

QUARTERLY PERFORMANCE REPORT

Q3 2020 - 2021

October to December





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Contact Us

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In an emergency

In an emergency, dial 999 and ask for the fire service.

If you are inside a building when a fire starts, remember to get out, stay out and call 999. Never try and put out a fire unless you have received sufficient training.

Contacting us when it's not an emergency



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Introduction

This is the Quarter Three Performance Report, summarising our progress across the Service.

In our Annual Plan for 2020/21, we set 10 Annual Objectives for the year, which can be found at Appendix B. The Objectives are delivered through our Service Plans and Local Safety Plans and our projects and programmes. Ongoing analysis of performance data and information supports decision-making across the organisation. We monitor performance across four Quadrants:

Service Provision: Monitoring the delivery of our statutory obligations and the services provided by RBFRS.

Corporate Health: Monitoring how key resources are managed and includes measures relating to staff, finance and health and safety.

Priority Programmes: Progress against our key programme activity (our Integrated Risk Management Plan (IRMP), People Strategy, Strategic Asset Investment Framework and our HMICFRS Action Plan).

Risk: Providing an assessment of corporate risks that may impact on the delivery of our Service.

The Strategic Performance Board monitors performance quarterly, before key data and analysis is provided in this report for the Audit and Governance Committee to scrutinise.



Key

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

Priority Programme Project Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start

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 - discuss with a Director
7-16	Inside Risk Appetite. Mitigate further if cost effective to do so
1-6	Inside Risk Appetite and unlikely to need further mitigation
↑	Risk increasing
↔	No risk movement
↓	Risk decreasing



Quarter Three – Summary



COVID-19 Pandemic

Our activity this Quarter continues to be dominated by our response to the COVID-19 pandemic. Our Annual Plan 2020/21 recognised that the circumstances related to COVID-19 may pose challenges to some areas of delivery and we may need to further adapt areas throughout the year. In some of our key areas of service, we did not set delivery targets as normal, instead committing to monitoring performance and re-introducing monthly targets when this was appropriate.

Throughout the pandemic we have focussed on protecting core service delivery, the wellbeing of our staff, and support for our partners. Mindful of the challenges facing us, we have reviewed our Service Plan and Programme activity to ensure we retain our focus on the priorities listed above. As such it has been agreed that we will focus on our core data for reporting for the remainder of 2020/21.



The Impact of COVID-19 on Incident Trends

The pandemic and associated restrictions continue to have an impact on the numbers of some of the incident types we respond to, with incident numbers overall remaining lower than in 2019. This quarter there were 1,571 incidents, compared with 1,816 in the same quarter last year.

With increased restrictions towards the end of Quarter Three, we have again continued to monitor the numbers of accidental dwelling fires to ensure there is no increase due to residents being at home, and cooking at home, more often. The numbers of incidents of this type continue to be at, or lower than, the same period last year.

In the early months of the pandemic we had seen an increased number of calls to outdoor fires, particularly fires involving burning rubbish, before they fell in Quarter Two. This Quarter, there are some signs that with the return of tighter restrictions in November, these incidents have begun to rise again.



Quadrant One – Service Provision

This Quadrant scrutinises the service we provide to the public. Performance is monitored across Prevention, Protection and Response, using a set of performance measures which can be found at Appendix C.

As set out earlier in this report, COVID-19 and the need to protect our communities, staff and critical functions has continued to dominate this Quarter. Our agreed targets for the year reflect this – in some cases we have removed our target and will instead monitor activity dependent on COVID-19 risk and our capacity, reintroducing local monthly targets in due course.

The number of non-fatal casualties in accidental dwelling fires has fallen back to a level in line with our target this quarter, after a higher number in Quarter Two. The small numbers associated with this measure mean some fluctuation can be expected.

In Quarter Three, the number of deliberate primary fires was higher than our target maximum. The numbers of these incidents do fluctuate due to external factors, including the weather and COVID-19 restrictions. The year to date figure is still below the target, and we will continue to monitor this area.

This Quarter we have continued to risk assess our Safe and Well Visit activity, and have carried out 580 visits, 28% of the number delivered in the same period last year. In Quarter Three we again saw a rise in the number Threat of Arson referrals from Thames Valley Police (TVP), from 24 last quarter to 40. We completed 97.3% of achievable referrals within 48 hours. Only one visit was not completed in this timeframe. In that case, TVP had not used the agreed referral route. We continue to work with TVP to embed the use of the correct process.

Due to COVID-19, the number of Fire Safety Audits conducted this Quarter was 44% of the number carried out in Quarter Two last year. We have continued to take a risk assessed approach to Fire Safety Audits, balancing the risk of fire against the risk of COVID-19 transmission. It is unsurprising that a lower proportion of those audits which have been undertaken in the Quarter have had a 'broadly compliant' result than in previous years. This reflects our focus on the highest risk properties which are more likely to be non-compliant.

This Quarter, we have not met our target of completing 95% of statutory fire consultations within the required timeframe. Performance on this measure in the first two Quarters of 2020-21 was better than target and an improvement on our historical performance. It is likely that this was due to the restriction on other Protection activity enabling consultations to be prioritised. Although the target has not been met, performance this quarter is better than in the equivalent period last year.

Our Response Standard performance continues to stay above our target, with 78% of emergency incidents attended within 10 minutes. This Quarter we have seen



significant Wholetime crewing availability challenges due to COVID-19 infections and isolation. In total there were 19 occasions where an appliance was not available for all or a substantial part of a shift. In 16 of these, the appliance was unavailable for the whole shift. Half of these instances were due to a whole watch at Slough self-isolating, and the other half were due to impacts across the service resulting in the Ascot appliance being unavailable in-line with RBFRS' appliance degradation planning. Availability of our On-Call crews has continued to be higher than in previous years and this has assisted in enabling us to continue to provide fire cover and achieve our Response Standard. For example, on two of the occasions when the Slough appliance was unavailable, an on-call appliance was able to 'stand-by' at Slough for the entire period of the shift.

QUADRANT ONE – SERVICE DELIVERY					DATA SUMMARY
Overall Measures					
1. Number of Fire Deaths in Accidental Dwelling Fires					2020/21 Target: 0
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	1	0	1	1	2
Target	0	0	0	0	0
2020/21 Actual	0	0	0		0↑
2. Number of non-fatal fire casualties in accidental dwelling fires					
					2020/21 Target: 20 max
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	2	3	8	2	13
Target	5	5	5	5	15
2020/21 Actual	2	10	5		17↓
3. Number of deliberate Primary Fires					
					2020/21 Target: Reduce
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	50	44	36	35	130
Target	49	43	35	34	129
2020/21 Actual	36	28	40		104↑
4. Number of deliberate Secondary Fires					
					2020/21 Target: Reduce
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	84	110	40	35	234
Target	83	109	39	34	233
2020/21 Actual	85	101	41		227↑
Prevention Measures					



5. Number of Safe & Well visits delivered to those with individual characteristics making them at higher risk of death in the event of an accidental dwelling fire					2020/21 Target: Monitor (COVID-19 impacted measure)
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	2,288	1,800	2,069	1,352	6,157
Target	--	--	--	--	--
2020/21 Actual	302	542	580		1,424↓
6. Number of Safe & Well visits delivered to those who live in households with demographic characteristics associated with higher risk of injury in accidental dwelling fires					2020/21 Target: Monitor (COVID-19 impacted measure)
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	416	702	685	704	1,803
Target	--	--	--	--	--
2020/21 Actual	14	18	0		32↓
7. Percentage of Safe and Well Referrals, where there has been a threat of arson, completed within 48 hours					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	75.0%	100.0%	94.7%	75.0%	90.4%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	100%	97.3%		98.8%↑
Protection Measures					
8. Total number of Full Fire Safety Audits carried out in premises in Berkshire					2020/21 Target: Monitor (COVID-19 impacted measure)
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	471	319	321	283	1,111
Target	--	--	--	--	--
2020/21 Actual	32	158	142		332↓
9. Percentage of Full Fire Safety Audits with a 'Broadly Compliant'* result					2020/21 Target: 60% max
*compared with and calculated as 'satisfactory' whilst new datastreams are developed.					
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	67.9%	61.8%	55.8%	64.3%	62.7%
Target	60%	60%	60%	60%	60%
2020/21 Actual	40.6%	55.7%	39.4%		47.3%↑
10. Percentage success when cases go to court					2020/21 Target: 80%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	0 cases	0 cases	100% (2 cases)	0 cases	2 cases
Target	80%	80%	80%	80%	80%
2020/21 Actual	0 cases	0 cases	100% (1 case)		100% (1 case)



11. Percentage of Statutory fire consultations completed within the required timeframes					2020/21 Target: 95%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	92%	95%	90%	85.5%	92%
Target	95%	95%	95%	95%	95%
2020/21 Actual	95.6%	97.1%	94.4%		95.7%↑
12. The number of Automatic Fire Alarm calls received					2020/21 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	826	936	950	753	2712
Target	-	-	-	-	-
2020/21 Actual	598	823	860		2286
13. Percentage of Automatic Fire Alarm calls where RBFRS did not attend					2020/21 Target: Improve
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	26.3%	26.1%	26.0%	25.6%	26.1%
Target	-	-	-	-	-
2020/21 Actual	15.4%	20.6%	23.0%		20.7%
Response Measures					
14. Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered					2020/21 Target: 75%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	76.7%	74.0%	76.6%	78.6%	75.7%
Target	75%	75%	75%	75%	75%
2020/21 Actual	78.4%	76.6%	78.0%		77.6%↑
15. Percentage of full shifts where there is adequate crewing on all wholetime frontline pumping appliances					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	100%	100%	98.4%	100%	99.4%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	98.9%	89.7%		96.2%↓
16. Percentage of hours where there is adequate crewing on on-call frontline pumping appliances					2020/21 Target: 60%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	35.9%	28.2%	32.7%	34.7%	32.3%
Target	60%	60%	60%	60%	60%
2020/21 Actual	62.6%	52.2%	53.3%		55.9%↑



Customer Experience Measures

The issuing of our Customer Satisfaction Surveys (Measures 17 to 20) has been impacted by COVID-19 restrictions.

