation for 18/19.</p> <ul style="list-style-type: none"> • Assessment of data integrity issues and development of plan to further review data flows and system development. • Investigation of issues associated with legacy methodologies and replacement with automatic processes with less room for error. • Scorecard decommissioned for cross organisational performance management use. • Identified as an ongoing resource therefore to be funded by base budget <p>To be delivered:</p> <ul style="list-style-type: none"> • Ongoing management of HMICFRS data collection to include regular HMICFRS data collections • Continue data integrity work to further review data flows and system development to support effective performance monitoring, and migrate to business as usual • Decommissioning scorecard for residual purposes • Support for Local Safety Plan development • Ongoing resource required therefore funding to come from base budget
K19-601	<p>Development and Assessment pathway</p> <p>Funding for a resource for 6 months to complete a full review of the current methodology used when assessing competence at</p>	Becci Jefferies	05/07/16	30,000	3,182	01/06/18	29/06/19	<p>To assist in a full review of the NVQ methodology of determining competency is required. A bid against the Transitional Fund was made to undertake research and make recommendations on how RBFRS should deliver a competency framework for the future.</p>

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Quadrant Two – Corporate Health

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
	operational ranks through understanding the “as is” situation, research on potential alternative models with and final recommendation for consideration provided							Delivered to date <ul style="list-style-type: none"> • Scope of work agreed and PID written and approved • Phase 1 work – research undertaken • Equality Impact Assessment and communication plan development project group established. • Research provisions in other FRS • Questionnaire to stakeholders • Stakeholder workshops took place - 30.11.18 • Interim Station Manager (SMA) solution to support the Remotely Managed Stations / Flexi Duty Officer project developed • Consultation on new development and assessment pathway To be developed: <ul style="list-style-type: none"> • Progress to be monitored via Programme Board • Review resource requirements to deliver next stage of project • Business case for additional temporary resource to support development of new watch based station managers to be agreed in April 2019 • Subject to agreement, advertise/recruit additional support (detailed above) • Implement development and assessment pathway for SMs - 1/5/19 • Achieve external quality assurance for SM developmental and assessment pathway

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Quadrant Two – Corporate Health

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
K22-602	Temporary accounts officer Funding for a temporary accounts officer for two years starting April 2017. This is the continuation of a post in the old structure that will be required while new ways of working are embedded within the department and the wider organisation.	Conor Byrne	02/08/16	109,000	64,353	03/04/17	29/03/20	<p>Prior to the Finance department restructure this post was financed from base budget. Currently, it is being funded by Transition Fund for a 2 year period whilst business process re-engineering takes place to streamline processes and improve efficiency.</p> <p>Delivered to date:</p> <ul style="list-style-type: none"> • Resource recruited to start from April 2017 • Undertaking activities related to invoicing, accounts payable and receivable, cash management and credit control for the Fire Authority • Support to Trading company and dealing with invoices, carrying out credit control and cash management • Post to be required until the successful delivery of the P2P process • Tendering process commenced for P2P module which will be evaluated in Q1 2019/20 <p>To be delivered:</p> <ul style="list-style-type: none"> • Support implementation of efficient P2P processes
K24-602	Temporary procurement officer Funding for an additional Procurement Officer for two years starting April 2017. This resource will assist in the change of how procurement will be delivered going forward over the next 24 months, as well as assist in the delivery of the	Conor Byrne	02/08/16	90,000	51,452	14/08/17	31/03/20	<p>This post is required while collaborative procurement options are being investigated.</p> <p>Delivered to date:</p> <ul style="list-style-type: none"> • Post filled in August 17 • Contract register and work plan now being updated weekly • Contract repository review completed • Set up contract award process • Delivered range of new contracts including ALP contract, training, commodities, medical supplies as part of allocation of work within the

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Quadrant Two – Corporate Health

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
	Procurement service plan ensuring compliance, knowledge and advice							<p>team.</p> <ul style="list-style-type: none"> Supported the achievement of 90% of spend now in a formal contract. <p>To be delivered</p> <ul style="list-style-type: none"> Monitor low level repeat spend remains compliant with RBFRS Contract Regulations Ongoing achievement of annual Procurement work plan and service plan Deliver procurement savings as reported to the Home Office Support the delivery of new collaborative contracts across the Thames Valley
K26-601	Temporary resource to manage the introduction of a Learning Management System. The system will provide the ability to develop and host flexible e-learning reducing the need, in some areas, for face to face training.	Becci Jefferies	16/09/16	69,516	0	31/12/18	30/06/19	<p>Introduction of a e-learning platform required to facilitate achieving the organisational development objectives</p> <p>Delivered to date:</p> <ul style="list-style-type: none"> Resourcing and Development Manager started in mid May and objectives set regarding the provision of a Learning Management System Engagement with other organisations to understand the developments in eLearning Further review of requirements completed Unsuccessful attempts to secure an individual to date with alternative recruitment options being evaluated Learnings from Development Assessment Pathways (DAPs) design informed need. Requirements informed specification and tender process. Explored opportunities for potential joint procurement with OFRS and BMKFRS. Tender process for LMS run but unsuccessful

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Quadrant Two – Corporate Health

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
								in securing appropriate system To be delivered: <ul style="list-style-type: none"> • Draft job profile to be evaluated • Recruit temporary resource to develop learning resources and support progress with DAPs - once LMS acquired
K27-601	Dedicated mental health support post A dedicated resource, based at the Bracknell Fire Station to provide Mental Health Support in line with the Health, Safety and Wellbeing Strategy	Becci Jefferies	16/05/17	29,195	26,980	30/08/17	29/03/19	PROJECT COMPLETED IN MARCH 2019 Post created to support the RBFRS Health, Safety and Wellbeing Strategy and the Governments' focus on mental health and to assist with various initiatives to engage the Service. Delivered to date: <ul style="list-style-type: none"> • Mental Health and Wellbeing Adviser recruited in August '17 however left in April '18 • Recruitment of additional Blue Light Champions • Leadership session designed for Middle Managers - held on 1 Feb • Mental Health Strategy and Action Plan designed and approved via SLT • Training requirements identified • Training on mental health designed and piloted and mental health as mandatory training now being delivered • Training package on mental health delivered Q2 18 • Wash up mental health sessions. • Mental health training to managers piloted and tender process commenced for training - to be supported via training budget To be delivered: <ul style="list-style-type: none"> • Identify further initiatives in line with Health,

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Quadrant Two – Corporate Health

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
								safety and wellbeing - action plan (business as usual) • Remainder of funds to be used to support mental health training
K28-601	Asset Management project Effective asset management is critical to ensure that RBFRS has effective control and governance of its assets to realise value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance. The regulatory and legislative environment in which RBFRS operates is increasingly challenging and the inherent risks that many assets present are constantly evolving. Good asset management will translate the RBFRS objectives into asset-related decisions, plans and activities, using a risk based approach and so it is imperative that an organisation wide asset management policy is agreed and published and that all assets are identified, recorded and tracked.	Andrew McLenahan	01/07/18	79,629	53,351	01/07/18	29/03/19	PROJECT COMPLETED IN MARCH 2019 Delivered to date: <ul style="list-style-type: none"> • Two staff recruited, in July 18, on agency basis to undertake asset identification, tagging and recording exercise • Pilot station (Wokingham Road) audit completed • Dee Road station audit started • Working Group established with regular meetings. • Statement of Requirements for asset management system written • Process flows and procedures written for asset identification, recording and tagging. • Overall policy drafted • Stations audits completed • Supplies and Asset manager appointed in Dec 18 • HQ asset audit completed • Investigation and research continues to determine the future process for asset management • Work has been rolled in to the Supplies and Asset manager's BAU job remit and continue until a business case is presented with a recommended course of action

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Quadrant Two – Corporate Health

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Cumulative Spend to end Q4 19 (£k)	Start Date	Forecast End Date	Update
Total ongoing (open) project				771,553	480,366			
Closing total for completed project				880,567	880,567			
Grand Total				1,652,120	1,360,933			
Total budget allocated				1,652,120				
Total budget available for allocation				347,880				

Total ongoing (open) projects	771,553	479,296
Closing total for completed projects	880,567	880,567
Grand Total	1,652,120	1,359,863
Total budget allocated	1,652,120	
Total budget available for allocation	347,880	

Procurement

(Data accurate as of 07/06/2019)

The Procurement team review all the expenditure for each quarter against contracts in place to ensure that no 'off contract' spend is taking place and the value of contract award is not being exceeded.

Suppliers have been advised that they should not accept a request for work or goods from RBFRS unless they are provided with a valid Purchase Order. Any non-compliance identified is dealt with through meetings and training. In addition, all RBFRS suppliers have been advised that any invoices received by RBFRS without a valid Purchase Order will be returned to them and will not be paid. This twinned intervention of closer working with suppliers and staff is raising the profile of the importance of spending in accordance with the new RBFA Contract Regulations.

