

QUARTERLY PERFORMANCE REPORT

Q4 2020 - 2021

January to March





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Contact Us

Accessibility

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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



Visit our website: rbfrs.co.uk



Email us at: performance@rbfrs.co.uk



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Write to us at: Newsham Court, Pincent's Kiln, Calcot, Reading, Berkshire,
RG31 7SD



Introduction

This is the Quarter Four 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

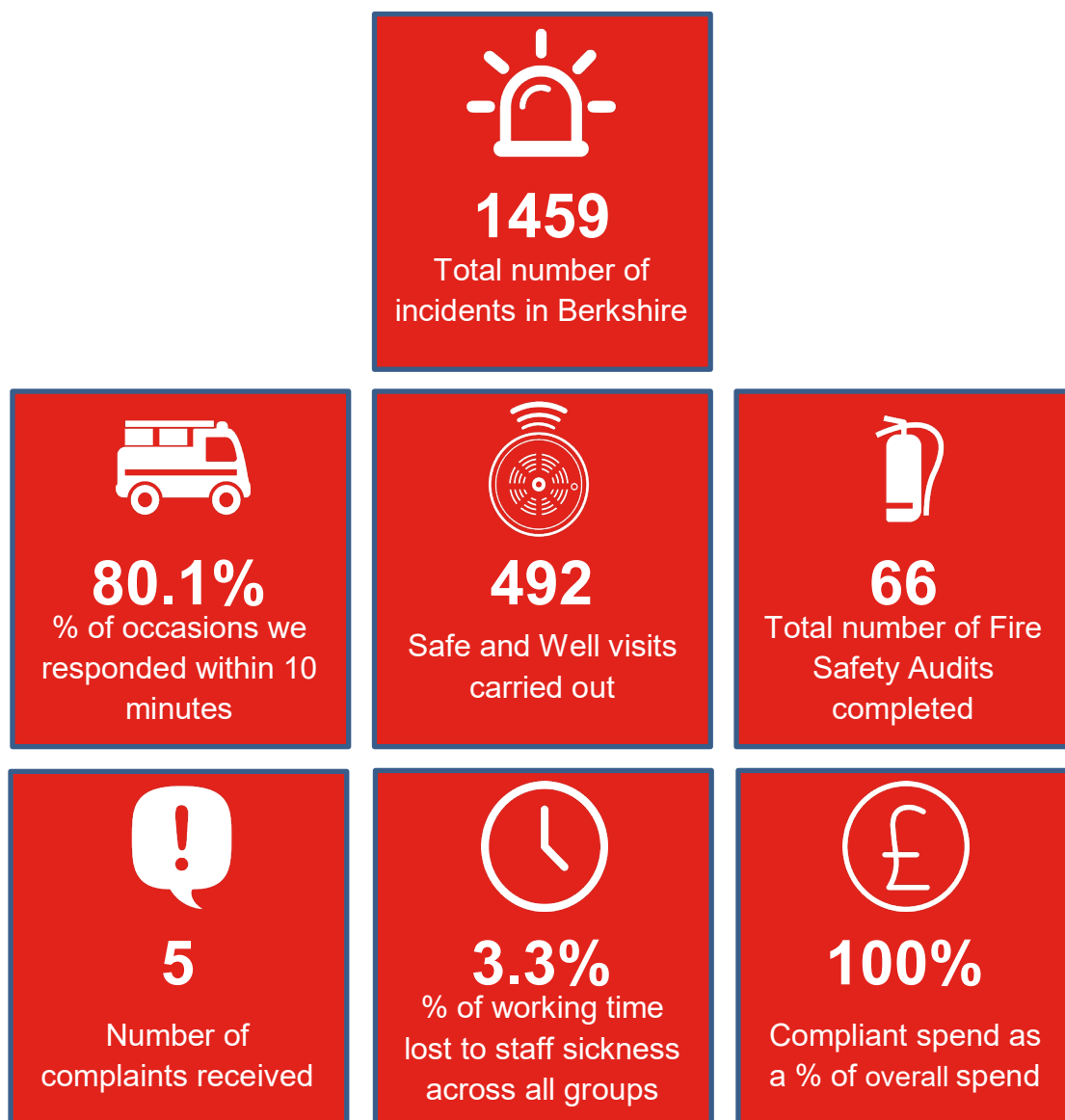
C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start

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 Four – 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 that 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 2019-20. This quarter there were 1,459 emergency incidents in Berkshire, compared with 1,592 in the same quarter last year.

In Quarter One this year, we saw an increased number of calls to outdoor fires, particularly fires involving burning rubbish during the first lockdown. With the return of tighter restrictions in Quarter Four we have been monitoring the numbers of these incidents. However, we have not seen a large rise, which may be due to civic amenity sites remaining open.