17. Percentage of domestic respondents satisfied with the overall service (fire incident) 2020/21 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	NA	NA		100%↔

18. Percentage of commercial respondents satisfied with the overall service (fire incident) 2020/21 Target: 95%

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	100%	100%	100%	100%	100%
Target	95%	95%	95%	95%	95%
2020/21 Actual	NA	NA	NA		NA

19. Percentage of respondents satisfied with the service with regards to Fire Safety Audits 2020/21 Target: 90%

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	100%	98.5%	100%	96.9%	99.5%
Target	90%	90%	90%	90%	90%
2020/21 Actual	NA	NA	NA		NA

20. Percentage of domestic respondents satisfied with the service – Safe and Well Visits 2020/21 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	-	-	-	99.3%	-
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	90.9%	NA		91.7%

21. Number of complaints received 2020/21 Target: Monitor

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	7	11	14	5	32
Target	-	-	-	-	-
2020/21 Actual	5	3	9		17↑

22. Number of compliments received 2020/21 Target: Monitor

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	NA	NA	NA	NA	NA
Target	-	-	-	-	-
2020/21 Actual	2	4	2		8



Quadrant Two – Corporate Health

The Corporate Health Quadrant monitors the wellbeing of the organisation. Performance is monitored in relation to staffing levels, health and safety and finances within RBFRS, to ensure the organisation is being run safely, efficiently and is cost effective.

In Quarter Three we have continued to see improved performance on staff sickness compared with our target and our performance last year and our target, associated with the COVID-19 pandemic. This quarter, 3.4% of working time was lost to sickness across all staff groups, compared with 5.3% in the same period last year. There were 24 episodes of sickness due to COVID-19 in Quarter Three, accounting for 108 days lost and 74% of respiratory sickness. This is a considerable increase in comparison to last quarter, when 12 days were lost in total. In total 18 staff have tested positive for COVID-19 from the start of the pandemic in Q1 to the end of Q3.

391 operational personnel were eligible for fitness testing in September / October, of which 388 (99.2%) have been tested and passed. 3 flexi-duty officers have not yet been tested due to coronavirus restrictions. These will be tested as a priority as soon as restrictions allow.

This quarter, the percentage of eligible staff in qualification has remained stable at 96.9%. This is below our 100% target and is due to ongoing COVID-19 restrictions.

Financial Update

Quarter Three Revenue Budget 2020/21

The 2020/21 Revenue Budget was set at £35.263m, with expenditure anticipated to exceed income by £284,000, meaning that the Fire Authority is reliant on its reserves to balance the budget.

Since the budget was approved by Members at Fire Authority in February 2020, the Authority has experienced significant financial volatility due to the impact of COVID-19. Through close working with the Budget Lead Member and robust budget monitoring, RBFRS have minimised the impact of the emerging pressures and maximised the use of the financial resources available to meet the Authority's priorities.

The forecast year-end outturn shows a deficit of £42,000 which is an improvement of £242,000 on the budgeted position.

The decision to close Wargrave Fire Station will generate an in-year saving on the Stations line.

When setting the 2020/21 budget an estimated pay rise for non-uniformed staff (from 1 April 2020) of 2% was included. The effect on the budget of the agreed 2.75% pay award is £55,000 of additional costs.



Whilst the full impact of COVID-19 is still to be seen, the financial impact is becoming visible, with the following variances to budget:

- Training courses reduced in scope/attendance or cancelled £73,000
- Community Fire Safety supplies (safe & well) £50,000
- Printing, photocopying & stationery £19,000
- Catering & conferences, £43,000 (under 'Supplies Other')
- Travel & subsistence £72,000
- Fuel £50,000

The Fire and Rescue Indemnity Company (FRIC) has recently gone to the market to tender for liability reinsurance. In general, the market is wary of Covid related claims which has had an impact on liability insurance prices. As a result, the Authority's contribution to FRIC has increased, resulting in an additional cost of £20,000.

The annual increase in Firelink Airwave radio charges from the Home office was less than budgeted which has led to a saving on the Communications line.

Thames Valley Fire Control Service is showing anticipated in year savings of £28,000. The Authority's share of this saving is £12,000.

Elsewhere within Contracts, the proposed increase in external auditor fees previously outlined to Members is the main contributing factor to the projected overspend. The budget allocation made for the year reflected the scale fees set out in advance by PSAA.

The income contribution of £30,000 from Wokingham Borough Council has not been realised following the outcome of the feasibility study.

Additional grant funding has been received in 2020/21 in respect of COVID-19 and prevention activities. These allocations have now been incorporated into the budget and forecast spend, on both an income and associated expenditure basis.

Government grants and precept income is £78,000 higher than budget due to NNDR section 31 Grants. The budgets on these are based on estimates provided by the local authorities within Berkshire prior to the year commencing, with in-year variances reflecting the adjustments made to reflect actual data.



Royal Berkshire Fire Authority					
Budget Update - Revenue Position Quarter 3 2020/21					
	Annual	Outturn	Forecast	Fcast -	
	Budget	to	to	Budget	
	£'000	£'000	£'000	£'000	£'000
		31/12/2020	YE	Variance	
EMPLOYEES					
STATIONS	16,882	12,566	16,786	(96)	
NON-STATIONS	10,885	8,068	10,926	41	
TRAINING	523	262	450	(73)	
OTHER	236	177	238	2	
	28,526	21,073	28,400	(126)	
PREMISES					
REPAIRS & MAINTENANCE	727	523	746	19	
RATES	904	748	921	17	
CLEANING	274	190	275	1	
UTILITIES	449	280	442	(7)	
	2,354	1,741	2,384	30	
SUPPLIES					
INSURANCE	335	355	355	20	
EQUIPMENT	629	458	648	19	
IS EQUIPMENT & LICENCES	825	673	839	14	
CLOTHING/PPE	374	213	377	3	
COMMUNICATIONS	862	348	840	(22)	
OCCUPATIONAL HEALTH	187	135	187	0	
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	161	113	142	(19)	
COMMUNITY FIRE SAFETY SUPPLIES	130	37	80	(50)	
SUPPLIES OTHER	193	85	154	(39)	
	3,696	2,417	3,622	(74)	
CONTRACTS					
CONTRIBUTION TO TVFCS & COLLABORATION	892	638	880	(12)	
LEGAL	50	15	50	0	
CONTRACTS (incl Professional Services)	769	369	817	48	
	1,711	1,022	1,747	36	
TRANSPORT					
VEHICLE RUNNING COSTS	730	444	714	(16)	
TRAVEL	322	188	250	(72)	
	1,052	632	964	(88)	
PENSIONS					
PENSIONS	430	299	448	18	
	430	299	448	18	
INCOME					
GRANTS	(3,056)	(2,961)	(3,056)	0	
RENTAL INCOME	(183)	(132)	(192)	(9)	
TVFCS RECHARGE INCOME	(308)	(231)	(308)	0	
INCOME OTHER	(351)	(49)	(307)	44	



PERFORMANCE REPORT Q3 2020-2021

	(3,898)	(3,373)	(3,863)	35
NET COST OF SERVICES	33,869	23,811	33,702	(167)
DEBT CHARGES INTEREST	392	214	392	(0)
INVESTMENT INTEREST	(25)	(11)	(22)	3
REVENUE FUNDING OF CAPITAL	600	0	600	0
APPROPRIATION TO/(FROM) RESERVES	255	0	255	0
FINANCING COSTS	456	0	456	0
NET EXPENDITURE	35,547	24,014	35,383	(164)
GOV GRANTS/PRECEPTS	(35,263)	(31,380)	(35,341)	(78)
(SURPLUS)/DEFICIT BEFORE USE OF RESERVES	284	(7,366)	42	(242)



Royal Berkshire Fire Authority

Quarter 3 Budget Monitoring Report 2020/21

Thames Valley Fire Control Service
(TVFCS)

	Annual Budget £'000	Outturn to Dec 20 £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
EMPLOYEES	1,764	1,319	1,766	2
CORPORATE RECHARGES TO TVFCS FROM RBFRS	308	231	308	0
SUPPLIES/ OTHER	36	3	36	0
TECHNOLOGY	247	146	217	(30)
NET COST OF TVFCS	2,355	1,699	2,327	(28)
RBFRS Share of Costs (37.8%)	892	638	880	(12)