Project Number	Department	Contract Detail	Contract Status	Procurement Process	Contract Award Date	Contract Value	Awarded to	Collaboration
271	Business Information Systems	IT virtualisation, shared storage, back up and disaster recovery. Waiver approved under CR18 as no satisfactory alternative as to engage a 3rd party supplier to deliver against the incumbent service would be prohibitive.	Contract Extension	Waiver	01/03/2019	£50,000	Insight Direct (UK) Ltd	No
505	Service Delivery	Incident Command Simulations Software	New	Tender	15/03/2019	£59,200	XVR Ltd	No
512	Property Capital Projects	Modular building hire for capital projects	New	Tender	27/03/2019	£50,000	Portakabin Ltd	No
517	HR	MS Office Training	Renewal	Tender	04/01/2019	£15,000	Elliott Training Ltd	No

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Quadrant Two – Corporate Health

Project Number	Department	Contract Detail	Contract Status	Procurement Process	Contract Award Date	Contract Value	Awarded to	Collaboration
526	Business Information Systems	GIS and Resource Modelling software support and maintenance	New	Tender	29/03/2019	£84,508	Computer Aided Development Corporation Ltd (CADCORP)	Yes
530	Business Information Systems	Provision of Desktop and Server Antivirus Software	Renewal	Framework	05/03/2019	£5,454	Phoenix Software Ltd	No
549	HR L&D	Core Skills - Mental Health Manager Training	New	3 Quotes	16/01/2019	£8,000	MIND	No
552	HR L&D	Provision of Private Healthcare Scheme	Renewal	Tender	08/03/2019	£296,000 (if 420 employees joining)	Benenden Healthcare Society Ltd	No
						£437,000 (if 620 employees joining)		
560	HR L&D	Awarding Body for Level 3 BTEC NVQ's. Waiver approved under CR18 as no satisfactory alternative.	Renewal	Waiver	15/02/2019	£35,000	Pearson Education	No
577	Business Information Systems	Provision of Laptops and Docking stations	New	Tender	08/03/2019	£115,861	Phoenix Software Ltd	No
583	Business Information Systems	Mobilising App. Contract Value based on being part of this contract for 4 years.	Renewal	OJEU	13/03/2019	£80,000	Vodafone Ltd	Yes
626	HR L&D	Eqpt for Strength Training and Occupational Testing	New	Tender	28/03/2019	£35,000	Pulse Fitness	No
638	HR L&D	CIPD Courses	New	3 Quotes	21/01/2019	£5,000	Development Processes Group PLC	No

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Project Number	Department	Contract Detail	Contract Status	Procurement Process	Contract Award Date	Contract Value	Awarded to	Collaboration
639	Facilities and Fleet	Hot Taps for HQ	New	3 Quotes	21/01/2019	£8,000	Office Watercoolers Ltd	No
643	Corporate Services	Committee Management System	Renewal	Tender	28/03/2019	£45,000	Modern.gov	No
558	HR L&D	Provision of Scrap Cars	Renewal	Tender	21/03/2019	£150,400	ASM Auto Recycling Ltd	No

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Quadrant Two – Corporate Health

Human Resources Performance

(See appendix H for supporting charts) (Source: All data calculated and supplied by HR)

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2018/19 YTD	Q4 17/18	Authorised establishment (No of authorised posts including Fixed Term & Project Posts)
STAFF IN POST	Wholetime	389	383	373	366	366	381	388
	Retained	74	74	78	85	85	75	91
	Control	41	40	40	40	40	39	39
	Green Book	149	149	153	153	153	149	179
	Total Number of Staff in Post	653	646	644	644	644	644	697
							Q4 17/18	
STAFF TURNOVER	Wholetime	6	8	10	7	31	6	
	Retained	4	5	5	1	15	2	
	Control	1	1	2	0	4	0	
	Green Book	10	9	3	11	33	7	
	Total Number of Leavers (Heads)	21	23	20	19	83	15	
	Staff in Post (SIP)	653	646	644	644	646.75	644	
	Percentage of Leavers vs. SIP	3.2%	3.6%	3.1%	2.9%	12.8%	2.3%	
							Target	YTD 17/18
FEMALE STAFF	Wholetime	4.1%	4.2%	4.3%	4.3%	4.3%	4%	4.2%
	Retained	5.4%	5.4%	7.7%	8.2%	8.2%		5.3%
	Control	68.3%	70%	72.5%	72.5%	72.5%		69.2%
	Green Book	57.0%	58.4%	59.5%	56.7%	56.7%		54.4%
	Total	20.4%	20.9%	22.0%	21.6%	21.6%		19.9%

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							Target	YTD 2017/18
ETHNICITY FIGURES	Wholetime	4.9%	5%	5.1%	5.19%	5.2%	5%	4.7%
	Retained	0%	1.35%	2.6%	3.52%	3.2%		1.3%
	Control	2.4%	2.5%	2.5%	2.5%	2.5%		2.6%
	Green Book	16.8%	16.11%	15.7%	16.33%	16.3%		14.8%
	Total	6.9%	7.0%	7.14%	7.45%	7.5%		6.5%
	<p>NB. 27 individuals hold more than one role (Dual Contract).</p> <p>Annual staff turnover at year-end at 12.8%.</p> <p>There were 19 leavers and 18 new starters this quarter. No trends have been identified following examination of the reason for leaving as the majority of staff that have left have retired or left for personal betterment</p> <p>Ethnicity figures have increased again this quarter from 7.1% in Q3 to 7.5% in Q4 (0.31%). This increase is due to three BME employees leaving and five new BME employees joining the service (4 Green book and 1 RDS). Compared to this quarter last year we are 0.9 percentage points higher. Overall performance stands at 7.5%</p> <p>The number of female firefighters employed in the Service has increased to 23 this quarter. This is due to one of our existing female employees becoming a dual contract employee and joining the retained duty system (RDS) in addition to working in her current Green Book role. This has increased the percentage of female firefighters from last quarter by 0.2 percentage points to 5.10%.</p> <p>The number of disabled staff employed by RBFRS has remained the same this quarter (5.4%).</p> <p>Female Focused Have a Go Events</p> <p>Aligned to our Equality, Diversity and Inclusion objectives, we have been considering ways in which we can give our communities a better understanding and awareness of the operational roles available within the Service and increase diversity. To support recruitment, a positive action plan was devised. Our recruitment project focuses on attraction as key objective, aiming to identify and implement ways to attract individuals from a wider range of backgrounds. Three female focus awareness days are planned for end of April, May and June to support our wholetime firefighter recruitment campaign. Attendees will be able to obtain information about the role, talk to female firefighters and have a go at some of the tests.</p>							

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Quadrant Two – Corporate Health

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2018/19 YTD	2017/18 Performance	
							Q4 17/18	YTD 17/18
AGE PROFILE	25 and Under	35	31	37	39	39	28	28
	26-35	182	181	168	168	168	177	177
	36-45	223	219	220	210	210	222	222
	46-55	179	180	185	192	192	184	184
	56-65	32	34	33	34	34	31	31
	66 and Over	2	1	1	1	1	2	2
	Total	653	646	644	644	644	644	644
		<p>RBFRS has an ageing workforce. Most adults achieve their peak muscle mass during their late 30s to early 40s. After that, a gradual loss of muscle mass begins and can continue into old age with an associated decline in strength and potentially an increased risk of injury.</p> <p>Operational personnel are now expected to work until they are 60, by which age, without regular resistance training, some decline in muscle mass can be expected.</p> <p>Work is underway to implement strength standards for operational personnel. More information will be provided in Q1.</p>						
DAYS LOST TO SICKNESS	Short	383	464	548	597	1992	647	2018
	Long	532	575	672	730	2509	637	2948
	Total	915	1039	1220	1327	4501	1284	4966
		(RDS figures are not included as figures are calculated based on the average shift length and these vary considerably as many sickness episodes are recorded as unavailable).						



Disciplinary Cases, Grievances and Complaints

	Commenced in Q1	Commenced in Q2	Commenced in Q3	Commenced in Q4	TOTAL commenced 18/19	TOTAL commenced 17/18
Misconducts (including gross misconducts)	5	10	2	5	22	11
Grievances	5	4	5	4	18	7
Whistle Blowing	0	0	0	0	0	2
Use of RIPA	0	0	0	0	0	0

Data is provided for year to date and in relation to those cases commencing in the quarter. This avoids the provision of information that would potentially identify individuals.

	Commenced in Q1	Commenced in Q2	Commenced in Q3	Commenced in Q4	TOTAL commenced 18/19	TOTAL commenced 17/18
Complaints (External)	7	10	14	5	36	17

During Q4 we received 5 complaints where by in one case we failed to hit the 7-day response time. All 5 complaints were in relation to Service Delivery.

Quadrant Three - Priority Programmes

(Summary as of 02/05/2019)

Project	Project Manager	Deliverables to date	To be delivered	RAG	Issues for Action
Operational Maintenance of Competence Review	Dom Manton	<ul style="list-style-type: none"> Working to understand the FF-WM specialisms through exploratory work with specialist stations. Current Officer specialisms have been reviewed but awaiting decisions from the RMS/FDO project to understand full requirements Consultation with Officer Groups Launch of Officer OTP to align to FDO/RMS project phase 1 implementation on 1st May 2019 Officer OTP underway with learning outcome documents for Officer OTP being developed 	<ul style="list-style-type: none"> Delivery of the Watch Based Station Manager training programme due on the 1st May Consult with relevant stakeholders, design and deliver phase 3 training programme modules Identify recording and indexing system for specialisms across both FF-WM and Officer cadres within Firewatch 	G	<ul style="list-style-type: none"> No project issues at this time
Recruitment Project	Jacky Manning	<ul style="list-style-type: none"> Revised HR Intranet pages are live. Positive Action Have a Go events have been scheduled for April May and June The use of the Recruitment Portal reporting function to develop standard quarterly MI reports has 	<ul style="list-style-type: none"> Ongoing extension of the recruitment portal to include elements of the onboarding process Consultation of the reviewed Job Profile policy and templates Recruitment Policy to be sent for consultation. 	A	<ul style="list-style-type: none"> Impact of very high levels of HR work and support to other HR projects has impacted timescales – New HR Adviser recruited on a fixed term basis started 4 Feb 2019

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Quadrant Three– Priority Programmes