We have also 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. There is no evidence that this has occurred, with the number of primary fires as a whole remaining lower than in 2019-20. It is possible that increased presence in the home mean fires have been discovered at an earlier stage and not resulted in a call for our attendance.



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.

Our performance on our Service Provision measures has continued to be consistent with the earlier quarters of the year.

There have been no deaths in accidental dwelling fires in the whole of the 2020-21 year. The number of non-fatal casualties in this type of fire has been higher than target in Quarter 4, although the small numbers of cases means some fluctuation is normal. We continue to examine these cases and follow up with prevention work.

The number of deliberate secondary fires this quarter was slightly higher than target and previous year. Whilst the incidents vary to some extent, there is a theme across all areas of youths starting small bonfires, often in remote areas. Prevention teams are working closely with partners in local authority and TVP community teams to target activity. Arson boards have been utilised and targeted social media activity undertaken. Crews and prevention teams have a good grip on trends and hotspots in relation to this and will continue to look at opportunities to drive down incidents of this nature.

The impact of the COVID-19 pandemic continues to be seen in the level of face to face activities we carry out, both in prevention and protection. The third period of national restrictions from January has meant that the number of Safe and Well visits has fallen back from that achieved in Q3. In protection, a greater proportion of audits carried out have been reactive, meaning fewer unsatisfactory outcomes.

Work is underway to address the burden of false alarms, aligned to the identified HMICFRS area for improvement and based on the analysis of a range of data. Recommendations are likely to include introducing measures to make call challenge in TVFCS more effective. This will also include working with Alarm Receiving Centres to ensure these companies are applying the correct protocols when alarm notifications are received.

We continue to see a high percentage of emergency incidents attended within our response standard of ten minutes. In Q4 this was achieved on over 80% of occasions, and overall this year we have attended 78.2% of incidents within ten minutes.



Wholetime availability has improved since the last quarter, when we saw a particularly high number of shifts lost due to COVID-19 related absence. On-call availability continues to be much higher than in previous years, and we have come close to meeting the 60% availability target.

QUADRANT ONE – SERVICE PROVISION					DATA SUMMARY
Overall Measures					
1. Number of Fire Deaths in Accidental Dwelling Fires					2020/21 Target: 0
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	1	0	1	1	3
Target	0	0	0	0	0
2020/21 Actual	0	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 Q4
Previous Year (19/20)	2	3	8	2	15
Target	5	5	5	5	20
2020/21 Actual	2	10	5	7	24↓
3. Number of deliberate Primary Fires					2020/21 Target: Reduce
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	50	44	36	35	165
Target	49	43	35	34	161
2020/21 Actual	36	28	40	26	130↑
4. Number of deliberate Secondary Fires					2020/21 Target: Reduce
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	84	110	40	35	269
Target	83	109	39	34	265
2020/21 Actual	85	101	41	38	265↑
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 Q4
Previous Year (19/20)	2,288	1,800	2,070	1,352	7,510
Target	--	--	--	--	--
2020/21 Actual	302	542	581	490	1,915↓
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 Q4



QUADRANT ONE – SERVICE PROVISION				DATA SUMMARY	
Previous Year (19/20)	416	702	685	704	2,507
Target	--	--	--	--	--
2020/21 Actual	14	18	0	2	34↓
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 Q4
Previous Year (19/20)	75.0%	100.0%	94.7%	75.0%	87.5%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	100%	97.2%	100%	99.1%
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 Q4
Previous Year (19/20)	470	319	321	283	1,394
Target	--	--	--	--	--
2020/21 Actual	32	158	141	66	397↓
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 Q4
Previous Year (19/20)	67.9%	61.8%	55.8%	64.3%	63.0%
Target	60%	60%	60%	60%	60%
2020/21 Actual	40.6%	55.7%	39.7%	62.1%	49.9%↑
10. Percentage success when cases go to court				2020/21 Target: 80%	
	Q1	Q2	Q3	Q4	Year to Q4
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)	0 cases	100% (1 case)
11. Percentage of Statutory fire consultations completed within the required timeframes				2020/21 Target: 95%	
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	92%	95%	90%	85.5%	90.4%
Target	95%	95%	95%	95%	95%
2020/21 Actual	95.6%	97.1%	95.5%	98.7%	96.8%↑