QUADRANT TWO – CORPORATE HEALTH

DATA SUMMARY

23. Percentage of working time lost to sickness across all staff groups					2020/21 Target: 4% max
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	4.3%	3.9%	5.3%	4.7%	4.5%
Target (20/21)	4%	4%	4%	4%	4%
2020/21 Actual	2.8%	3.0%	3.4%		3.1%↑
24. Percentage of eligible operational staff successfully completing fitness test					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	96.6%	99.8%	96.0%	98.5%	96.0%
Target	100%	100%	100%	100%	100%
2020/21 Actual	--	--	99.2%		99.2%↑
* timeframes for testing impacted by COVID-19					
25. Percentage of eligible staff with Personal Development Appraisals					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	47.5%	81.9%	92.0%	92.0%	92.0%
Target	100%	100%	100%	100%	100%
2020/21 Actual	78.9%	95.3%	99.7%		99.7%↑
26. Percentage of eligible operational staff in qualification					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	98.8%	99.3%	99.1%	99.2%	99.1%
Target	100%	100%	100%	100%	100%
2020/21 Actual	97.3%	96.9%	96.9%		96.9%↓
27. Number of formal grievances					2020/21 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	3	0	8	1	11
Target	--	--	--	--	--
2020/21 Actual	0	5 (anon) +1	0		5 (anon) +1↓
28. Number of RIDDOR accidents					2020/21 Target: 6 max
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	1	0	0	1	1
Target	1	1	1	1	4
2020/21 Actual	0	1	0		1↔
29. Percentage of spend subject to competition					2020/21 Target: 85%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	95.4%	91.4%	95.1%	93.6%	95.0%
Target	85%	85%	85%	85%	85%
2020/21 Actual	91.7%	92.1%	95.2%		94.3%↓
30. Compliant spend as a percentage of overall spend					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	100%	100%		100%↔



31. Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation*					2020/21 Target: 0
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	0	0	1	0	1
Target	0	0	0	0	0
2020/21 Actual	0	0	0		0↔
*Freedom of Information Act, Environmental Regulations or Data Protection Legislation					



Quadrant Three – Priority Programmes

Our Priority Programmes Quadrant brings together progress updates on our areas of work where we are delivering defined outcomes that are different to, or improve on, current working practices, policies and procedures.

Updates are provided on our IRMP, People Strategy, Strategic Asset Investment Framework, and HMICFRS Action Plan.

Throughout the COVID-19 pandemic we have focussed on protecting core service delivery, the wellbeing of our staff, and support for our partners. As we reported last quarter, we have reviewed our Service Plan and programme activity to ensure we retain our focus on our priorities. As a result many of our Priority Programme projects have had their timescales reassessed, and the status updates below reflect this. Progress has been stable on the majority of projects since Quarter Two.

Theale Fire Station

This project continues to impress all those involved as it moves methodically through the construction process. The flexible approach adopted by the whole project team and main build contractor is allowing continual positive progression and is mitigating many of the expected impacts of the COVID19 pandemic. The additional time contingency, added into the programme due to concerns surrounding COVID19, has not so far been needed and this would suggest this project might be delivered slightly ahead of schedule, but that is clearly subject to any further impacts of COVID19 or adverse winter weather after Christmas. We have seen some minor delays in the supply chain due to Brexit and the whole team are working hard to ensure that this is well managed to avoid any undue delays. The project is still on track to deliver to budget.

In terms of works on site, between October and the Christmas break we have seen considerable structural progress and we hope to be able to celebrate ‘topping out’ by mid-February. During this pre-Christmas period, the training area base has been completed and the training tower has been installed. As we work through the winter period, we will maintain our focus on mitigating as much as possible any impacts of the site on the local residents by ensuring a clean entrance and exit from the site. The residents of Wigmore Lane are being kept informed of forthcoming works by hand delivered monthly contractor newsletters and we will endeavour to maintain good communication and engagement with them as we work towards completion and occupation.

Overall, the positive progress made in this period can provide assurance that we will be delivering this fire station in October 2021, and for it to be fully operational as a tri-service station in time for the official opening in Spring 2022.



IRMP

RBFA is required to publish an Integrated Risk Management Plan (IRMP). In 2018, we consulted on and published an [IRMP for 2019-23](#), which reflects the priorities and requirements of the [Fire and Rescue National Framework for England](#).

Project 1: Risk Analyses						
	End 19/20		Q1	Q2	Q3	Q4
Further development of our existing Risk Methodology and Risk Modelling capability to ensure we have an even understanding of all foreseeable fire and rescue related risks; working with academic partners to peer review and validate our work	G		G	A	A	
Continue to maintain a theoretical response model for the Thames Valley, in collaboration with our Thames Valley Fire and Rescue partners to ensure our Risk Methodology and Risk Modelling aligns to theirs.	G		A	A	A	
Continue to engage with and drive the National Fire Chiefs' Council (NFCC) work to develop national best practice in this area.	G		G	G	G	
Project 2: Prevention						
	End 19/20		Q1	Q2	Q3	Q4
Continue to work towards the delivery of our 'Risk to Individuals' and 'Risk to Household' Safe and Well Visits, working in collaboration with our Berkshire partners to identify the most vulnerable people in our society.	BAU		BAU	BAU	BAU	
Develop a programme of follow up Safe and Well Visits to the most vulnerable (subject to the outcome of our Prevention Strategy consultation).	New		R	R	R	
Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe (subject to the outcome of our Prevention Strategy consultation).	New		NS	A	A	
Carry out targeted road safety activity for motorcyclists (subject to the outcome of our Prevention Strategy consultation).	New		NS	R	R	
Continue to pilot an Adult FireSafe programme to fully understand the implications and potential benefits of this activity (subject to the outcome of our Prevention Strategy consultation).	New		NS	A	A	
Further develop local safety initiatives, campaigns and events to target risk at a local level.	A		A	A	A	
Project 3: Protection						
	End 19/20		Q1	Q2	Q3	Q4
Develop our risk-based inspection programme to ensure that we are identifying and targeting our resources at the areas of highest risk, in line with our Protection Strategy (subject to the outcome of our Protection Strategy consultation).	G		G	A	A	
Support the delivery of our Protection Strategy to improve the efficiency of our processes and policies.	New		G	A	A	



Increase our access to specialist qualified Fire Safety staff and engineers to ensure that we have the expertise to deliver an effective and efficient Protection function.	New	G	G	G	
Respond to and learn from recommendations relating to the Grenfell Tower fire and align our Protection Strategy, policies and processes to these recommendations.	A	A	G	G	
Project 4: Response Resource Deployment					
	End 19/20	Q1	Q2	Q3	Q4
Continue to evaluate future developments in housing and infrastructure to ensure that our resource deployments match predicted future demands.	G	G	A	A	
Undertake a review of our specialist water rescue capability to ensure it continues to be aligned to local risk and reflects national best practice (subject to the outcome of our Response Strategy consultation).	New	NS	R	R	
Commence a project to consider the feasibility of introducing dynamic risk-based daytime nucleus crewing in the West of the County to improve emergency incident response times (subject to the outcome of our Response Strategy consultation).	New	NS	R	R	
Project 5: Response Safe Systems of Work Development					
	End 19/20	Q1	Q2	Q3	Q4
Align our systems of work and training to National Operational Guidance and National Operational Learning.	A	A	G	G	
Conclude the procurement and take delivery of our new Aerial Ladder Platform and continue our roll out of latest generation fire appliances.	A	A	A	A	
Work with the NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.	New	G	G	G	



People Strategy

The purpose of our [People Strategy 2018-2021](#) is to support RBFRS staff to become the best public servants they can be, creating a workforce that can deliver efficient and effective service on behalf of the Fire Authority, to manage all foreseeable fire and rescue related risks that could affect the people of Berkshire.