Project	Project Manager	Deliverables to date	To be delivered	RAG	Issues for Action
		<p>commenced and the initial report presented to the EDI Forum</p> <ul style="list-style-type: none"> • Behavioural Competency Framework has been through consultation. • A further PDR pilot incorporating the Behavioural Competency Framework has been agreed. • The Positive Action plan has been published • Grayling have commenced a review of RBFRS recruitment and attraction within the communities of Berkshire • Tender published for tools to assist with the WT recruitment campaign. 	<ul style="list-style-type: none"> • Develop feedback mechanism, to review success of the project <ul style="list-style-type: none"> ○ Inductions / new starter process (June 2019) ○ Recruitment Portal (managers and Applicants) (June 2019) ○ Statistical analysis to identify improvements in diversity of attraction – ongoing ○ HR Tools on Siren • Further development of the project plan on how to integrate the Behavioural Framework into aspects of the career journey e.g. recruitment/promotion/ assessment • Evaluation of WT recruitment tool tenders consider extension of use to RDS 		
Continuous Improvement	Katie Mills	<ul style="list-style-type: none"> • Focus on the Protection Process reviews related to the Primary Authority Scheme continue with Libreea • To-be processes mapped out for Fire investigation and Primary Authority Scheme 	<ul style="list-style-type: none"> • Completion of the Primary Authority Scheme to-be process review • Crewing process mapping sessions to be completed • Stores and Asset Management processes to be reviewed and help provided to map them out 	A	<ul style="list-style-type: none"> • Focus on the HMICFRS inspection and associated work has impacted the timescales for delivery of planned work in key areas

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Quadrant Three– Priority Programmes

Project	Project Manager	Deliverables to date	To be delivered	RAG	Issues for Action
		<ul style="list-style-type: none"> Crewing process maps have been created by Libreea showing the existing process and are being verified 	<ul style="list-style-type: none"> Monitoring for further opportunities Plan for BPI support to be agreed following completion of existing work 		<ul style="list-style-type: none"> Availability of resource to support the work is impacting completion times
Corporate Communications and staff engagement	Katie Mills	<ul style="list-style-type: none"> Results of the staff survey have been published on the intranet. This includes the full set of results and associated information Continued engagement with the public and internal staff through updates to the website and intranet to ensure relevant content and news stories. Intranet improvement action plan in progress with HR and L&D intranet pages redesigned, a new page for OPAS and an organisational calendar now live Communications agency Grayling appointed in January and working on a recruitment campaign covering on-call, wholtime and support roles as well as embedding EDI actions into the campaign and internal communications 	<ul style="list-style-type: none"> A further week of media training is planned for May with new Station Manager As to be invited Report from Grayling to be presented to the Sponsor Work to ensure joined up working on safety messaging and campaigns across Communications and Engagement, Education and Community Safety to get underway Supporting Service Delivery to introduce an Ops News bulletin to operational staff Continuing Twitter training for stations with a web training module to be introduced when a supplier is appointed 	G ↑	<ul style="list-style-type: none"> No project issues at this time

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Quadrant Three– Priority Programmes

Project	Project Manager	Deliverables to date	To be delivered	RAG	Issues for Action
HMICFRS Inspection Programme	Katie Mills	<ul style="list-style-type: none"> • Strategic briefing took place in January • Inspection week completed with 10 inspectors onsite for the week. There was 12 team and station visits, 19 one to one interviews, 5 focus groups with 35 people involved • Hot debrief took place on the 7th Feb with initial observations discussed • Further data request was completed in February 2019 	<ul style="list-style-type: none"> • Further data request expected during April • Await publication of draft report in April for feedback with the final report due to be published in June 	G	<ul style="list-style-type: none"> • No project issues at this time
Reward and Recognition	Katie Mills/ Becci Jefferies	<ul style="list-style-type: none"> • Venue being sought for the annual awards ceremony which is planned for Q2 • Award nominations have now opened for all staff to submit their nominations. Each award criteria has been reviewed to streamline and provide consistency when reviewing • Bursary window opened providing staff the opportunity to apply for financial support across a range of training and courses 	<ul style="list-style-type: none"> • Venue agreed for the Awards ceremony and planning for the event to take place • Sponsorship to be sought for the event 	G	<ul style="list-style-type: none"> • No project issues at this time

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Quadrant Three– Priority Programmes

Project	Project Manager	Deliverables to date	To be delivered	RAG	Issues for Action
Development and Assessment Pathways	Lorraine Sullivan	<ul style="list-style-type: none"> • Consultation concluded with representative bodies • Research completed to understand what external assurance services are offered by OFQUAL bodies and of operational apprenticeship providers • Key themes have been identified from the Stakeholder workshops held to seek views regarding future design • Detailed proposal for SM development and Assessment pathway approved in March 2019 with the SM pathway design finalised and concluded with the build in Smart Assessor completed • Learning Management System specification reviewed and revised. Procurement underway. • Core skills provision reviewed with additional core skills courses at evaluation stage of procurement process 	<ul style="list-style-type: none"> • Recruitment of a LMS Learning Specialist to devise and build content • Roll out of SM A pathway ready for 30/04/2019 and ongoing reviews to be planned. Induction meetings to be arranged • Succession arrangements for WM Learning support underway, selection process to conclude by mid May 2019 • External assurance procurement evaluations to be completed with contract to be awarded • Learning Management System Procurement evaluation to be completed • Initial ideas on pathway content for other roles to be created • Business case to SLT for new fixed term GM, Service Delivery, Development and Transition 	G ↑	<ul style="list-style-type: none"> • No project issues at this time

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Quadrant Three– Priority Programmes

Project	Project Manager	Deliverables to date	To be delivered	RAG	Issues for Action
Leadership Development Programme	Nikki Richards	<ul style="list-style-type: none">• Design and content of the Supervisory Leadership Development Course has been completed• Two cohorts of supervisory Leadership Development Programme are now underway.• Forum was held at Cumberland Lodge for the final three middle manager development programme cohorts. It was in a workshop format and focused on subjects such as the hub working and the staff survey. In the evening, there was a presentation of certificates	<ul style="list-style-type: none">• Planning in progress to understand if further cohorts of the middle manager development programme can be completed. Taking into consideration further collaboration opportunities.	G	<ul style="list-style-type: none">• No project issues at this time

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Quadrant Three– Priority Programmes

Project	Project Manager	Deliverables to date	To be delivered	RAG	Issues for Action
New Fire Station at Theale	Alex Brown	<ul style="list-style-type: none"> • Remediation tender evaluation progressing with ability to nominate as a sub-contractor expected to follow final clarification interviews in early May 2019. • Revised project budget and estimated programme timeline presented to Officers of SLT on 19th March and to Members of Management Committee on 8th April 2019. • VE process has been completed and design freeze will be implemented from Friday 26th April 2019 in order to move towards main contractor tender. 	<ul style="list-style-type: none"> • Main contractor tender is being readied for release to the market in June 2019 with the outcome aimed for presentation to Members along with the full business case at the Management Committee meeting in December 2019. • Nomination of remediation specialist to work as a sub-contractor to the main build contractor. 	A	<ul style="list-style-type: none"> • Negotiations with Network Rail over the purchase of the site continue however they are still dependent on the outcome of the main contractor tender which will provide a confirmed build cost. Only then will Members be in a position to review this project with all costs confirmed and included in the full business case.

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Quadrant Three– Priority Programmes

Project	Project Manager	Deliverables to date	To be delivered	RAG	Issues for Action
Whitely Wood Project	Alex Brown	<ul style="list-style-type: none"> Project team are working on a standalone concept that meets the extensive end user requirements, as approved by Officers of SLT. 	<ul style="list-style-type: none"> Presentation of feasibility stage work to SLT along with estimated project budgets. 	G	<ul style="list-style-type: none"> The end user requirements and specification have not been altered from that put forward and approved for the combined scheme with TVP. The budget for this project is still to be approved and the specification may need to be challenged along with an aggressive value engineering process or a phased approach to the build considered in order to meet any budget constraints.
Crowthorne refurbishment	Alex Brown	<ul style="list-style-type: none"> Outcome of main contractor tender process and full business case presented to Officers of SLT on 19th March and to Members at Management Committee on 8th April 2019. This gained unanimous support. Station has decanted to their temporary operational base during the works, at Wellington College. 	<ul style="list-style-type: none"> Old Crowthorne fire station to be completely decommissioned by Monday 13th May 2019 in order to ready the site for handover to the main contractor for site set up and demolition. Main build contractor will take over the site in mid May 2019. 	G	On track, no issues raised

Project	Project Manager	Deliverables to date	To be delivered	RAG	Issues for Action
Caversham Road refurbishment	Alex Brown	<ul style="list-style-type: none"> • Next 12 – 18 months will be devoted to design development with end users and key stakeholders. Once concept design is completed, more accurate build estimates and project timescales can be put forward however, these must be balanced with other key projects also under development • Engagement with key statutory consultees continues and design development cannot progress until the outcome of these conversations in case there are any restrictions or requirements imposed. 	<ul style="list-style-type: none"> • The future location of the Occupational Health unit will need consideration and a decision at SLT level, as that will have an impact on the design development process on this site. 	G	<ul style="list-style-type: none"> • Early engagement with key statutory consultees will ascertain any design constraints that will need to be taken into consideration. That engagement is progressing.
Risk mapping and modelling	Doug Buchanan	<ul style="list-style-type: none"> • Contributing to NFCC CRP project (progress tracking through IRMP working group) • Thames Valley project – agreement with CFO's to maintain TV response model but not develop risk model • RBFRS – SLT agreement to develop risk model to support prevention and protection ways of working 	<ul style="list-style-type: none"> • Obtain TV data for TV response model • Work with prevention and protection leads to develop PID's 	G	

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Quadrant Three– Priority Programmes

Project	Project Manager	Deliverables to date	To be delivered	RAG	Issues for Action
RSU	Doug Buchanan	<ul style="list-style-type: none">• RSU disbanded	<ul style="list-style-type: none">• End of project report	A	
RMS/FDO	Doug Buchanan	<ul style="list-style-type: none">• Phase one implementation underway	<ul style="list-style-type: none">• Placement process• SM induction days• Phase one implementation (01 may)• Phase two consultation	A	<ul style="list-style-type: none">• Phase two project timelines may slip due to capacity in project team and other departments



Quadrant Four - Risk

Corporate Risks

We have performed a robust and systematic review of those risks we believe could seriously affect the organisations performance in relation to safety of our staff, reputation of our ability and the ability to deliver against our strategic commitments.