QUADRANT ONE – SERVICE PROVISION					DATA SUMMARY
12. The number of Automatic Fire Alarm calls received					2020/21 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	826	936	950	753	3465
Target	-	-	-	-	-
2020/21 Actual	598	823	860	654	2935
13. Percentage of Automatic Fire Alarm calls where RBFRS did not attend					2020/21 Target: Improve
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	26.3%	26.1%	26.0%	26.2%	26.1%
Target	-	-	-	-	-
2020/21 Actual	15.4%	21.0%	24.3%	16.7%	19.9%
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 Q4
Previous Year (19/20)	76.7%	74.0%	76.6%	78.6%	76.3%
Target	75%	75%	75%	75%	75%
2020/21 Actual	78.4%	76.6%	78.0%	80.1%	78.2%↑
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 Q4
Previous Year (19/20)	100%	100%	98.4%	100%	99.6%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	98.9%	89.7%	98.9%	96.8%
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 Q4
Previous Year (19/20)	35.9%	28.2%	32.7%	34.7%	32.9%
Target	60%	60%	60%	60%	60%
2020/21 Actual	62.2%	52.2%	53.3%	59.1%	56.7%↑
Excluding Pangbourne	72.4%	60.9%	61.1%	68.2%	65.6%
*previous year data includes Wargrave					



Customer Experience Measures

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

21. Number of complaints received

2020/21 Target: Monitor

	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	7	11	14	5	37
Target	-	-	-	-	-
2020/21 Actual	5	3	9	5	22↑

22. Number of compliments received

2020/21 Target: Monitor

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

Performance across our Corporate Health Measures is positive overall. In most areas we have either met our targets this quarter and for the year, or have seen an improvement compared to the previous year. The only measure where this not the case is the percentage of operational staff in qualification. This area has been impacted by COVID-19 restrictions and plans are in place to bring performance on this measure back up in Q1 of 2021-22.

The percentage of working time lost to sickness continues to be low compared with recent years. This is despite 183 days lost to sickness associated with COVID-19 in the quarter.

Other positive areas include an increase in PDR completion this year from 92.0% to 99.7%. This is likely to demonstrate that during the periods of restrictions on some of our activities we were able to productively redirect resource to completing this important activity.

We have continued to meet our targets on our procurement measures. Although the percentage spend subject to competition in Q4 still comfortably exceeds the target, it has decreased compared to prior quarters due to legal costs incurred, which were not tendered for, as permitted in the contract regulations, and additional work where the contract holder was unable to meet the requirement so an alternative supplier was used.



Draft Annual Revenue Outturn 2020/21

The annual revenue outturn for 2020/21 may be subject to some minor adjustments as the 2020/21 Statement of Accounts is still being finalised.

The 2020/21 Revenue Budget was set at £35.263m, with expenditure anticipated to exceed income by £284,000, meaning that the Fire Authority was 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 COVID-19 funding to ensure that the Authority's priorities have been met.

The current position is that it has not been necessary to utilise reserves to fund revenue expenditure and it is expected that the Revenue Account will register a small surplus of £20,000.



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 Q4
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%	3.3%	3.1%↑

24. Percentage of eligible operational staff successfully completing fitness test

2020/21 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	96.6%	99.8%	96.0%	98.5%	98.5%
Target	100%	100%	100%	100%	100%
2020/21 Actual	--	--	99.2%	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 Q4
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%	99.7%↑

26. Percentage of eligible operational staff in qualification

2020/21 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q4
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%	96.4%	96.4%↓

27. Number of formal grievances

2020/21 Target: Monitor

	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	3	0	8	1	12
Target	--	--	--	--	--
2020/21 Actual	0	0	1	1	2

We also received six informal grievances in Q2 via SaySo

28. Number of RIDDOR accidents

2020/21 Target: 6 max

	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	1	0	0	1	2
Target	1	1	1	1	4
2020/21 Actual	0	1	0	0	1↔

29. Percentage of spend subject to competition

2020/21 Target: 85%

	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	95.4%	91.4%	95.1%	93.6%	94.7%
Target	85%	85%	85%	85%	85%
2020/21 Actual	91.7%	92.1%	95.2%	89.6%	93.3%↓

30. Compliant spend as a percentage of overall spend

2020/21 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	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 Q4
Previous Year (19/20)	0	0	1	0	1
Target	0	0	0	0	0
2020/21 Actual	0	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. This quarter we have seen a number of project statuses move in a positive direction, from Red to Amber, or from Amber to Green. This includes our work to develop Prevention and Protection quality assurance processes as part of the HMICFRS action plan. We also received the new Aerial Ladder Platform into the service in March, meaning this element is back on track. As part of the people strategy, we have now fully embedded operational and control development and assessment pathways and those for Fire Safety have been designed and are awaiting approval.

Under IRMP, our plans for the Adult FireSafe Programme has been set back due to a sudden requirement for a new provider. A new provider has been identified but there is a resulting delay.