Objective 1: Recruit, train and develop people to ensure we create a safe, professional and capable workforce, who can provide a fit for purpose service, 24/7, 365 days a year						
	End 19/20	Q1	Q2	Q3	Q4	
Review our recruitment lifecycle from pre-attraction to induction; consider target audiences, communication techniques for early engagement with communities, technology to assist the application process, criteria for selection and time from advert to induction.	A	A	A	A		
Through the Workforce Planning Board, we will monitor the skills and staff numbers with the aim of ensuring we have the right people, in the right place, at the right time.	G	G	G	A		
Implementing recommendations from the review of assessment of operational competence	A	G	G	G		
Review the delivery mechanisms of the Learning and Development and implement findings	New	G	A	A		
Objective 2: Increase the diversity of our workforce to better represent and therefore serve our local communities						
	End 19/20	Q1	Q2	Q3	Q4	
Continue to support the Leonard Cheshire Change 100 programme to work with disabled graduates on a 100-day intern programme.	G	G	G	G		
Integrate and embed EDI objectives in our everyday activities	G	G	G	G		
Objective 3: Develop people and recruit talent to take personal responsibility for leadership in the organisation to ensure a public service ethos, support collaboration and effectively deliver service improvement						
	End 19/20	Q1	Q2	Q3	Q4	
Undertake a review of Reward and Recognition	NS	NS	NS	NS		
Develop talent management systems for development of high potential staff	G	G	G	A		
Develop career pathways across all staff groups across the organisation	G	G	G	A		
Create a framework for coaching and mentoring	New	A	A	A		
Objective 4: Develop a diverse and inclusive 'one team' culture where everyone's contribution is valued and positive behaviours are used to describe how we work together						
	End 19/20	Q1	Q2	Q3	Q4	
Implement a Behavioural Competency Framework (BCF)	G	G	G	G		
Review the Communications and Engagement strategy	NS	NS	NS	NS		
Continue to develop the Fire Authority Member Development Programme	New	G	G	G		



Implement a programme of staff engagement following the staff survey results	New		R	G	G	
Objective 5: Change policies, processes and systems to ensure they enable and support the delivery of a fit for purpose, efficient and effective service to the community						
	End 19/20		Q1	Q2	Q3	Q4
Working with external suppliers, to undertake programme of process improvement, which will ultimately lead to a culture of continuous improvements within teams.	A		A	A	A	
Initiate development of additional core skills courses on continuous improvement and business process improvement	NS		NS	NS	NS	
Learn and adapt to different ways of working during and after the COVID-19 pandemic	New		G	G	G	
We will ensure efficiency through the implementation of digital resources for Prevention services	G		G	G	G	
We will explore the options for use of digital resources for Protection services	New					
Objective 6: Continue to support both the physical and mental health and wellbeing of our people.						
	End 19/20		Q1	Q2	Q3	Q4
Ensure the wellbeing of our staff is maintained throughout and after the COVID-19 pandemic	G		G	G	G	
Deliver the requirements of the 2020/21 mental health action plan	G		G	G	G	



Strategic Asset Investment Framework

The Strategic Asset Investment Framework sets out how we will maintain and renew the vital capital assets, necessary to support our services. Our capital assets include our fire stations and HQ, fleet and equipment and our ICT systems. All together, they represent a major capital investment.

Buildings						
		Status				
		Q4 19/20	Q1	Q2	Q3	Q4
New Fire Stations: Theale	On Track	G	G	G	G	
	On Budget		G	G	G	
Major Redevelopment: Crowthorne	On Track	G	C	C	C	
	On Budget		G	G	G	
Minor Capital Works Programme	On Track	new	G	G	A	
	On Budget			G	G	
Fleet and Equipment						
		Status				
		Q4 19/20	Q1	Q2	Q3	Q4
Fleet: Fire Appliances	On Track	G	A	G	G	
	On Budget			G	G	
Fleet: Special Appliances	On Track	G	A	A	A	
	On Budget			G	G	
Fleet: Aerial Ladder Platform	On Track	G	A	A	A	
	On Budget			G	G	
Fleet: Other Ancillary Vehicles	On Track	G	A	A	A	
	On Budget			G	G	
Equipment	On Track	G	G	G	G	
	On Budget					



ICT						
		Status				
		Q4 19/20	Q1	Q2	Q3	Q4
Hardware	On Track	G	G	G	G	
	On Budget			G	G	
Software	On Track	G	G	G	G	
	On Budget			G	G	
Services	On Track	G	G	G	G	
	On Budget			G	G	
Networks	On Track	G	G	G	G	
	On Budget			G	G	
Security Resilience	On Track	G	G	G	G	
	On Budget			G	G	
ESMCP	On Track	G	G	G	G	
	On Budget			G	G	



HMICFRS ACTION PLAN

The HMICFRS report for RBFRS was published in 2019 rating us good in each of the three areas of effectiveness, efficiency and people. Improvements were identified within the report and the actions to address these are being tracked through this plan.

Section One: Effectiveness							
		End 19/20		Q1	Q2	Q3	Q4
Prevention evaluation to better understand benefits	Service Plan	G		A	A	A	
Prevention quality assurance	Service Plan	A		A	G	R	
Protection quality assurance	Service Plan	A		A	G	R	
Addressing the burden of false alarms	Service Plan	G		A	A	R	
Keeping the public informed during ongoing incidents	Service Plan	G		G	G	G	
Effective system to use for learning and debriefs	Service Plan	G		G	G	G	
Section two: Efficiency							
		End 19/20		Q1	Q2	Q3	Q4
Best use of available technology	ICT Strategy	G		G	G	G	
Section three: People							
		End 19/20		Q1	Q2	Q3	Q4
Values and behaviours understood and demonstrated	Service plan	G		A	G	G	
Effective use of competence recording system	Service plan	G		A	G	G	
Effective grievance procedures in place	Service plan	G		G	G	G	
Staff are confident in using feedback mechanisms	Service plan	G		G	G	G	
Process to identify, develop and support high-potential staff and aspiring leaders	Service plan	G		G	G	A	



Quadrant Four – Risk

Risk Register

RBFRS has developed a comprehensive Organisational Risk Management Policy, along with a framework for monitoring and managing risks and uncertainties to ensure that organisational objectives can be achieved. Strategic Risks and those with a current score of 17 or above, are escalated to the Corporate Risk Register and monitored monthly by the Senior Leadership Team.

Risk Movement Highlights

This section highlights organisational risks which have been added, closed or substantially changed risk score over the course of Quarter Three. To ensure the most up to date picture for risk, the updates include information about progress since the end of the quarter.

Continued Risk Mitigation: Grenfell – Phase 1 (Risk: 651)				
Risk Owner: DDCFO & Director – Change, Collaboration and Finance				
	End of Q2 Risk Score	End of Q3 Risk Score	Direction of travel	Risk score as at Feb 2021
<p>Risk 651 Risk Description: If we do not respond to the recommendations made within the Grenfell Inquiry phase 1 report which is becoming increasingly likely given the additional changes/information being received through a number of channels then we can expect potential impact to the safety of our staff and members of the public which is significant in respect to our public reputation and managing our community risk.</p>	20	18	↓	18
<p>Progress continues to be made with regard to key treatments and this is reflected in a reduced risk score. Over the course of Q3 the programme has continued to ensure there is clearly defined governance in place, recruited to identified resourcing gaps, clarified programme and work stream objectives and started to prioritise key tasks.</p> <p>Key achievements include;</p> <ul style="list-style-type: none"> The programme's PID was approved and agreed at the November Programme Board Three additional posts were identified and recruited to including two Learning & Assurance Advisors to support with a range of emerging training requirements. Following the gap analysis we have identified over 90 treatments comprising of approximately 350 individual tasks that need to be addressed by the programme. These have all been captured and are monitored within project plans for the relevant workstreams. A number of workshops held with Fire Authority Members in regards to upcoming legislation changes and a joint response to the Fire Safety Bill consultation was sent in November 2020. 				
Current Key Controls and Mitigations	Risk Movement			
Identify, secure and coordinate appropriate resource to understand the outcomes of the Grenfell Tower enquiry (phase 1) and coordinate the organisations plan to address any identified areas for improvement	All resources are reviewed at our monthly programme coordination board meeting. We had 3 new roles which started with us in January 2021, there has also been a recent change in workstream lead for the Risk & Information workstream with Trig Thomas taking on this role. We have identified a need for			



	some additional temporary resource within the programme and have someone in place until the end of March 21.
Ensure clear programme scope and direction supported by a range of SMART objectives.	Our programme governance is now in place. We have recognised the need to prioritise tasks over the next 6 months and 2 exercises have taken place for us to be able to do this. They are due to be signed off at the Programme Coordination board on the 26th Feb. We know there is a greater need for us to use SMART objectives for our priority tasks.
Identify, understand and prioritise risks and actions arising from a gap analysis of Grenfell findings and evidenced organisational position.	We have recognised the need to prioritise tasks over the next 6 months and 2 exercises have taken place for us to be able to do this. They are due to be signed off at the Programme Coordination board on the 26th Feb. We are also looking at how we evaluate and measure the changes from these tasks
Develop and deliver a comprehensive communications and stakeholder engagement plan.	Comms training has taken place with the programme team and the plan has been updated to cover the next 6months including a recent presentation to Fire Authority. Once our priorities have been agreed on the 26th comms around these will be included. Review of the comms plan is a standing item on the agenda for our programme coordination board.
Ensure new information from changing operating landscape is captured centrally, assessed and adjusts programme objectives where applicable.	There is a mechanism in place for us to capture, record and distribute any relevant information received and there is a standing item on the programme coordination board agenda to review any new information coming into the service. We are linked in with the PPRU and recently had meetings with 2 of their leads which has resulted in us being invited to the Metro High Rise & FETS meetings.
Recognition of previous/existing evidenced activity linked to draft programme objectives. Identify action owner and where agreed incorporate into programme to avoid future duplication, improve organisational alignment and effective use of resource	CRR570 has now been migrated back into the programme and our Learning & Assurance Advisors are currently evaluating the outcomes to identify any gaps identified and incorporate these into the existing work streams. We are discussions around the RBIP and how considering how the programme may be part of that review.
Coordinate/Monitor funding across the programme	Monthly forecasting is taking place across all 4 cost centres within the Programme. Funding is a standing item on the Programme Coordination board agenda and any requests will need to be taken there for authorisation. We also continue to provide quarterly returns to NFCC/Home Office in regards to the grants received.
To ensure that the Equality Impact Assessment is reviewed throughout the programme and amended accordingly	EIA has been produced for the programme and there will be a standing item on the programme coordination board agenda to review this on a monthly basis.