We maintain a risk register of risks faced by the organisation (excluding Health and Safety and Community risk as these are addressed separately through both Occupational Health and Safety and the IRMP Programme). Higher-level corporate risks are considered and discussed on a regular basis by the Senior Leadership team and reviewed by the Audit and Governance Committee.

This report is being presented to the Audit & Governance Committee at the same time as the Q1 2019/20 report, therefore the current high level corporate risks have not been included in this report but are available to view in the Q1 2019/20 report.

Accident Investigations

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2018/19 Y.T.D.
Accidents Requiring Investigation	Minor	12	9	10	6	37
	Moderate	6	7	2	14	29
	Major	0	0	0	0	0
Near Misses Requiring Investigation	Minor	5	4	0	5	14
	Moderate	4	10	8	10	32
	Major	0	2	0	0	2
*Accident Investigations Outstanding	Minor	0	0	0	0	
	Moderate	1	0	0	0	
	Major	0	0	0	0	
*Near Miss Investigations Outstanding	Minor	0	0	0	0	
	Moderate	3	0	0	0	
	Major	0	2	0	0	

*Accident Investigation Officers have two months within which to submit their reports, unless an extension to this has been agreed due to the complexities of the investigation. The figures in the table relating to accident investigations or near misses outstanding, refer to investigation reports that were due to be submitted within that quarter but had not been received at that time.

Minor - an accident which causes only a slight injury, with little pain or discomfort, and not requiring medical attention other than first aid, with no potential to have been more severe, or a near miss event with the potential to cause slight injury. The local workplace manager investigates these events.

Moderate - an accident which causes an injury requiring medical treatment immediately (not including first aid) or at a later date (for example physiotherapy), and/or an accident that is likely to lead to more than three days' absence from work or normal duties (i.e. restricted duties) but is not a specified injury as defined under RIDDOR, or a near miss event, including Dangerous Occurrences as defined under RIDDOR, which had the potential to have caused such injuries. These investigations are carried out by someone who is trained in analytical accident investigation, known as an Accident Investigation Officer (AIO).




Major - an accident that causes a death or a specified injury as defined under; or a near miss event, including Dangerous Occurrences as defined under RIDDOR, which had the potential to have caused such injuries. Major events are investigated by a team of AIO's, co-ordinated and led by an Area Manager.

Near miss definition: An unplanned event including damage to equipment and property that had the potential to cause death, injury or ill health.

Accident categories may be re-categorised at any point before or during the investigation, which can retrospectively affect the numbers.

Audit Recommendations

The audits shown have been undertaken and recommendations agreed. The information provides a progress on those open recommendations as of 22/05/2019.

	Audit action continuing to progress
	Audit action progress decreasing
	Audit action progress improving

Ref:	Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Date of Audit Report	Allocated to
156	Procurement Advisory Review	Recommends RBFRS considers investing in contract management software which may serve as a repository of documents alongside providing other information such as key trigger dates within contracts.	31/12/2018	31/12/2019	n/a	<p>The Authority is currently planning to purchase an additional Sage module that will encompass this information and link this to the scanned copies of live contracts on the S drive. This work will commence in July 2018. UPDATE June 18: Current Sage supplier has been asked to provide P2P module options that will work with Sage but is not limited to Sage only so portable to any new software the Authority might move to in future. Update July 18. Libreea are mapping current P2P manual processes August 18. Project brief to commence full review and identify options and business case for a new P2P solution to be considered by SLT 7th Aug 18</p> <p>UPDATE October 2018: Delayed due to other priorities P2P tender ready for issue to potential suppliers November 18 UPDATE Jan 19 : Tender issued to the market and incorporates a requirement for contract management software. The P2P implementation is then due to commence in quarter 2 19/20 following completion of the year-end accounts process, and is expected to complete within 6 months. UPDATE May 19: Tender submissions are being reviewed. Commencement is still on target for Qtr 2 19/20, with estimated completion within 2019/20.</p>	A	07/12/2017	Procurement Manager

Ref:	Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Date of Audit Report	Allocated to
195	Recruitment	The recruitment Policy will be updated to include timeframes on the Green book recruitment process.	30-Apr-19	TBC		The Recruitment Policy has been drafted. It requires SLT sign off prior to consultation – 11 June 2019	G	26-Feb-19	HR Manager
196	Recruitment	The authority will ensure all means of recruitment will be referenced centrally in the Recruitment Policy and Procedural document. This will include links to operational and non-operational recruitment processes.	30-Apr-19	TBC		The Recruitment Policy has been drafted. It requires SLT sign off prior to consultation – 11 June 2019	G	26-Feb-19	HR Manager



Audit Recommendations Closed during Q4

Ref:	Audit Title	Audit Action	Date by:	Revised Completion	Priority	Progress	Date of Audit Report	Allocated to:
176	Key Financial Controls	The finance team will review the activities carried out by staff members and ensure that each activity can be carried out by at least two members of staff and thereby ensuring roles can be covered where there are staff absences.	01/09/2018	31/01/2019	Low	Staffing structure is currently being reviewed, but cross training has begun in Qtr 1 18/19 and this will be reinforced once the permanent staffing structure has been implemented. UPDATE July 18: Staffing structure is currently being finalised, with new structure implemented in August 2018. Cross training began in Qtr 1 18/19 and this will be reinforced once the full staffing structure has been implemented. Update November 2018– Cross training is progressing on a number of tasks / areas. Cross working has also commenced on budget monitoring to enhance resilience and cover. Final area to be reviewed and developed is the Exchequer and Systems Manager role and her team, although resilience is already in place for a number of tasks. UPDATE Jan 19: – Training and cross working arrangements are on target to complete by the end of January UPDATE May 19: Updated team structure was finalised in Qtr 4 18/19 and training, procedure notes and cross working arrangements were developed and completed in the same period.	16/03/2018	Deputy Head of Finance
188	GDPR Governance	We will ensure that the staff are reminded of their responsibility to complete the revised e-learning module and deadline is set for the completion of this.	31/08/2019			completed	26/02/2019	Head of Business and Information Systems (HBIS)



Ref:	Audit Title	Audit Action	Date by:	Revised Completion	Priority	Progress	Date of Audit Report	Allocated to:
189	GDPR Governance	We will ensure that all third parties identified as part of the data mapping exercise are collated into a third party register and contacted to update the contract clauses and ensure that up to date data sharing agreements are in place, with the departmental data maps to be updated accordingly following this.	20/11/2019			completed	26/02/2019	Head of Business and Information Systems (HBIS)
190	GDPR Governance	We will ensure that the differentiation is made between the Heads of Service and the Data owners when providing details of contacts on the data maps, with the details of both these individuals provided on the data maps for each department.	31-Mar-19			This action has been completed.	26-Feb-19	Head of Business and Information Systems (HBIS)



Ref:	Audit Title	Audit Action	Date by:	Revised Completion	Priority	Progress	Date of Audit Report	Allocated to:
191	GDPR Governance	We will ensure that the retention periods are determined and documented on data maps for all data sets identified as part of the data mapping exercise.	Mar-19			This action has been completed as far as possible, although there are still a number of areas where retention periods are still being considered, or following business needs/further review they are being re-considered.	26/02/2019	Head of Business and Information Systems (HBIS)
192	GDPR Governance	We will ensure that the following policies are updated to include authorisation from a member of the Corporate Management Team; * Information Governance and Assurance Framework policy *Information requests policy * Information Sharing policy	Feb-19			completed	26/02/2019	Head of Business and Information Systems (HBIS)
193	GDPR Governance	We will ensure that the Data Protection policy is updated to include a section for individuals' rights under GDPR, with each right to be listed and summarised.	Mar-19			completed	26/02/2019	Head of Business and Information Systems (HBIS)



Ref:	Audit Title	Audit Action	Date by:	Revised Completion	Priority	Progress	Date of Audit Report	Allocated to:
194	GDPR Governance	We will ensure that the Communications and Engagement data map is updated to include an appropriate lawful basis for each data set documented.	Mar-19			This action has been completed.	26/02/2019	Head of Business and Information Systems (HBIS)
197	Recruitment	In order to remain transparent and ensure selection is fair, the authority will ensure all interviews are conducted in line with the policy - by two people, one of which will be the recruiting manager.	Jan-19			Completed	26/02/2019	HR Manager

Planned Audits

In Q1, scheduled audit include:

Business Continuity and Emergency Planning

Appendices

Appendix A: Update on Progress of the ICT Strategy Year Two

Tony Vincent, Head of Business and Information Systems

This ICT strategy is intended to design and embed a reliable, resilient ICT support service that will technically enable the implementation and ongoing delivery of the Strategic Commitments and Vision 2019. This is a high-level update for items agreed as part of the action plan and reflects the period January to March 2019.