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	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	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	G
Project 2: Prevention						



Project 1: Risk Analyses						
	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	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	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	A
Carry out targeted road safety activity for motorcyclists (subject to the outcome of our Prevention Strategy consultation).	New		NS	R	R	A
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	R
Further develop local safety initiatives, campaigns and events to target risk at a local level.	A		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	A
Support the delivery of our Protection Strategy to improve the efficiency of our processes and policies.	New		G	A	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	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	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	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	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	R
Project 5: Response Safe Systems of Work Development						



Project 1: Risk Analyses						
	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	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	G
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	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	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	G
Implementing recommendations from the review of assessment of operational competence	A		G	G	G	G
Review the delivery mechanisms of the Learning and Development and implement findings	New		G	A	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	G
Integrate and embed EDI objectives in our everyday activities	G		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	NS
Develop talent management systems for development of high potential staff	G		G	G	A	A
Develop career pathways across all staff groups across the organisation	G		G	G	A	G
Create a framework for coaching and mentoring	New		A	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	G
Review the Communications and Engagement strategy	NS		NS	NS	NS	NS
Continue to develop the Fire Authority Member Development Programme	New		G	G	G	G



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						
Implement a programme of staff engagement following the staff survey results	New		R	G	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	G
Initiate development of additional core skills courses on continuous improvement and business process improvement	NS		NS	NS	NS	NS
Learn and adapt to different ways of working during and after the COVID-19 pandemic	New		G	G	G	G
We will ensure efficiency through the implementation of digital resources for Prevention services	G		G	G	G	G
We will explore the options for use of digital resources for Protection services	New		NS	NS	NS	NS
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	G
Deliver the requirements of the 2020/21 mental health action plan	G		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	G
	On Budget		G	G	G	G
Major Redevelopment: Crowthorne	On Track	G	C	C	C	C
	On Budget		G	G	G	C
Minor Capital Works Programme	On Track	new	G	G	A	G
	On Budget			G	G	G
Fleet and Equipment						
		Status				
		Q4 19/20	Q1	Q2	Q3	Q4
Fleet: Fire Appliances	On Track	G	A	G	G	G
	On Budget			G	G	G
Fleet: Special Appliances	On Track	G	A	A	A	A
	On Budget			G	G	G
Fleet: Aerial Ladder Platform	On Track	G	A	A	A	G
	On Budget			G	G	G
Fleet: Other Ancillary Vehicles	On Track	G	A	A	A	G
	On Budget			G	G	G
Equipment	On Track	G	G	G	G	G
	On Budget					G



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



HMICFRS ACTION PLAN

The HMICFRS report for RBFPS 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	A
Prevention quality assurance	Service Plan	A		A	G	R	A
Protection quality assurance	Service Plan	A		A	G	R	A
Addressing the burden of false alarms	Service Plan	G		A	A	R	A
Keeping the public informed during ongoing incidents	Service Plan	G		G	G	G	G
Effective system to use for learning and debriefs	Service Plan	G		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	G
Section three: People							
		End 19/20		Q1	Q2	Q3	Q4
Values and behaviours understood and demonstrated	Service plan	G		A	G	G	G
Effective use of competence recording system	Service plan	G		A	G	G	G
Effective grievance procedures in place	Service plan	G		G	G	G	G
Staff are confident in using feedback mechanisms	Service plan	G		G	G	G	G
Process to identify, develop and support high-potential staff and aspiring leaders	Service plan	G		G	G	A	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 Four. To ensure the most up to date picture for risk, the updates include information about progress since the end of the quarter.