Continued Risk Mitigation: National Operational Guidance (Risk: 669)				
	End of Q2 Risk Score	End of Q3 Risk Score	Direction of travel	Risk score as at Feb 2021
<p>Risk 669 Risk Description: If we do not ensure operational documentation is up to date, accessible and aligned to national best practice then there is the potential for personnel to train in or deploy operational procedures that do not maximise safety and operational effectiveness which is significant in respect of delivery statutory duties and legislative responsibilities</p>	18	15	↓	15
<p>A significant piece of work was undertaken by the operational policy team to reduce this risk in an accelerated timescale through delivery of a first phase of activity. This phase introduced a new suite of guidance aligned to National Operational Guidance and also aligned across the 3 Thames Valley FRS. This risk will continue to be addressed through the second project phase over the next 12 months.</p>				
Current Key Controls and Mitigations	Risk Movement			
Deliver phased approach to NOG alignment - Phase 2 - develop and deliver PID for Phase 2	Following successful completion of phase 1 and subsequent reduction of current risk score, progress has been impacted by secondment of project lead on COVID-19 related activity. Programme board postponed, PID sign off scheduled for SLT 16 March. Final completion of operations SGA now delayed until mid March. . Resourcing Business has outline approval at SLT, resources to be secured in Q1 21/22.			
Deliver phased approach to NOG alignment - Phase 2 - Deliver Phase 2 objectives as per PID.	Following PID sign off risk treatments will be updated to reflect key objectives.			

Continued Risk Mitigation: Pensions Case Law (Risk: 685)				
Risk Owner: Director of Support Services				
	End of Q2 Risk Score	End of Q3 Risk Score	Direction of travel	Risk score as at Feb 2021
<p>Risk 685 Risk Description: If we do not keep informed of pension case law and prepare records and establish adequate arrangements to meet the expected changes to pension regulations and ensure the Pensions Administrator undertakes the necessary action; which is becoming increasingly difficult due lack of understanding and clear direction, the technical complexity associated with changes and competing demands, then we can expect to be in breach of the regulations, subject to potential legal challenge and adversely impact employees and pensioners, which are significant in respect to our financial security, employer duties and our reputation.</p>	24	22	↓	18
<p>The current public pension landscape is complex and fast moving. The government has now issued its response to the consultation on proposals to remedy the discrimination found in the McCloud /Sargeant case and RBFA has considered its approach in line with the Employment Appeal Tribunal judgement issued on 12 February 2021. This provides a position on the treatment of members affected and work is underway to implement the Authority decision. The numerous changes to pension regulations will create a significant administrative burden for the Service</p>				



<p>and for the pension administrator. Scrutiny is provided by the Pension Board who are updated on actions and issues arising.</p>	
Current Key Controls and Mitigations	Risk Movement
<p>Sargeant case - keep up to date with developments on remedy, respond to requests for information and action requirements.</p>	<p>Additional resources (HR/WYPF) to support initial administration of pension changes agreed but likely impacts not currently clear. Govt response to consultation issued and outcome of EAT considered accordingly by FA on 17 February 2021, providing a position on the treatment of members affected. Work now underway to identify next steps in conjunction with WYPF and LGA. Treatment of immediate detriment cases clarified by technical aspects to be examined in some cases. Work undertaken to establish individuals likely to be affected by the guidance and further information regarding individuals affected by remedy being pulled together from HR and pension records. Cascade item to be issued 22 Feb.</p>
<p>Consultation on Local Government Pension Scheme (England and Wales) – Amendments to the statutory underpin</p>	<p>Member task and finish group established and response to consultation now submitted meeting the closing date - 8 October 2020. A report to Management Committee in October indicated final submission on behalf of RBFA. Exit Pay regulations issued in November now revoked as at 12 Feb 2021. HMT response to consultation now published but further guidance and regulation changes awaited.</p>
<p>O'Brien /Matthews case - determine actions in relation to part time workers.</p>	<p>Guidance awaited in relation to the O'Brien case as judgement applies to fire (Matthews case). Work to identify the start date of all those potentially affected commenced in preparation, firewatch report developed and records being reviewed. Administrative burden expected in relation to the actions required in support of this work and in relation to 'remedy'. Arrangements in place within the department to secure additional resource (see treatment below) to support RBFRS administration. Potential for remedy and Matthews' case actions to coincide. Further guidance issued regarding preparation Feb - planning approach in HR to deal and information being identified and collated.</p>
<p>Ensure HR resources available to support activities required by various developments.</p>	<p>Business case presented and approved by SLT on 15 September 2020. HR backfill support arrangements concluded securing some capacity to undertake pension related tasks associated with the preparation for remedy and Matthews case as well as business as usual requirements. Regular weekly meetings established to deal with internal enquiries / cases / clarity on action. Discussion with BMKFRS regarding possibility of shared resource to further assist services/ managers given forthcoming impacts. Pensions Officer JP reviewed to support joint approach - likely to sit with RBFRS as employer and now need to advertise. Work underway to look at individual cases.</p>
<p>Understand new Restriction on Public Sector Exit Payments Regulations 2020 and their impact on pension regulations</p>	<p>CLOSED - Restriction on Public Sector Exit Pay Regulations 2020 came into force on 4 November and conflicted with LGPS regulations however legislation revoked on 12 February 2021.</p>



Continued Risk Mitigation: Workforce Planning (Risk: 676)				
Risk Owner: Director of Support Services				
	End of Q2 Risk Score	End of Q3 Risk Score	Direction of travel	Risk score as at Feb 2021
<p>Risk 676 Risk Description: If RBFRS fail to increase the capability, capacity and resilience of our workforce which may become increasing likely as we lose knowledge through retirement of experienced staff, and require new skills and additional capacity to help us responds to the changing demands, then we can expect to fail to deliver against our statutory requirements and broader organisational development objectives</p>	15	15	↔	15
<p>Regular workforce planning activities continue, with a process to seek competent firefighters who wish to transferee into Royal Berkshire Fire and Rescue Service, currently underway. Planning for a wholetime firefighter recruitment campaign is in train. A revised training programme for On-Call firefighters is being finalised and the appointment to the Chief Fire Officer/ Chief Executive position will be completed on 24 March 2021 at the Fire Authority meeting. The impacts of the pension changes will be monitored to further inform recruitment and succession needs.</p>				
Current Key Controls and Mitigations	Risk Movement			
Strengthen workforce planning information to cover all staff and regularly review as part of performance monitoring	A review of how the information presented to the WPG which includes monitoring establishment data and predicted retirements together with analysis of temporary promotion impacts on the station based establishment is currently being undertaken. The distribution of learners is considered and used to inform placement of new trainees and transfers across the service. Reporting will be developed to look at the distribution of driver qualifications. Promotion activity and potential impacts on the establishment is considered together with the timing of activity and recruitment requirements. A review of WT FF recruitment is being considered alongside positive action efforts which have been affected by COVID restrictions. Green book establishment reporting in relation to additional posts and illustration of vacancies is being developed to establish potential for turnover and any resourcing risk. Funding for WT FF recruitment established for 2021/22. Report reviewed 30 November 2020.			
Increase flexibility of recruitment policies to enable RBFRS to attract and retain the best staff	Use of recruitment portal expanded to include promotion activity wherever possible. Eligibility criteria for grey book staff promotions agreed in August 2020 with input from FBU. Positive Action commenced with community contacts, adjustments to processes around attraction considered due to C19 social distancing measures. Agreement of Management Committee to recruit and ensure a process is designed to attract applications for either a Chief Fire Officer or a 'non-operational' Chief Executive due to conclude March 2021. New job profile template introduced linked to BCF, training delivered in support. Reports on RDS and WT recruitment completed examining trends in activity related to EDI. Review of selection processes to be undertaken in department - no timescale fixed. recruitment processes being review to ensure disabled staff are afforded the right opportunities.			
Review reward and recognition arrangements for all staff	Awards ceremony for 2020 postponed due to COVID-19. Merit payments and no sickness letter recognition in place. Formal project postponed due to workloads.			