Task	Progress	RAG
ICT information governance framework established and approved by IRMP	All information governance framework primary policies have now been created, reviewed, consulted on and published. This Activity is therefore complete.	G
Guiding principles implemented and PSN accreditation achieved	ESN Code of Connection requires both network security and wider IA conditions. National Cyber Security Centre standards chosen as accreditation for IA. Rolled into year 2 due to changing timelines for ESMCP. Plan to achieve Cyber Essentials certification as part of this. Both outstanding audit action items have been completed. An IT health check and Cyber Essentials Plus certification activity is being arranged for Q3 2019/2020	G
ICT infrastructure is fit for purpose and supports a reliable, robust IT environment	Issues identified through robust problem management discipline with allocated server disk space have led to a comprehensive review and procurement of additional space for both our primary and disaster recovery sites.	G
Software and Hardware Asset management plans established	RBFRS now has 100% visibility of all software and hardware assets, their lifecycle position, refresh dates, and licensing compliance. Automated processes for notification, identification and resolution of software licensing problems are developed and being methodically applied across the estate. The first tranche of standard Laptop replacements have been ordered for deployment in Q1 2019/20, and a standard laptop specification has been agreed, leading to a 33% reduction in cost per client going forward, no reduction in user experience, and reduced support duplication effort. We have moved from a position of no visibility of what we had, or any meaningful way to manage it, to a comprehensive understanding of the hardware and software estate, and the means to use this information to provide efficiencies and improvements to the service.	G
Cross training and up skilling of the ICT team	A set of budget bids have been created to alleviate resourcing pinch points in the organisation and to reduce overall reliance of fixed term or temporary contract positions further.	G
ICT Service SLA and Service catalogue created	The new look and feel for vFire has been created and consulted on with key non-HQ staff groups. The rollout has been completed with positive feedback.	G
ICT work plan of BAU activities and prioritised development implemented	Annual work plan agreed and currently on schedule. The 2019/20 service plan has been compiled and published.	G

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Task	Progress	RAG
Applications portfolio (a list of all our systems) will be realigned to remove unnecessary applications	The license management capability is fully up and running and is now being used to ensure licensing compliance against actual use. Unused software will begin to be automatically removed (with notifications and opportunities to confirm need) from end user systems following the compliance check being completed. A target of 75% overall reduction in the number of installed applications has been set in the next generation of the ICT strategy, which is due for publication in 2019.	G
Flexible working framework is developed to support new ways of working as part of the OD programme	Support for flexible working has been included as a key activity within the next generation of ICT strategy, which is due for publication in 2019.	G
ITIL best practice standards in place embedded across whole of ICT	Robust application of ITIL principles, in particular within the problem and change management disciplines, continues to provide additional stability and capability to react to issues. Recent examples include the decision to implement a change freeze prior to Christmas and the HMICFRS inspection, which resulted in the second year without major ICT Incident in a row, and the decision to implement additional storage capability at Whitley Wood BEFORE HQ in order to resolve space issues more expeditiously without violating the aforementioned change freeze.	G
Timelines for retendering, aligned to joint and shared tender opportunities	Automated notifications of impending contractual renewals, and reports that provide forward planning capability are now in place. There was recent agreement within the NFCC ICT manager's group to share ICT strategies in an attempt to surface joint procurement opportunities further ahead than is currently possible.	G
A corporate content management solution is in place	RBFRS continues to work with Ideagen to resolve ongoing issues at all levels within the content management system, the underlying platforms, and the support and escalation arrangements that are currently in place. We have requested the instigation of quarterly service review meetings, more transparency regarding support arrangements, additional support from a release management perspective, and named contacts within Ideagen at each level of escalation. Our intention is to attempt to build a meaningful partnership with Ideagen rather than operate as a "nuisance" customer. The only realistic option should this fail is retendering for some or all elements of the current contract for Intranet, external website and content management systems. Given the current renewal date, it is likely that if we are forced to pursue this avenue, we will need to extend our current contact temporarily for at least a year to allow proper preparation and migration to any new partner. In the meantime, the team are managing around system deficiencies, largely by manual intervention.	A

Appendix B: Update on Progress of the Fleet Strategy

Andrew Mclenahan, Head of Facilities, Fleet and Equipment. This Fleet Strategy is intended to design and embed a reliable, resilient Fleet and Equipment Department, which will enable the implementation and ongoing delivery of the Strategic Commitments and Vision 2019. This is a high-level update for items agreed as part of the action plan and reflects the period January to March 2019.

Task	Progress	RAG
Fleet and Engineering Management structure designed to meet future needs Fleet Strategy and principles agreed and Partnership with HFRS implemented	The Joint Working Agreement with our partner Hampshire FRS to maintain our red fleet vehicles has been renewed as of 01 April 2019 for another five years following approval at Management Committee in February. The Vehicle Fleet & Equipment Strategy for 2019-2023 was also taken to Management Committee in February 2019. This strategy forms a basis from which to build upon the progressive work already undertaken to ensure RBFRS have a modern, efficient and fit for purpose fleet.	G
Agree 4 year Main Pumping Appliance renewal plan - Commence Procurement exercise with TVFRS's	In addition to the four pumping appliances which are on order and estimated to be delivered in the later part of 2019, Fire Authority have approved the purchase of another four main pumping appliances. These are now in the process of being ordered with an anticipated delivery of Quarter 1 2020/21. Once these appliances are on the run, this will mean that all whole-time main pumps will have been replaced to the new modern Volvo. Work has started on our procurement approach for appliance provision for 2021 onwards. We will continue with the principle of doing this in collaboration with our partners in Oxfordshire and Buckinghamshire Fire and Rescue Services.	G
Review Equipment notes and technical information and create appropriate reference database	The delivery of equipment notes in the new tri service format is continuing. The work is continuing on a priority basis focused on the Thames Valley Appliance, with older notes converted as part of the review process. Other technical documentation (presentations, reports etc.) are now being prepared in a tri service format and shared across the Thames Valley	G
Fleet Investment plan is created to align to medium term financial plan - Fleet and Equipment Asset Management plans established	The recently revised Strategic Asset Investment Framework (SAIF) and the new Vehicle Fleet & Equipment Strategy, identify a path of continuous improvement for the coming years in relation to fleet and equipment. The financial plans and fleet strategy show the planned programme of replacement of fleet and equipment assets. Further detailed work around our white fleet utilisation will be on-going with a view to look for more efficiencies in this area. Work to establish an agreed asset management process is continuing. The team are exploring opportunities for further collaboration with other FRS' in regards to any potential procurement that may be identified during the course of this process. As part of recent work, visits have been made to other FRS' to understand and view live systems and processes which have been already established to gain an overall view of possible options that would best suit RBFRS.	G

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Task	Progress	RAG
Agree replacement programme for Special Appliances	As per the newly revised SAIF and the new Vehicle Fleet and Equipment Strategy, the programme to replace Special Appliances is underway. This is starting with reviewing the Operational Support Unit (OSU), Hazardous and Environmental Response Unit (HERU) and 4x4 appliance at Maidenhead. Once the review of requirements is complete we will be in a position to put forward recommended types of vehicles to replace our existing vehicles to contribute to providing a more modern and efficient fleet.	G
Determine multi-use vehicles requirements, available to provide off road access, flexible and effective back-up vehicles	As part of the above, a clearer picture of our options around 4x4 capability and multi-use vehicles should develop. This also is linked to the impending white fleet review and will help identify and shape our future white fleet vehicles in order to maximise fleet utilisation and efficiency.	A

Appendix C: Information Governance Report (January to March 2019)

Information Requests (under Freedom of Information Act (FOIA), Environmental Information Regulations (EIR) and Data Protection Act (DPA)).

Information Requests...	Jan 2019	Feb 2019	Mar 2019	Total	Q4 2017/18 Total
New Information Requests Received	8	8	10	26	36
Total Information Requests Actioned	14	14	15	28	63
IGT - Hours Spent on Information Requests	25	21 ½	26 ¼	72 ¾	93¼
Others - Hours Spent on Information Requests	19	10 ½	25 ¾	55 ¼	47¾
Timeframes not met (figures relate to request due date)	1	0	0	1	4
Internal Reviews (figures relate to request due date)	0	0	1	1	0

Incident Reports

Incident Reports...	Jan 2019	Feb 2019	Mar 2019	Total	Q4 2017/18 Total
New IRS/FI requests received this month	19	14	14	47	46
IRS/FI requests confirmed (includes not charged for)	7	9	6	22	16
Total IRS/FI requests actioned (incl. still in progress)	26	25	21	72	57
Income from requests Figure in brackets - total ££ so far this year	£612.00 (£4,182.00)	£408.00 (£4,590.00)	£510.00 (£5,100.00)	£1,530.00 (£5,100.00)	£1,617.60 (£4,572.60)

Incident Recording System (IRS) Reports are charged at £102.00 (2018/19). (£99.00 in 2017/18)

Fire Investigation (FI) Reports (where produced) are charged at £354.00 (2018/19). (£344.00+VAT in 2017/18)

Report costs are waived for TVP, local authorities, and other public sector agencies.



Appendix D: Service Provision Measure Definitions

ID	Measure	Definition
1	Number of fire deaths in accidental dwelling fires	The total number of deaths that occur as a result of an accidental dwelling fire. This includes a person whose death is attributed to an accidental dwelling fire, even when the death occurs weeks or months later.
2	Number of fire casualties in accidental dwelling fires	The total number of casualties that occur as a result of an accidental dwelling fire. This includes a person or persons whose injuries may be slight or serious and require hospital treatment and which are attributed to the accidental dwelling fire.
3	% of safeguarding referrals made to local authorities within 24hours	To ensure that safeguarding referrals are made in a timely manner for the protection of individuals. This is the time taken from the Duty Officer or Safeguarding Coordinator being made aware of a safeguarding case, to the referral being made to the local authority.
4	The number of deliberate primary fires	This is the total number of primary fires, where the cause has been identified that the fire was started deliberately.
5	The number of deliberate secondary fires	This is the total number of secondary fires, where the cause has been identified that the fire was started deliberately.
Prevention		
6	Number of Safe and Well visits (S&W's) delivered to those who are at heightened risk of dying in the event of an accidental dwelling fire	Research has shown that certain vulnerable groups are at heightened risk of dying in an accidental dwelling fire. S&W's will be targeted towards these vulnerable groups.
7	Number of S&W's delivered to those who are at heightened risk of having an accidental dwelling fire and being injured as a result	Research has shown that certain groups of people are at heightened risk of having an accidental dwelling fire and being injured as a result. S&Ws will be targeted towards these groups.