Continuing Risk: Ongoing Impact of COVID-19 (Risk: 689)				
Risk Owner: DCEX & Director of Support Services				
	End of Q3 Risk Score	End of Q4 Risk Score	Direction of travel	Risk score as at June 2021
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.	22	19	↓	Risk now closed, new risk for third wave opened
<p>The risk score was reduced during quarter 4 to reflect the successful implementation of the planned treatments which included limiting public facing activities and maintaining a work from home policy. We also considered the impact of vaccinations roll out with Service staff benefitting from surplus vaccines that would have otherwise been disposed of.</p> <p>This risk was closed at the end of Q4 as the impact of the threat of Covid-19 on our ability to deliver our objectives changed and a new risk was created to focus on the challenges faced as we consider a third wave later in the year.</p>				
Current Key Controls and Mitigations	Risk Movement			
Maintain effective internal C3 structures, regularly reviewing arrangements and scaling up and down as required	The last CEMT was held on 17 March 2021. the structure worked well and will be stood back up should the need arise. Any matters arising are now reviewed as part of a standing agenda item at fortnightly SLT meetings.			
Provide daily monitoring of absences across all teams to support national, local and internal reporting arrangements and to inform management and planning activity	The last CEMT was held on 17 March 2021 staff absence is still monitored by HR and any issue reported by exception to SLT.			
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 . CFO is maintaining links with national and local senior leaders. Any matters arising are now logged via fortnightly SLT meetings.
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	Local safety plans for 21/22 agreed at SLT March 2021. The plans identify our targets in relation to Prevention and Protection delivery, albeit they will continue to be flexible in terms of aligning to Covid risk and government guidance. In addition to planned re-introduction of activities, the teams have developed alternative methods of interventions.
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	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. Extended arrangements in line with roadmap to recovery. Staff numbers being considered in line with workforce planning in April.
Maintain close working relationship with representative bodies across in relation to BAU activity	Regular contact has been in place throughout Covid response. Consultation initiated on proposed changes and regular sessions set up to keep informed where required
Through the Staff Planning and Resilience Group ensure the continuation of business critical services	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.
Through the Operational Planning and Resilience Group ensure the continuation of operational readiness of both WDS and RDS assets	Staffing levels and On Call availability has been excellent, to note CEMT has now been stood down (17 March 2021).
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	TVFCS - crewing being managed in line with approved degradation plans. Minimal impact due to Covid-19. Majority of staff now vaccinated and regular LFT in place



Through existing structures review service plans to identify sustainable and safe Learning and Development delivery models in line with changes to Covid Alert levels and restrictions	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. 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 during lockdown, recovery planning being activated in line with roadmap for recovery – increasing instructor availability.
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Capita Secure Solutions and Services Sale (Risk: 732)				
Risk Owner: AM – Change, Collaboration and Finance				
	End of Q3 Risk Score	End of Q4 Risk Score	Direction of travel	Risk score as at June 2021
Risk 732 Risk Description: If Capita SSS is sold and the purchaser makes unfavourable decisions on software development and provision of support, which is likely given commercial uncertainties around the sale, then we can expect TVFCS to experience substantial impacts on their ability to deliver an efficient, effective and resilient service which is significant in respect of delivering our statutory fire and rescue functions.	New risk	18	New risk	18
The NFCC strategic commercial board has commissioned a working group, led by CFO Rob MacDougall of OFRS to work across key stakeholders including UK FRS, Home Office and Capita in order to engage and influence at a strategic level. This should provide information on potential buyers and how contracts may be novated. This is important in supporting RBFA decision making in respect of key TVFCS contracts. RBFRS Senior Responsible Officer Jim Powell is the designated point of contact in service for this work and feeds this into the TVFCS Joint Coordinating Group as the current chair of that group.				
Current Key Controls and Mitigations	Risk Movement			
Maintain dialogue with Home Office FRS Comms Advisor	RBFRS SRO in regular contact with HO comms advisor including through NFCC Control Advisory Board meetings			
Maintain links with other customers via the Capita National User Group.	Attendance at Capita NUG prioritised and identified in TVFCS Service Plan			
Maintain links within Control related NFCC groups with the ability to raise issues of business continuity and national resilience in the event of a disposal.	Attendance at NFCC Control Advisory Board and Mobilising Officer's Group meetings prioritised and identified in TVFCS Service Plan			
Maintain dialogue with Capita SSS through existing relationships at both tactical and strategic levels.	Ongoing discussions taking place with relevant directors within Capita SSS and through regular contract meetings			



Corporate Risk Register risks as at 30th June 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	17	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	20	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	15	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	10
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 responds to the changing demands, then we can expect to fail to deliver against our statutory requirements and broader organisational development objectives	21	18	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	15	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	20	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	20	15
731	Covid-19 Third Wave	If we see a significant rise in infection rates of Covid-19 and/or the introduction of new variants of the disease, which may become increasingly likely as restrictions continue to lift, then we can expect to see a reduction in staff availability, which is significant in respect to our ability to deliver core services.	22	18	15
732	Capita Secure Solutions and Services sale	If Capita SSS is sold and the purchaser makes unfavourable decisions on software development and provision of support, which is likely given commercial uncertainties around the sale, then we can expect TVFCS to experience substantial impacts on their ability to deliver an efficient, effective and resilient service which is significant in respect of delivering our statutory fire and rescue functions.	21	18	12



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. However all but one of the audits were completed by the end of Quarter Four. Due to COVID-19, the planned Performance Development (Appraisals) audit will now take place in June 2021.

Progress against all actions open at the start of Quarter 4, or opened during the quarter, is detailed below.