<p>Ensure sufficient capacity in officer specialisms</p>	<p>FDOs to complete WIM 5 training in March with Bucks FRS NILO and DIM requirements understood 2 x NILO courses completed in Jan 2020, 2 more courses booked with the FSC Progress being made on the consultation for WIM 5 with the Rep body, no issues sighted, R&D sighted at workforce planning on impacts following the outcome of the RMS/FDO phase 2 consultation further consideration has been given to the WIM5 specialism returning to the FDO cadre. Consultation is being finalised accordingly. Specialism allocation for individuals on the FDO identified and training requirements identified - assessing impacts of Tier 4.</p>
<p>Increase capacity for RDS training and development resources</p>	<p>RDS working group operates to consider RDS specific needs. Move to new BA qualification delivery model undertaken in lockdown. Introduction of LMS and virtual core skills courses provides more flexibility for learning. Restructure of L&D to increase capacity and flexibility, enabling further support to On-Call staff. Service Delivery and L&D meetings to identify additional training needs. Consideration in TV of any ability to further collaborate. Work with Service Delivery to identify means to enabling On-call staff to undertake activities at an earlier point according to qualifications in train. RDP reviewed between SD and L&D with further input being sought to ensure this is fit for purpose - to be circulated outside of WPG meeting and built into training plan.</p>
<p>Review L&D delivery model</p>	<p>Review of L&D structure takes account of capacity issues and funding available. Final model established following consultation and recruitment to posts now complete. Further consideration and consultation required in relation to ARA arrangements to support L&D activity and how this can be improved to ensure resilience and more effective planning. RDP reviewed. LMS now live enabling greater resource access to stations.</p>
<p>Due to the large numbers of staff currently in development, closely monitoring any potential staff moves</p>	<p>R&D work with R,R&S to ensure placements of staff as appropriate. Learner development maps produced and monitored at WPG. Eligibility criteria for promotions reset and work underway to update JPs with relevant managers enabling new vacancies to be advertised and a wider pool of eligible staff attracted. Promotion / selection activities in train across various roles/ levels with some activities being modified to meet current COVID restrictions. Wholtime firefighter requirements and scheduling being considered in line with other activity at WPG on 30 November. WM process in progress from February with staff briefings and transfer process designed to seek competent staff and reduce DAP impacts and will go live Feb.</p>
<p>Ensure RBFRS have appropriate numbers of protection staff suitably qualified to deliver the function and a clear plan in relation to development and maintenance of skills</p>	<p>New DAP for FSIO in development taking account of protection competency framework. Discussion on wider impacts to protections structure and ways of working considered by AM P&P. Report due to be presented to SLT delayed until Q1 2021/22 to allow for further planning and C-19 activities. Monitoring of staff numbers in performance data considered at SPB includes reporting on stage of development and whether qualified. Individuals engaged through agency to meet specific needs as appropriate.</p>



Continuing Risk: Ongoing Impact of COVID-19 (Risk: 689)				
Risk Owner: Director of Support Services				
	Previous update Risk Score	End of Q3 Risk Score	Direction of travel	Risk score as at Feb 2021
<p>Risk 689 Risk Description: If we lose a number of staff simultaneously from critical roles across the organisation, which may be increasingly likely due to the fluctuations in Covid-19 infection rates locally, then we can expect to fail to deliver core services to the public and experience impacts on capacity to deliver planned service objectives and staff health and wellbeing.</p>	22 (Dec 2020)	22	↔	19
<p>At the end of November, the treatments associated with the risk were refined in order to give clear ownership of specific treatments. This resulted in some treatments being closed and new ones introduced. With the re-introduction of the 'National Lockdown' in December, the established COVID Working Groups were tasked with reviewing the former tiered approach and considering what changes were required to be implemented in order to align with Government guidance. Following CEMT approval, this led to a number of service-wide activities being suspended, with regular subsequent reviews and updates provided to the meeting group. Supporting communications have remained constant throughout the lockdown period, with the Service's Communications team working closely with Working Groups and COVID Leads. At the time of writing, following the Government publishing, in February, its roadmap for the coming months out of lockdown, final preparations are being made to Service plans and the re-commencing of suspended activities. Subsequently, over the coming months, it is anticipated and hoped the risk score will fall in accordance with the improving national picture.</p>				
Current Key Controls and Mitigations		Risk Movement		
Maintain effective internal C3 structures, regularly reviewing arrangements and scaling up and down as required		The revised structure has now been in place for a number of months and it is on the whole functioning well. The tier three groups are functioning well and the Community Involvement group has seen a significant increase in activity. The current structure remains fit for purpose.		
Provide daily monitoring of absences across all teams to support national, local and internal reporting arrangements and to inform management and planning activity		Staffing monitored daily, Webex held across all watches and On Call by GM Thomas and AM Binyon to confirm control measures. Monthly check on measures in place by GM A's. Updated guidance following Covid outbreaks work on lessons learned being completed by GM T Thomas. HR monitoring for staff sickness and self-isolating numbers. Providing this information to Covid Response Lead to meet required updates to CEMT, NFCC and LRF		
Maintain links to and support LRF C3 structure to provide appropriate escalation and intelligence gathering routes		ACFO Arkwell now primary lead with AM Buchanan attending the TCG, regular updates to CEMT. DCFO primary lead with SCG. AM P&P primary lead with TCG. COP and updates shared for CEMT consideration. MAC supported by Comms team with TV/Berkshire messaging supported and briefings, such as MP's update distributed to FA members. AM R&R chairs the Risk Group		
Maintain links to and support National C3 structures (e.g. NFCC) to provide appropriate escalation and intelligence gathering routes		NFCC and other partners continue to circulate information via the CFO but some are now using the Covid19information@ . CFO is maintaining links with national and local senior leaders.		



<p>Through existing structures review service plans to identify sustainable and safe Prevention and Protection delivery models in line with changes to Covid Alert levels and restrictions</p>	<p>C-19 lead and sub group leads and sponsors identified. Some groups will stand up as soon as practicable, others will be 'on demand' as the situation develops. P&P activities restricted to align with NFCC guidance and new ways of delivery developing to support staff and public safety.</p>
<p>Through the Staff Planning and Resilience Group - facilitate effective support arrangements to all staff to ensure ongoing development, engagement and the safety and wellbeing of staff</p>	<p>Regular meetings in place. Health and wellbeing considerations reviewed - launch of further wellbeing tools during January. Reimbursement of Flu vaccination costs where staff could not access the voucher provision as agreed at CEMT 4.11.20. Return to workplace assessments for staff revisited to ensure appropriate supports in place. CV guidance reviewed 1/12/20 and operations in line with current position in RBFRS (RA and OH support available to assist decisions) adjusted for tier 4 and lockdown. Qualifications reviewed to establish impact of lockdown on activity and risk to organisation - considered 13 January 21 with decision to deliver to meet needs of those who cannot be further extended. External training and internal to a degree dependent on individual ability to attend and third party provider willingness to proceed.</p>
<p>Maintain close working relationship with representative bodies across in relation to BAU activity</p>	<p>Regular contact has been in place throughout Covid response. Consultation initiated on proposed changes and regular sessions set up to keep informed where required</p>
<p>Through the Staff Planning and Resilience Group ensure the continuation of business critical services</p>	<p>Review of impact of symptomatic and positive cases on areas of the service. Consideration of internal continuity of services, particularly in relation to service delivery (stations) and TVFCS supports. Business Continuity services for payroll, pension and occupational health confirmed and in place and regular contact with providers.</p>
<p>Through the Operational Planning and Resilience Group ensure the continuation of operational readiness of both WDS and RDS assets</p>	<p>Staffing levels were high in January/February. Staffing levels maintained over the Christmas period apart from effects of Covid. New process for tracking staff movements for PAOT etc now in place. Good overview by hub managers for resources required. Covid 19 degradation plan going to CEMT for sign off 02/12/2020 Following the recent Slough issue there have been lessons learned, there was good use of on Call crews and PAOT to try and cover the deficit. Guidance, monitoring and understanding has been improved.</p>
<p>Through the Operational Planning and Resilience Group review service plans to identify sustainable and safe Response and TVFCS delivery models in line with changes to Covid Alert levels and restrictions</p>	<p>TVFCS - crewing being managed in line with approved degradation plans. Staff now being vaccinated based on need/vulnerability, majority completed as of 25 Jan. LFT pilot being planned to start early feb.</p>
<p>Through existing structures review service plans to identify sustainable and safe Learning and</p>	<p>L&D activities reviewed scalable L&D operational training identified and essential training to continue as appropriate. Recovery road map identified and to be considered by CEMT.</p>



<p>Development delivery models in line with changes to Covid Alert levels and restrictions</p>	<p>Incident command assessment activities supported with remote delivery including promotion assessments and to increase resilience. L&D delivered by third parties continues where possible and staff are willing but a number of courses deferred. FBT activities slowed as external (ARA) instructors unavailable and need to protect L&D staff from overexposure.</p>
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Corporate Risk Register risks as at 15th March 2021