ID	Measure	Definition
8	% of priority home safety referrals, where there has been a threat or incidence of arson, completed within 48 hours	When RBFRS are made aware of the threat or incidence of arson against an individual(s) a home safety visit is conducted within 48-hours.
9	% of priority category 1 home safety referrals, where there is a significant heightened risk of an individual having a fire in their property, completed within 48 hours	When RBFRS are made aware of a home or an individual who is at significantly high risk of having a fire, a home safety visit is conducted within 48-hours.
Protection		
10	Total Number of Full Fire Safety Audits carried out	This is the total number of full fire safety audits carried out in premises in Berkshire. This is calculated once the service has been closed by RBFRS and only includes the initial full fire safety audit. A Fire Safety Audit is carried out to enforce the Regulatory Reform Order (RRO) 2005, which applies to virtually all non-domestic premises and covers nearly every type of building, structure and open space.
11	% of audits where the results were satisfactory	This is the number of closed fire safety audits carried out in commercial premises, where the result was satisfactory and no further action or follow-up was required.
12	% of audits requiring informal activity	This is the number of closed fire safety audits carried out which resulted in informal activity. This includes a Deficiency Notice, with or without follow-up or informal education
13	% of audits requiring formal activity	This is the number of closed fire safety audits carried out which result in formal activity. This includes action plans, voluntary restrictions or premises requiring an Enforcement Notice, Prohibition Notice, Alterations Notice, or Prosecution Notice.
14	Success rate when cases go to court	This is the ratio of successful prosecutions following fire safety audits.

ID	Measure	Definition
Response		
15	% of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	This measure looks at the time taken from when the Fire Control Room Operator answers the phone until the time the first fire engine (appliance) arrives at the scene of the emergency incident, and on how many occasions RBFRS does this in under 10 minutes.
16	% of full shifts where there is adequate crewing on all wholtime frontline pumping appliances	This is the percentage of shifts (day or night) where there is sufficient minimum qualified fire fighters (4 personnel) on all wholtime pumping appliances (fire engines). A wholtime frontline pumping appliance is available 24/7, 365 days a year.
17	% of hours where there is adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing)	This is the percentage of hours where there is sufficient minimum qualified fire fighters (4 personnel) on retained pumping appliances (fire engines). Retained frontline pumping appliances are crewed mainly by on-call fire fighters who are based at stations in more rural locations, and are ready to leave their place of work or home and attend emergencies from the local retained station, when they receive the call.
Customer Feedback		
18	% of domestic respondents satisfied with the overall service	Results are from a customer feedback questionnaire which is sent to those who have experienced a dwelling fire asking about their satisfaction and experience with the service they received from RBFRS.
19	% of commercial respondents satisfied with the overall service	Results are from a customer feedback questionnaire which is sent to business owners/ managers who have experienced a fire in their commercial premises asking about their satisfaction and experience with the service they received from RBFRS.
20	% of respondents satisfied with the services with regards to Fire Safety Audits	Results are from a customer feedback questionnaire which is sent to business owners/ managers who have had a full fire safety audit, asking about their satisfaction and experience with the service they received from RBFRS.



Appendix E: Corporate Health Measure Definitions

ID	Measure	Definition
Human Resources and Learning & Development		
21	% of working time lost to sickness across all staff groups	This measure looks at sickness across the whole organisation and the percentage of time lost based on the number of working hours available to the organisation.
22	% of Eligible operational staff successfully completing fitness test	The measure reflects the percentage of eligible operational personnel who have successfully completed their fitness test. Individuals who are not eligible include those on long-term sick or light duties.
23	% of eligible staff with Personal Development Appraisals	This measure reflects the percentage of eligible employees who have had a Personal Development Appraisal. Eligible staff are those who have completed their initial probation period before the end of the PDA period and who have not been absent for over 50% of the reporting period. Employees moving within the organisation to new roles on trial or probation periods will still be eligible for a PDA.
24	% of eligible operational staff in qualification	This measure examines performance in the key qualifications, outlined in the 9 core areas of the Fire Professional Framework, required by staff to maintain effective service delivery .
Health and Safety		
25	All injury accidents including RIDDOR (RIDDOR & Total)	RIDDOR(<i>Reporting of Injuries Diseases and Dangerous Occurrences Regulations</i>) are more serious injury accidents and the total number of accidents.
Finance and Procurement		
26	% of spend subject to competition	This measure is looking at all items of expenditure over £10k as RBFA must obtain quotes or tenders for all these purchases. This excludes statutory payments such as local authority charges or HMRC.

27	Compliant spend as a % of overall spend	This measure calculates the supplier spend that is in a compliant contract as a % of the total spend to external bodies and suppliers. (as per RBFA contract regulations)
Freedom of Information		
28	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act and Environmental Information Regulations).	Number of decision notices issued by the ICO that uphold any part of a complaint that we have breached the relevant legislation.
29	Number of Information Commissioner assessments finding that the Service has breached Data Protection Legislation (Data Protection Act and forthcoming legislation)	Number of occasions where the Information Commissioner has informed RBFRS that we have breached the legislation.

Appendix F: RDS Establishment

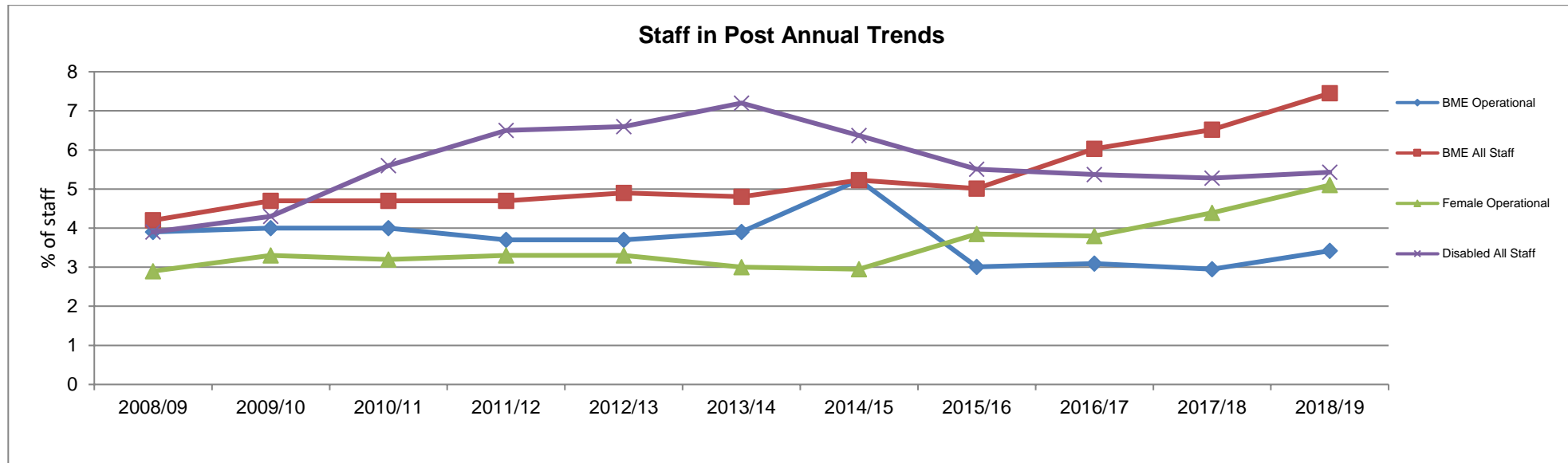
The planned establishment for each RDS station against the actual number of RDS employees including those staff currently in development.

	Staff in Post	FTE	Establishment	Staff in Development	FTE in Development/ Trainee	SIP v Est	FTE v Est	% of staff In Development/ Trainee
05 Hungerford	13	5.25	13	10	4.00	100.00%	40.42%	76.92
06 Lambourn	9	3.69	13	7	2.87	69.23%	28.38%	77.78
07 Pangbourne	6	3.34	13	2	1.02	46.15%	25.69%	33.33
09 Wargrave	15	7.99	13	13	7.43	115.38%	61.48%	86.67
11 Mortimer	10	5.20	13	10	5.20	76.92%	40.02%	100.00
15 Crowthorne	14	7.90	13	7	3.79	107.69%	60.74%	50.00
19 Maidenhead	18	7.33	13	9	4.47	138.46%	56.38%	50.00
Total	85	40.70	91	58	28.78	93.41%	44.73%	68.24

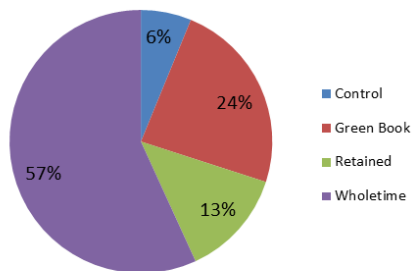
Appendix G: HR Supporting Charts

(Source: Data calculated and supplied by HR)