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Firefighter Pension Administration 11/01/2021	2020:FFPA:01 We will develop written succession plans for the Royal Berkshire Fire and Rescue Service once the changes to the workforce structure have been implemented.	30/09/2021	Low	A	Open
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. West Yorkshire Pension Fund are looking to fill their Assistant Director post which will enable them to work on the succession plan. Slow progression in relation to the recruitment of a number of pensions officers, with some difficulty in attracting senior pension officers. This action has been moved into the action plan resulting from the 2020/21 Audit with a revised completion date.					
Payroll Provider - DataPlan 13/01/2021	2020:Payroll:01 Evidence of independent checks on new starters forms will be maintained centrally prior to the employee being added to the payroll..	31/03/2021	Low	C	Closed
Progress: RBFPS upload documents to secure ePaysafe portal for processing each month. Additional functionality added to enable list of all uploads by client in a set period which enables comparison and crosscheck between systems. Confirm that all documents actioned accordingly but also independently checked where necessary. The list is generated electronically, reducing risk of human error.					
Cyber Essentials 09/03/2021	2020: Cyber:01 The Service will ensure that an appropriate password configuration is applied within the boundary firewalls in line with the RBFPS Password Policy.	30/04/2021	Low	C	Closed
Progress: Completed 15/03/2021					



PERFORMANCE REPORT Q4 2020-2021

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Cyber Essentials 09/03/2021	2020: Cyber:02 The Service will ensure that all sections of Request for Change forms are fully completed or marked as N/A as relevant.	31/12/2020	Low	C	Closed
Progress: Completed 08/02/2021					
Cyber Essentials 09/03/2021	2020: Cyber:03 The Change Management Policy will be reviewed and updated to include: <ul style="list-style-type: none"> • a next review date (this will also be included for all IT related policies); and • the requirement for all firewall rules that are no longer required to be removed or disabled in a timely manner. In addition, the Service will ensure that firewall rules are subject to periodic review, with evidence of this being retained (this process will also be documented within the relevant policy).	31/01/2021	Med	C	Closed
Progress: Completed at time of audit report.					
Cyber Essentials 09/03/2021	2020: Cyber:04 The organisation will document within a policy its approach to how default accounts in computers and network devices should be securely configured. This will include the renaming and disabling of default accounts. This policy will then be applied in practice.	28/02/2021	Med	C	Closed
Progress: Completed at time of audit report.					
Cyber Essentials 09/03/2021	2020: Cyber:05 The Password Policy will be updated to include a next review date and account lockout requirements (number of attempts (threshold), lockout duration and counter reset time). Following this, the organisation will ensure that the password policy is implemented within Specops and any system/applications that fall outside of the control of Specops.	31/01/2021	Low	C	Closed
Progress: Completed at time of audit report.					



PERFORMANCE REPORT Q4 2020-2021

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Cyber Essentials 09/03/2021	2020: Cyber:06 The Server Backup Policy will be updated to include the following: <ul style="list-style-type: none"> • next review date; • process for retrieval of backups; • disposal of backup media; • periodic testing of backups; and • disciplinary information. 	31/03/2021	Low	C	Closed
Progress: Completed at time of audit report.					
Cyber Essentials 09/03/2021	2020: Cyber:07 The Service will implement a post-leaver review process to ensure that user accounts relating to leavers are disabled/removed, for instance, reviewing a monthly HR list of leavers against user accounts. This process will be reflected in a relevant policy/procedure.	28/02/2021	Med	C	Closed
Progress: Completed at time of audit report.					
Cyber Essentials 09/03/2021	2020: Cyber:08 The Service will implement a formal process for the periodic review of special access privileges. This process will be reflected in a relevant policy/procedure.	30/04/2021	Med	G	Open
Progress: Draft policy under review					
Cyber Essentials 09/03/2021	2020: Cyber:09 The Service will document a security/monitoring systems policy (or update an existing policy) to cover: <ul style="list-style-type: none"> • version control, including last reviewed and next review date, and details of approval; • roles and responsibilities; • anti-virus/firewall software in use; • engine updates (including how often updates are to be checked for); 	30/04/2021	Med	C	Closed
Progress: Completed as of 22/2/21					
Cyber Essentials 09/03/2021	2020: Cyber:10 The Service will review the 'Scan Settings for Large Compressed Files' within the Trend Micro Apex One to ensure sufficient coverage of files.	30/04/2021	High	C	Closed
Progress: Completed as of 22/2/21					