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
417	Firefighter Safety	If we do not maintain the safety, health and wellbeing of our operational staff through effective training; operational policy and guidance; safe systems of work and; means to capture and respond to operational learning, we risk a significant firefighter injury or fatality, a failure to comply with our legal duty and an undermining of the operational effectiveness and competence of our staff. This could significantly impact the effectiveness of our operational response, have a long term impact on staff welfare and damage our public reputation and trust levels.	25	19	19
418	ESMCP	If we do not make sufficient provision of resources to support the development, transformation to and implementation of ESMCP products and capabilities at a Service level, then we will not be a part of the proposed Emergency Services Network and we will be out of step with national and regional partners across the three emergency services. This could significantly impact on the effectiveness of our operational mobilization and response and limit access and use of operational technology to support incident command and joint emergency services interoperability. Consequently this could impact negatively on our collaborative and partnership working and our public and political reputation.	18	14	10
506	Volatility of funding	If RBFRS fails to receive sufficient funding, which is becoming more likely given the level of national debt, the Government's fiscal policy, increasing volatility in local funding and increasing budget pressures, we can expect to face further reductions in service delivery and a loss of public trust, which will severely impact on our ability to deliver our statutory duties and strategic objectives.	24	22	16
629	Management of Cyber Security	If we fail to ensure compliance with Cyber Security best practices and guidelines, which is increasingly likely due to ongoing evolution in the sophistication of attack methodologies, we may be exposed to operational degradation, financial loss and/or reputational damage due to reduced availability, integrity or currency of our data and systems.	21	12	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
641	Collaboration	If collaboration activity is not appropriately commissioned, prioritised, resourced and coordinated, which is likely due to the complexity of working across different organisations and the capacity to manage additional demand, then we can expect impacts on delivery of the expected benefits, efficiencies and improvements which is significant in respect of our legal duties and the Authority's commitments in the IRMP and annual plan.	21	15	12
651	Grenfell - Phase 1	If we do not respond to the recommendations made within the Grenfell Inquiry phase 1 report which is becoming increasingly likely given the additional changes/information being received through a number of channels then we can expect potential impact to the safety of our staff and members of the public which is significant in respect to our public reputation and managing our community risk.	24	18	15
663	Capital Projects - Effective Estate Management	If we fail to effectively manage our property assets to ensure they are fit for purpose and in the right locations, which may become increasingly likely given the funding challenges and the increasing age of our fire stations, then we can expect our revenue expenditure to increase, our services to be less effective and our stations to further decline which would be significant in respect to our strategic objectives; to ensure value for money and ensure fire stations are suitable and accessible for our own staff and the communities they serve.	23	16	8
664	Management of Budget Pressures	If we fail to accurately capture budget pressures over the medium term, which is becoming more likely given the volatility in the macro-economic environment, then resource allocation will become sub-optimal, impacting negatively on our ability to deliver an efficient and effective service to the public.	24	22	16
669	National Operational Guidance	If we do not ensure operational documentation is up to date, accessible and aligned to national best practice then there is the potential for personnel to train in or deploy operational procedures that do not maximise safety and operational effectiveness which is significant in respect of delivery statutory duties and legislative responsibilities	18	15	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
676	Workforce Planning	If RBFRS fail to increase the capability, capacity and resilience of our workforce which may become increasing likely as we lose knowledge through retirement of experienced staff, and require new skills and additional capacity to help us respond to the changing demands, then we can expect to fail to deliver against our statutory requirements and broader organisational development objectives	21	15	10
678	Management of operational risk information	Failure to manage the capture, processing and storage of operational risk information which may result in holding inaccurate, invalid or out of date information. This risk is a significant in relation to managing community and firefighter safety and meeting the requirements of GDPR. The current likelihood is high given the range, volume and complexity of the data,	18	13	12
681	WDS Operational Availability, Crewing and Capabilities	If we do not maintain the necessary numbers, skills and knowledge requirements of WDS personnel, which requires constant attention with our lean operating model, we may see adverse impacts on the provision of appliance availability, delivery of our response standard and our wider service plans and this could significantly impact community safety and our organizational reputation.	23	15	12
682	On-Call Operational Availability, Crewing and Capabilities	If we do not sustain activity to ensure our on-call provision has the appropriate numbers of personnel with the necessary skills, knowledge and availability then we risk undermining organisational resilience in our response capability and this could impact community safety and organizational reputation.	21	13	12
685	Pensions Case Law	If we do not keep informed of pension case law and prepare records and establish adequate arrangements to meet the expected changes to pension regulations and ensure the Pensions Administrator undertakes the necessary action; which is becoming increasingly difficult due lack of understanding and clear direction, the technical complexity associated with changes and competing demands, then we can expect to be in breach of the regulations, subject to potential legal challenge and adversely impact employees and pensioners, which are significant in respect to our financial security, employer duties and our reputation.	24	22	18



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
686	Pensions Governance	If we do not employ an effective pension governance, management and administration strategy; which is becoming increasingly important given the complexity and changes made to pension regulations, limited pensions expertise and capacity within the HR department, then we can expect to fail in our employer duties, breach regulations, be subject to legal challenge and scrutiny from The Pensions Regulator resulting in potential for enforcement and penalty notices, which are significant in respect to our financial security, statutory duty and our reputation.	21	18	15
689	Ongoing impact of Covid-19	If we lose a number of staff simultaneously from critical roles across the organisation, which may be increasingly likely due to the fluctuations in Covid-19 infection rates locally, then we can expect to fail to deliver core services to the public and experience impacts on capacity to deliver planned service objectives and staff health and wellbeing.	24	19	19
719	EU Exit risks	The impacts of the transition phase following the UK exiting the European Union. The UK has left the EU on 31st of December 2020. Due to a period of transition the full effects are not at present known, but it has the potential to cause a risk that the supply chain may be disrupted/blocked due to issues at the ports with goods not getting cleared through HM Customs. This has the potential for RBFRS to disrupt the supply of goods, services, finance and personnel which could have a significant impact in managing delivery of our core services.	18	13	6



Audit Plan

Audits provide assurance that the Service is run properly and in ways that have been agreed by our Officers and Members. They demonstrate that the business is conducted in accordance with relevant legislation, government expectations, good practice and organisational policy.

Our Audit Programme for the year has been affected by the COVID-19 restrictions in place. We have been working to re-schedule and re-prioritise the programme. Two audits were complete by the end of Quarter Three and were reported to the Audit and Governance Committee meeting held in January. A further five will be complete by the end of Quarter Four. Due to COVID-19, the planned Performance Development (Appraisals) audit will now take place in June 2021.

At the start of Quarter Three there were four actions from previous audits open. Two of these have been closed during the quarter. The other two actions have amber statuses and have both been re-stated in this year's audit action plans.

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Firefighter Pension Administration 11/01/2021	We will develop written succession plans for the Royal Berkshire Fire and Rescue Service once the changes to the workforce structure have been implemented.	31/03/2021	Low	A	Open
<p>Progress: This action was originally identified in the 2019/20 Audit. Delays to the sign off of the organisational review by the Council resulted in the delay to consultation. This started but was suspended due to the Covid-19 situation but work has now recommenced and West Yorkshire Pension Fund are in the process of recruiting a number of pensions officers following internal filling of more senior roles. The delay in recruitment activity delayed the development of formal written succession plans for WYPF. This action has been moved into the action plan resulting from the 2020/21 Audit with a revised completion date.</p>					
Governance and Risk Management 08/01/2020	As part of the review of Constitution and Members Handbook (Including the Terms of Reference), the responsibility for electing a Chair and Vice Chair will be added to the relevant Terms of Reference and will be subsequently sent to the relevant body for approval.	31/01/2020	Low	C	Closed
<p>Progress: The review was completed and an update to the Constitution drafted, which was approved by A&G and agreed by the Fire Authority.</p>					



Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Governance and Risk Management 08/01/2020	<p>As part of the planned review of the Members Handbook, the conditions for reviewing the Terms of Reference of the Fire Authority and its committees will be clearly outlined.</p> <p>The updated Terms of Reference will subsequently be sent to an appropriate body for approval.</p>	31/01/2020	Low	C	Closed
<p>Progress: The review was completed and an update to the Constitution drafted which was approved by A&G and agreed by the Fire Authority.</p>					
Cyber Essentials 12/03/2020	<p>Management will establish unique user accounts for RBFRS station users to avoid the risks associated with generic group accounts after finalising the on-going review</p>	30/06/2021	Med	A	Open
<p>Progress: Preparation work required to migrate from generic station based accounts to individual accounts continues, with permissions mapping tools installed and training in their use underway. This will allow the introduction of individual accounts with much lower risk of broken permissions leading to loss of access to critical records for station based staff. Some COVID-19 imposed delays may result in remediation slippage but a recovery plan is in development to minimise any impact. Overall status has been changed to amber until the recovery plan is in place. Since the end of quarter 3 a further audit has been carried out and this action moved into the resulting action plan. We expect completion by the end of Q1 2021.</p>					



Appendix A – Additional Data

REPORTABLE SERVICE MEASURES					
Percentage of occasions where time to answer emergency calls is within 10 seconds					2020/21 Target: 97%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	98.2%	97.7%	99.2%	97.6%	98.3%
Target	97%	97%	97%	97%	97%
2020/21 Actual	98.4%	98.3%.0	99.1%		98.6%↔
Percentage of occasions where time to mobilise is within 90 seconds					2020/21 Target: 80%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	72%	73.5%	74.5%	72.1%	73.3%
Target	80%	80%	80%	80%	80%
2020/21 Actual	71.6%	70.8%	68.1%		70.3%↓
Percentage of occasions where wholetime duty system crew turnout time is under 90 seconds					2020/21 Target: 90%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	91.9%	93.4%	94.2%	94.5%	93.2%
Target	90%	90%	90%	90%	90%
2020/21 Actual	95.9%	95.5%	95.3%		95.6%↑
Percentage of occasions where On Call crews turnout is within the agreed timeframes					2020/21 Target: 90%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	69.4%	74.1%	74.2%	81.1%	72.8%
Target	90%	90%	90%	90%	90%
2020/21 Actual	94.2%	86.3%	91.4%		90.3%↑
Percentage of occasions a second fire appliance attending a dwelling fire arrives within 2 minutes of the first appliance to arrive					2020/21 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	63%	61.6%	62.8%	73.3%	62.5%
Target	--	--	--	--	--
2020/21 Actual	62.7%	56.2%	65.9%		61.6%↓
Percentage of occasions a second fire appliance attending a road traffic collision arrives within 2 minutes of the first appliance to arrive					2020/21 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	55.3%	54.0%	52.3%	58.3%	54.3%
Target	--	--	--	--	--
2020/21 Actual	55.6%	52.7%	63.6%		56.9%↔