Staff in Post



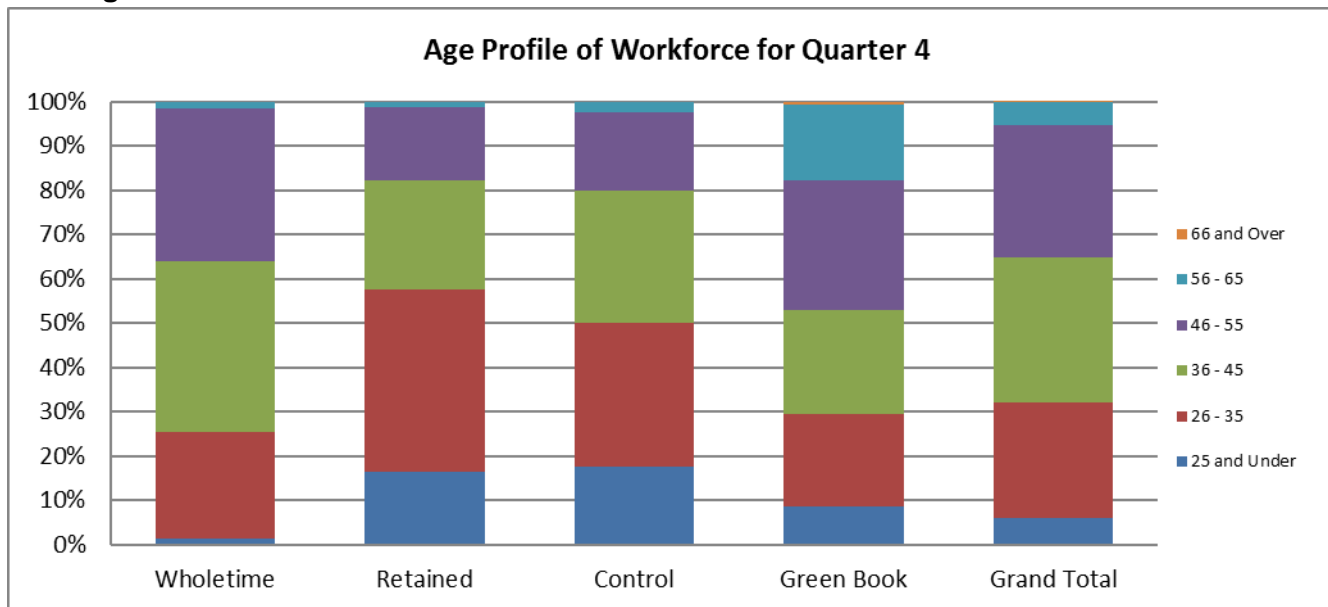
Staff in Post



Quarter 4 – 2018/19

Percentage of BME operational	3.42%
Percentage of BME all Staff	7.45%
Percentage of female Firefighters	5.10%
Percentage of Disabled staff	5.43%

Staff Age Profile

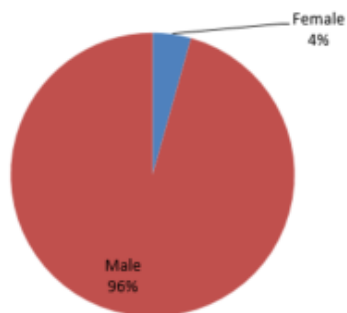


Age Group	Wholetime	Retained	Control	Green Book	Grand Total
25 and Under	5	14	7	13	39
26 - 35	88	35	13	32	168
36 - 45	141	21	12	36	210
46 - 55	126	14	7	45	192
56 - 65	6	1	1	26	34
66 and Over	0	0	0	1	1
Grand Total	366	85	40	153	644

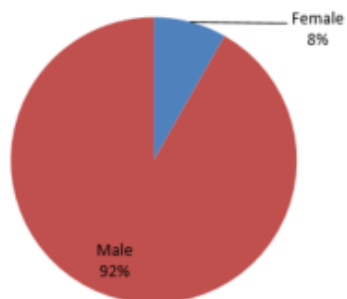
Gender of Staff

Gender	Wholetime	Retained	Control	Green Book	All Staff
Female	16	7	29	87	139
Male	350	78	11	66	505
Total	366	85	40	153	644

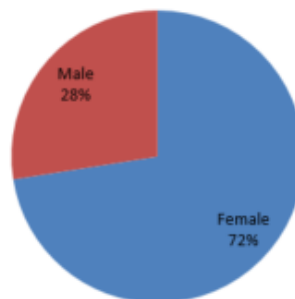
Gender Profile - Wholetime



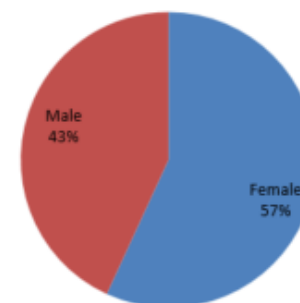
Gender Profile - Retained



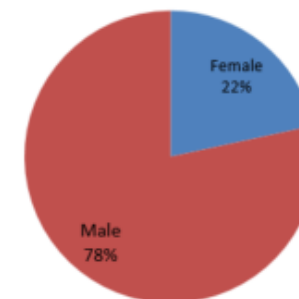
Gender Profile - Control



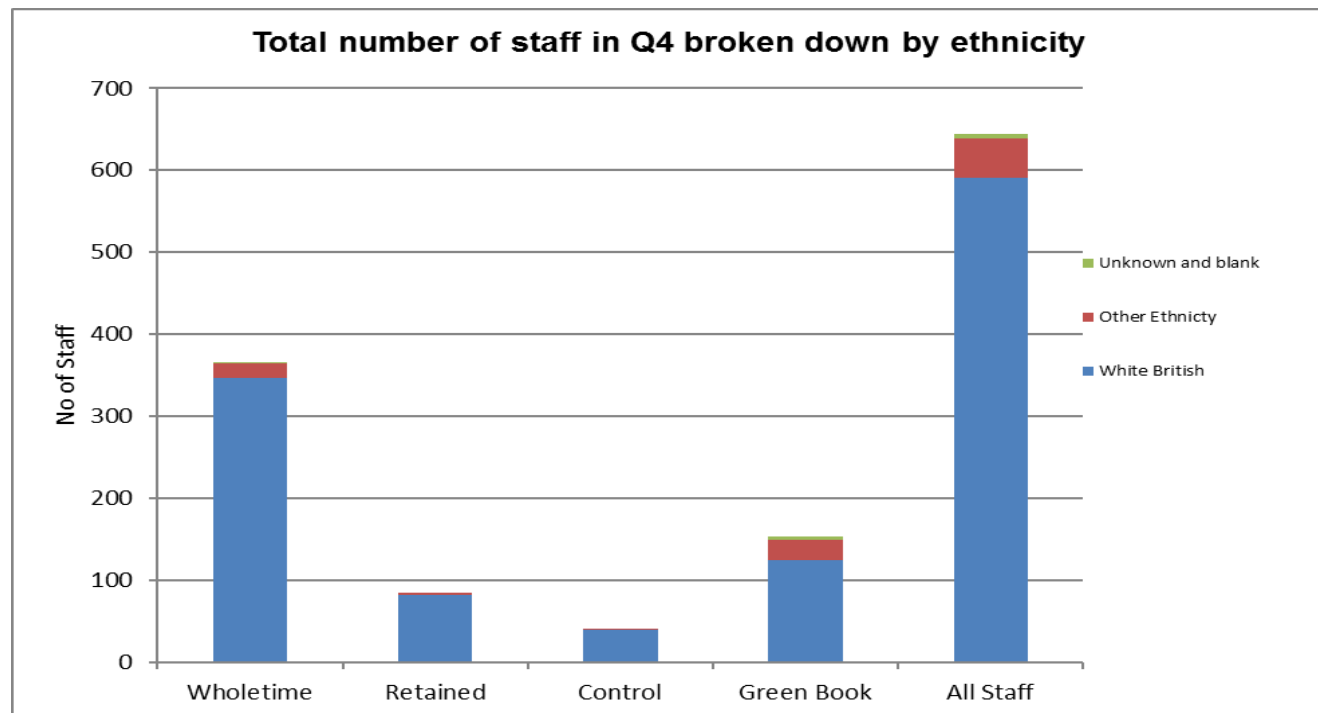
Gender Profile - Green Book



Gender Profile - All Staff



Ethnicity of Staff

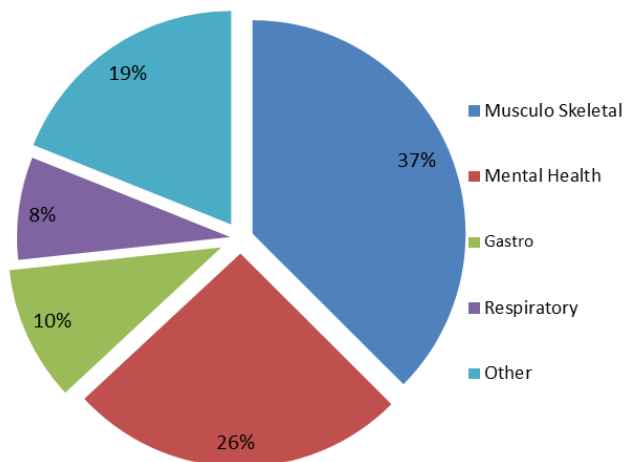


Ethnicity	Wholetime	Retained	Control	Green Book	All Staff
White British	346	82	39	124	591
Other Ethnicity	19	3	1	25	48
Unknown and blank	1	0	0	4	5
Total	366	85	40	153	644

Ethnicity	Number of Staff
Asian or British Asian: Indian	4
Asian or British Asian: Other	3
Black or Black British African	5
Black or Black British Caribbean	4
Black or Black British other	2
Chinese	2
Mixed White and Asian	2
Mixed White and Black Caribbean	1
Other	1
Other Mixed	5
Unknown	5
White British	591
White Irish	6
White Other	12
Asian or British Asian: Pakistani	1
Grand Total	644