PERFORMANCE REPORT Q4 2020-2021

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Cyber Essentials 09/03/2021	2020: Cyber:11 The Service will implement a formal process for the periodic review licensing and support for software in use, with instances of noncompliance being managed accordingly. This process will be reflected in a relevant policy/procedure.	28/02/2021	Med	C	Closed
Progress: Completed at time of audit report					
Cyber Essentials 09/03/2021	2020: Cyber:12 The Patch Management Policy will be updated to include: <ul style="list-style-type: none"> next review date; key roles and responsibilities; obtaining patches; monitoring and reporting of patching; dealing with exceptions to the agreed process (and approval of this); handling of errors/failed patches; back up of systems prior to application of patches; communication requirements (end user etc.); and <ul style="list-style-type: none"> disciplinary with respect to non-compliance 	31/03/2021	Low	C	Closed
Progress: Completed at time of audit report					
Cyber Essentials 09/03/2021	2020: Cyber:13 The Service will implement a formal process for the periodic review of patching across operating systems and applications, with such reviews and the outcomes being documented accordingly. This process will be reflected in a relevant policy/procedure.	30/06/2021	Low	C	Closed
Progress: Completed as of 01/03/2021					
Cyber Essentials 09/03/2021	2020: Cyber:14 The Acceptable use of ICT Resources Policy will be updated to cover the requirement for staff to keep mobile devices up to date with vendor updates and application patches.	28/02/2021	Low	C	Closed
Progress: Completed as time of audit report					
Capital Projects 11/03/2021	2020: CapProj:01 As part of the review of all open actions at the next Station Coordination Group meeting, consideration will be given to actions without dates for completion assigned, with	31/05/2021	Low	C	Closed



PERFORMANCE REPORT Q4 2020-2021

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
	implementation dates agreed and assigned to each of these on the Action and Decision log.				
Progress: Completed.					
Capital Projects 11/03/2021	2020: CapProj:02 We will ensure that the Terms of Reference for the Strategic Performance Board/Project Development Working Group are reviewed and updated where required, with the updated date of review documented and the required date of next review detailed.	31/05/2021	Med	G	Open
Progress: SPB Terms of Reference will be discussed at SPB meeting 18/05. PDWG Terms of Reference reviewed & updated 7/4/2021. Next review date April 2022 and annually thereafter as part of the April meeting agenda.					
Governance and Risk Management 17/03/2021	2020: Gov&RM:01 We will ensure that minutes are updated to specifically record that actions agreed at previous meetings have been discussed and progress updates received. Only when actions are reported as completed will progress updates stop.	Complete at time of report	Low	C	Closed
Progress: Complete at time of report					
Governance and Risk Management 17/03/2021	2020: Gov&RM:02 We will update the Audit and Governance Committee, Fire Authority and Management Committee ToRs to include a footnote outlining that these should be read in accordance with the organisation's Standing Orders.	30/04/2021	Low	G	Open
Progress: On track to be completed by due date.					
Governance and Risk Management 17/03/2021	2020: Gov&RM:03 As part of the implementation of the risk management course, we will identify all staff responsible for risk management within the organisation. An exercise will then be completed to ensure appropriate risk training has been provided and a formal record will be retained to evidence this.	31/12/2021	Low	G	Open
Progress: Review scheduled as part of Service Planning for 2021/22					



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 Q4
Previous Year (19/20)	98.2%	97.7%	99.2%	97.6%	98.4%
Target	97%	97%	97%	97%	97%
2020/21 Actual	98.4%	98.3%.0	99.1%	98.9%	98.7%↔
Percentage of occasions where time to mobilise is within 90 seconds				2020/21 Target: 80%	
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	72%	73.5%	74.5%	72.1%	73.1%
Target	80%	80%	80%	80%	80%
2020/21 Actual	71.6%	70.8%	68.1%	70.9%	70.4%↓
Percentage of occasions where wholetime duty system crew turnout time is under 90 seconds				2020/21 Target: 90%	
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	91.9%	93.4%	94.2%	94.5%	93.4%
Target	90%	90%	90%	90%	90%
2020/21 Actual	95.9%	95.5%	95.3%	94.4%	95.3%↑
Percentage of occasions where On Call crews turnout is within the agreed timeframes				2020/21 Target: 90%	
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (19/20)	69.4%	74.1%	74.2%	81.1%	75.1%
Target	90%	90%	90%	90%	90%
2020/21 Actual	94.2%	86.3%	91.4%	86.4%	89.5%↑
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 Q4
Previous Year (19/20)	63%	61.6%	62.8%	73.3%	65.5%
Target	--	--	--	--	--
2020/21 Actual	62.7%	56.2%	65.9%	57.5%	60.5%↓
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 Q4
Previous Year (19/20)	55.3%	54.0%	52.3%	58.3%	54.5%
Target	--	--	--	--	--
2020/21 Actual	55.6%	52.7%	63.6%	55.3%	56.6%↔