Accident Investigations

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2020/21 YTD
Accidents Requiring Investigation	Minor	6	4	1		11
	Moderate	4	7	2		13
	Major	0	0	0		0
Near Misses Requiring Investigation	Minor	5	6	6		17
	Moderate	4	3	10		17
	Major	0	0	0		0
*Accident Investigations Outstanding	Minor	0	0	0		0
	Moderate	0	0	0		0
	Major	0	0	0		0
*Near Miss Investigations Outstanding	Minor	0	0	0		0
	Moderate	2	0	0		2
	Major	0	0	0		0

*Accident Investigation Officers (AIO) 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, 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 causing a death or a specified injury; or a near miss event, including Dangerous Occurrences as defined under RIDDOR, with 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.



Equality, Diversity and Inclusivity Data Summary

Measure		Q1	Q2	Q3	Q4	2020/21 YTD	Q3 19/20	Authorised establishment (Number of authorised posts)
STAFF IN POST	Wholetime	364	361	358		358	355	362
	Retained	84	75	73		73	90	78
	Control	41	43	43		43	39	39
	Green Book	170	168	169		169	154	166
	Total Number of Staff	659	647	643		643	638	645
STAFF TURNOVER	Wholetime	7	8	4		19	2	
	Retained	4	9	3		16	1	
	Control	2	0	1		3	0	
	Green Book	0	7	6		13	1	
	Total Number of	13	24	14		51	4	
	Staff in Post (SIP)	659	647	643		650	638	
	Percentage of Leavers	1.97%	3.71	2.2%		7.6%	0.6%	
FEMALE STAFF	Wholetime	4.4%	4.4%	4.5%			4.2%	
	Retained	14.3%	16%	16.4%			13.3%	
	Control	73.2%	69.8%	67.4%			71.8%	
	Green Book	56.5%	57.1%	57.4%			57.8%	
	Total	23.4%	23.8%	24%			22.6%	
							Q3 19/20	
AGE PROFILE	25 and Under	46	43	39			36	
	26-35	176	169	170			164	
	36-45	208	208	212			209	
	46-55	192	187	181			194	
	56-65	36	39	39			34	
	66 and Over	1	1	2			1	
	Total	659	647	643			638	
							Q3 19/20	
ETHNICITY FIGURES	Wholetime	5.2%	5.3%	5.3%			4.8%	
	Retained	4.8%	2.7%	2.7%			4.4%	
	Control	2.4%	2.3%	4.7%			2.6%	
	Green Book	14.1%	13.7%	13.0%			14.3%	
	Total	7.28%	6.96%	7%			6.9%	



Appendix B – 2020-21 Annual Objectives

- 1) We will provide education and advice on how to prevent fires and other emergencies.
- 2) We will ensure a swift and effective response when called to emergencies.
- 3) We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.
- 4) We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.
- 5) We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.
- 6) We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.
- 7) We will recruit, train and develop our people to ensure we create a safe, professional and capable workforce that are supported to become the best public servants they can be for the residents of Berkshire.
- 8) We will manage RBFRS in accordance with best practice, understanding and continuous improvement, learning from events and being transparent in our compliance.
- 9) We will be strong and visible in our leadership in developing a diverse and inclusive 'one team' culture where everyone's contribution is valued and positive behaviours are recognised.
- 10) We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.



Appendix C - Performance Measures and Definitions

Service Provision

ID	Measure	Definition
1	Number of fire deaths in accidental dwelling fires	The number of deaths that occur as a result of an accidental dwelling fire, even when the death occurs weeks or months later.
2	Number of non-fatal fire casualties in accidental dwelling fires	The number of non-fatal 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	The number of deliberate primary fires	The total number of primary fires, where it has been identified that the fire was started deliberately.
4	The number of deliberate secondary fires	The total number of secondary fires, where it has been identified that the fire was started deliberately.
Prevention		
5	Number of Safe and Well Visits (S&Ws) delivered to those with individual characteristics making them at higher risk of death in the event of an accidental dwelling fire	A Safe and Well Visit is a free service that we provide to eligible residents. Safe and Well Visits are tailored to individual needs, relating to health and wellbeing, as well as fire risk reduction. A Safe and Well Visit will take place in the home and can be arranged at a convenient time.
6	Number of Safe and Well Visits (S&Ws) delivered to those who live in households with characteristics associated with higher risk of injury in accidental dwelling fires.	A Safe and Well Visit is a free service that we provide to eligible residents. Safe and Well Visits are tailored to individual needs, relating to health and wellbeing, as well as fire risk reduction. A Safe and Well Visit will take place in the home and can be arranged at a convenient time.
7	Percentage of Safe and Well 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 Safe and Well Visit should be conducted, wherever possible, within 48-hours.



ID	Measure	Definition
Protection		
8	Total Number of Full Fire Safety Audits carried out	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. 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.
9	Percentage of Fire Safety Audits with a 'Broadly Compliant' result.	This is the percentage of closed Fire Safety Audits carried out in commercial premises, where the result was 'Broadly Compliant' (satisfactory) and no further action or follow-up was required. This target has been reviewed this year and amended from 50% max to 60% max to ensure it is both stretching and realistic. National performance was 67% in 2018/19.
10	Percentage success when cases go to court	This is the percentage of successful prosecutions following Fire Safety Audits.
11	Percentage of statutory fire safety consultations completed within the required timeframes	Statutory fire consultations have a legally defined timeframe in which they must be completed and include: <ul style="list-style-type: none"> • Licensing • Building regulations • Building regulations approved supplier
12	The number of Automatic Fire Alarm calls received	Automatic Fire Alarm calls are calls from Alarm systems and have a higher likelihood of being a false alarm.
13	The percentage of Automatic Fire Alarm calls where RBFRS did not attend.	This is the number of Automatic Fire Alarm calls received where we did not attend. In some circumstances we are able to seek confirmation that this is not a false alarm, before attending.



ID	Measure	Definition
Response		
14	Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from the 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.
15	Percentage of full shifts where there is adequate crewing on all wholetime frontline pumping appliances	This is the percentage of shifts (day or night) where there is sufficient minimum qualified firefighters (four personnel) on all wholetime pumping appliances (fire engines). A wholetime frontline pumping appliance is available 24/7, 365 days a year.
16	Percentage of hours where there is adequate crewing on retained frontline pumping appliances (based on 24/7 crewing)	This is the percentage of hours where there is sufficient minimum qualified firefighters (four 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		
17	Percentage 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.
18	Percentage 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.
19	Percentage 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.



20	Percentage of domestic respondents satisfied with the service regards their Safe and Well Visit	Results are from a customer feedback questionnaire which is sent to a sample of individuals who have received a Safe and Well Visit and asks about their satisfaction and experience with the service they received from RBFRS.
21	Number of complaints received	The number of complaints made to RBFRS about any aspect of our service or staff.
22	Number of compliments received	The number of compliments received by RBFRS about any aspect of our service or staff.



Corporate Health

ID	Measure	Definition
Human Resources and Learning & Development		
23	Percentage 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. This will not include COVID-19 related absences where an individual is isolating but not symptomatic.
24	Percentage 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.
25	Percentage of eligible staff with Personal Development Reviews	This measure reflects the percentage of eligible employees who have had a Personal Development Review meeting. Eligible staff are those who have completed their initial probation period, before the end of the PDR 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 PDR.
26	Percentage of eligible operational staff in qualification	This measure examines performance in the key qualifications, outlined in the eight core areas of the Fire Professional Framework , required by staff to maintain effective service delivery.
27	Number of formal grievances	The number of formal grievances raised by staff under the Grievance, Bullying and Harrassment Policy.
Health and Safety		
28	Number of RIDDOR accidents	RIDDOR (<i>Reporting of Injuries Diseases and Dangerous Occurrences Regulations</i>) are more serious injury accidents.



ID	Measure	Definition
Finance and Procurement		
29	Percentage of spend subject to competition	This measure looks 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.
30	Compliant spend as a percentage of overall spend	This measure calculates the supplier spend that is in a compliant contract as a percentage of the total spend to external bodies and suppliers (as per RBFA contract regulations).
Freedom of Information		
31	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Information Regulations or Data Protection Legislation)	RBFRS are required to conform to Data Protection and Freedom of Information legislation. The Information Commissioner is responsible for determining compliance and issuing advice or penalties. This measure includes only incidents where there is a finding of a breach (not complaints which are subsequently dismissed).