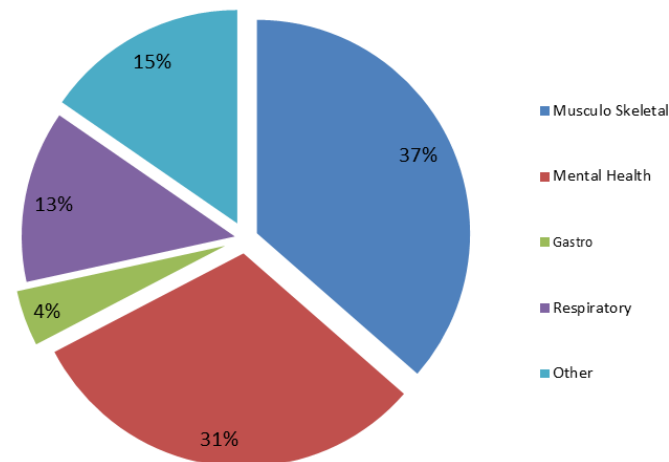
Days Lost to Sickness

Percentage of days lost to key causes for Q3



Q3 2018/19 - Cause	Days Lost	Occurrences
Musculo Skeletal	477	49
Mental Health	326	19
Gastro	130	44
Respiratory	99	38
Other	241	43

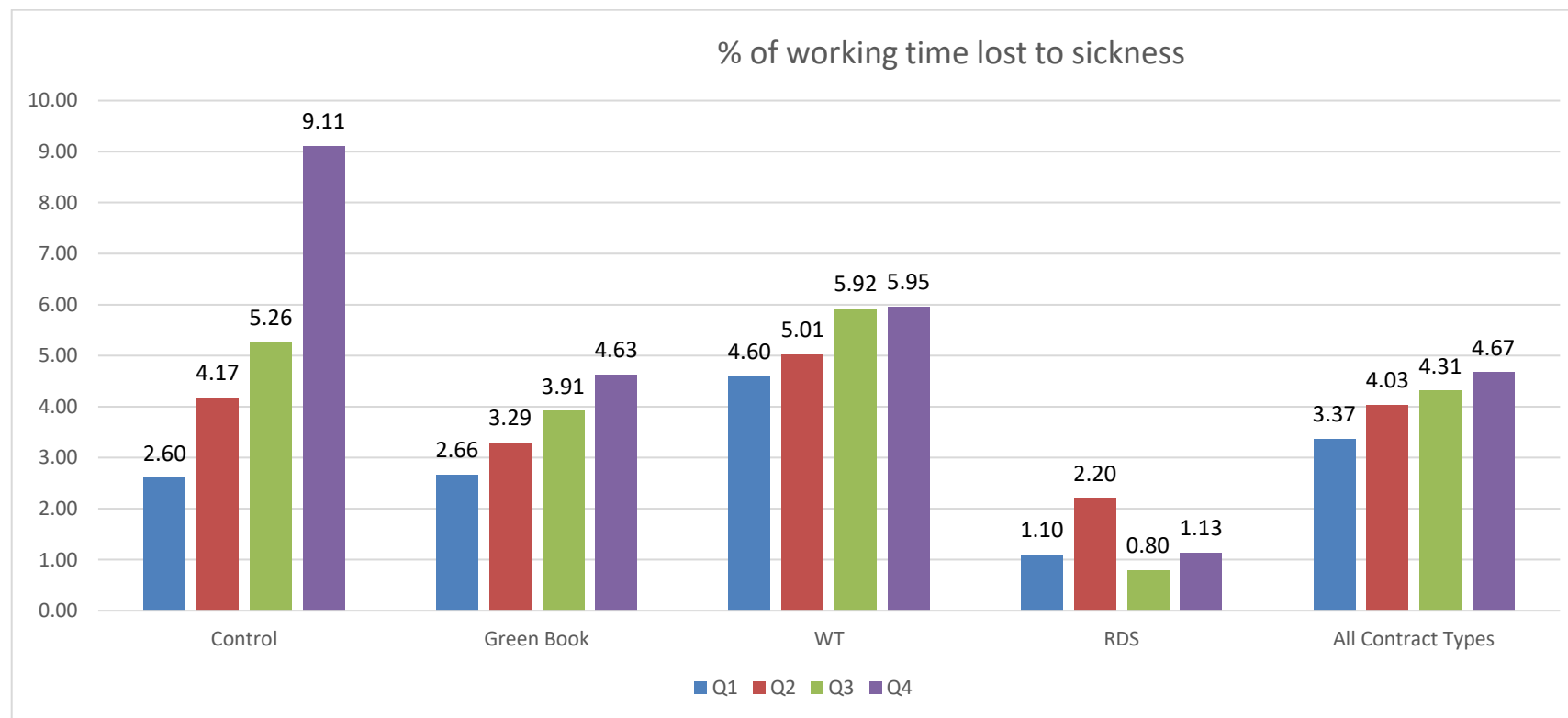
Percentage of days lost to key causes for Q4



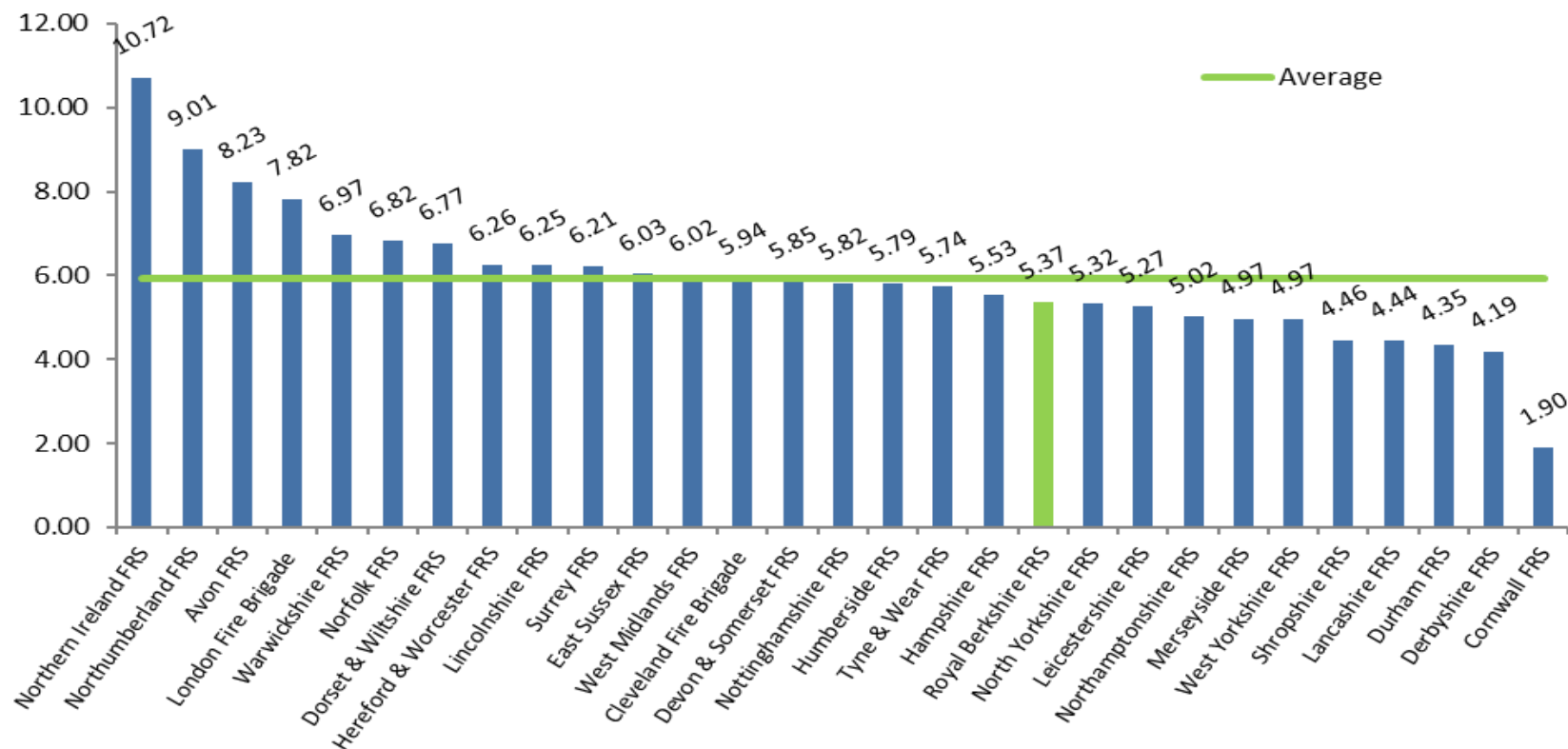
Q4 - 2018/19 Cause	Days Lost	Occurrences
Musculo Skeletal	509	46
Mental Health	432	17
Gastro	59	23
Respiratory	182	59
Other	215	53

Percentage of working time lost to Sickness – Quarterly Comparison by Contract

The charts in this section have been changed to reflect the Corporate Measure of % of working time lost rather than days lost per employee.



Sickness Across other FRS - April to December 2018



This graph (provided by Cleveland FRS) compares the percentage of working days lost to sickness for all staff in each Fire and Rescue Service. The days lost are shown as a per person figure for the period **1 April 2018 to 31 December 2018**.

** NOTE the data is submitted quarterly on a cumulative YTD basis, therefore these figures cannot be reported as a quarter in line with the rest of this report.*

The national data supplied confirms the top reasons for sickness across all fire and rescue services were similar to RBFPS absence as at Q3: Mental Health, MSK, Gastro, Respiratory and Hospital post-operative.

If you require any further information relating to this report,
please contact the Data and Performance Team at
performance@rbfrs.co.uk