Accident Investigations

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2020/21 YTD
Accidents Requiring Investigation	Minor	6	4	1	3	14
	Moderate	4	7	2	2	15
	Major	0	0	0	0	0
Near Misses Requiring Investigation	Minor	5	6	6	6	23
	Moderate	4	3	10	3	20
	Major	0	0	0	0	0
*Accident Investigations Outstanding	Minor	0	0	0	0	0
	Moderate	0	0	0	0	0
	Major	0	0	0	0	0
*Near Miss Investigations Outstanding	Minor	0	0	0	0	0
	Moderate	2	0	0	0	2
	Major	0	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

The percentage of staff from minority ethnic groups has increased this quarter from 7.0% in Q3 to 7.30% in Q4. This represents two individuals joining the service and one leaving.

The number of female firefighters employed in the Service remains at 28. This quarter sees an increase from 6.50% in Q3 to 6.56% in Q4. Although there were no female operational staff recruited this quarter the percentage has increased due the number of male wholetime firefighters reducing due to personnel leaving the service.

The number of staff employed by RBFERS with a disability remains at 38 this quarter, this represents 5.9% of the workforce.



PERFORMANCE REPORT Q4 2020-2021

Measure		Q1	Q2	Q3	Q4	2020/21 YTD	Q4 19/20	Authorised establishment (Number of authorised posts)
STAFF IN POST	Wholetime	364	361	358	354	354	372	362
	Retained	84	75	73	73	73	87	78
	Control	41	43	43	43	43	41	39
	Green Book	170	168	169	174	174	160	172
	Total Number of Staff	659	647	643	644	644	660	651
STAFF TURNOVER	Wholetime	7	8	4	7	26	9	
	Retained	4	9	3	2	18	4	
	Control	2	0	1	0	3	2	
	Green Book	0	7	6	4	17	11	
	Total Number of	13	24	14	13	64	26	
	Staff in Post (SIP)	659	647	643	644	649	660	
	Percentage of Leavers	1.97%	3.71	2.2%	2.0%	9.86%	3.94%	
FEMALE STAFF	Wholetime	4.4%	4.4%	4.5%	4.5%	4.5%	4.6%	
	Retained	14.3%	16%	16.4%	16.4%	16.4%	13.8%	
	Control	73.2%	69.8%	67.4%	67.4%	67.4%	70.7%	
	Green Book	56.5%	57.1%	57.4%	57.5%	57.5%	56.3%	
	Total	23.4%	23.8%	24%	24%	24%	22.4%	
AGE PROFILE	25 and Under	46	43	39	36	36	42	
	26-35	176	169	170	168	168	179	
	36-45	208	208	212	215	215	208	
	46-55	192	187	181	184	184	193	
	56-65	36	39	39	37	37	37	
	66 and Over	1	1	2	4	4	1	
	Total	659	647	643	644	644	660	
NON WHITE STAFF	Wholetime	5.2%	5.3%	5.3%	5.4%	5.4%	5.1%	
	Retained	4.8%	2.7%	2.7%	4.1%	4.1%	4.6%	
	Control	2.4%	2.3%	4.7%	4.7%	4.7%	2.4%	
	Green Book	14.1%	13.7%	13.0%	13.2%	13.2%	13.8%	
	Total	7.28%	6.96%	7%	7.3%	7.3%	6.9%	



Staff Ethnicity Profile Ethnicity Data

Ethnicity	Wholetime	Retained	Control	Green Book	All Staff
White British	335	70	40	148	593
Other Ethnicity	19	3	2	23	47
Unknown	0	0	1	3	4
Total	354	73	43	174	644

Ethnicity	Number of Staff
Asian or British Asian: Indian	4
Asian or British Asian: Other	3
Black or Black British African	3
Black or Black British Caribbean	4
Black or Black British other	1
Chinese	1
Mixed White and Asian	2
Mixed White and Black Caribbean	2
Other	1
Other Mixed	5
Unknown	4
White British	593
White Irish	5
White Other	14
Asian or British Asian: Pakistani	1
Mixed White and Black African	1
Grand Total	644



Staff Age Profile

Age Group	Wholetime	Retained	Control	Green Book	Grand Total
25 and Under	7	10	6	13	36
26 - 35	83	33	17	35	168
36 - 45	141	20	9	45	215
46 - 55	115	7	11	51	184
56 - 65	8	3	0	26	37
66 and Over	0	0	0	4	4
Grand Total	354	73	43	174	644

Staff Gender Profile

Gender	Wholetime	Retained	Control	Green Book	All Staff
Female	16	12	29	100	157
Male	338	61	14	73	486
Other	0	0	0	1	1
Total	354	73	43	174	644



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).

