

QUARTERLY PERFORMANCE REPORT

Q1 2021 - 2022

April to June





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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 One Performance Report, summarising our progress across the Service.

In our Annual Plan for 2021/22, 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 Community Risk Management Plan (CRMP), People Strategy, Strategic Asset Investment Framework and Built Environment Programme).

Risk: Monitoring corporate risk management and other assurance activity including internal audit and our HMICFRS Action Plan.

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

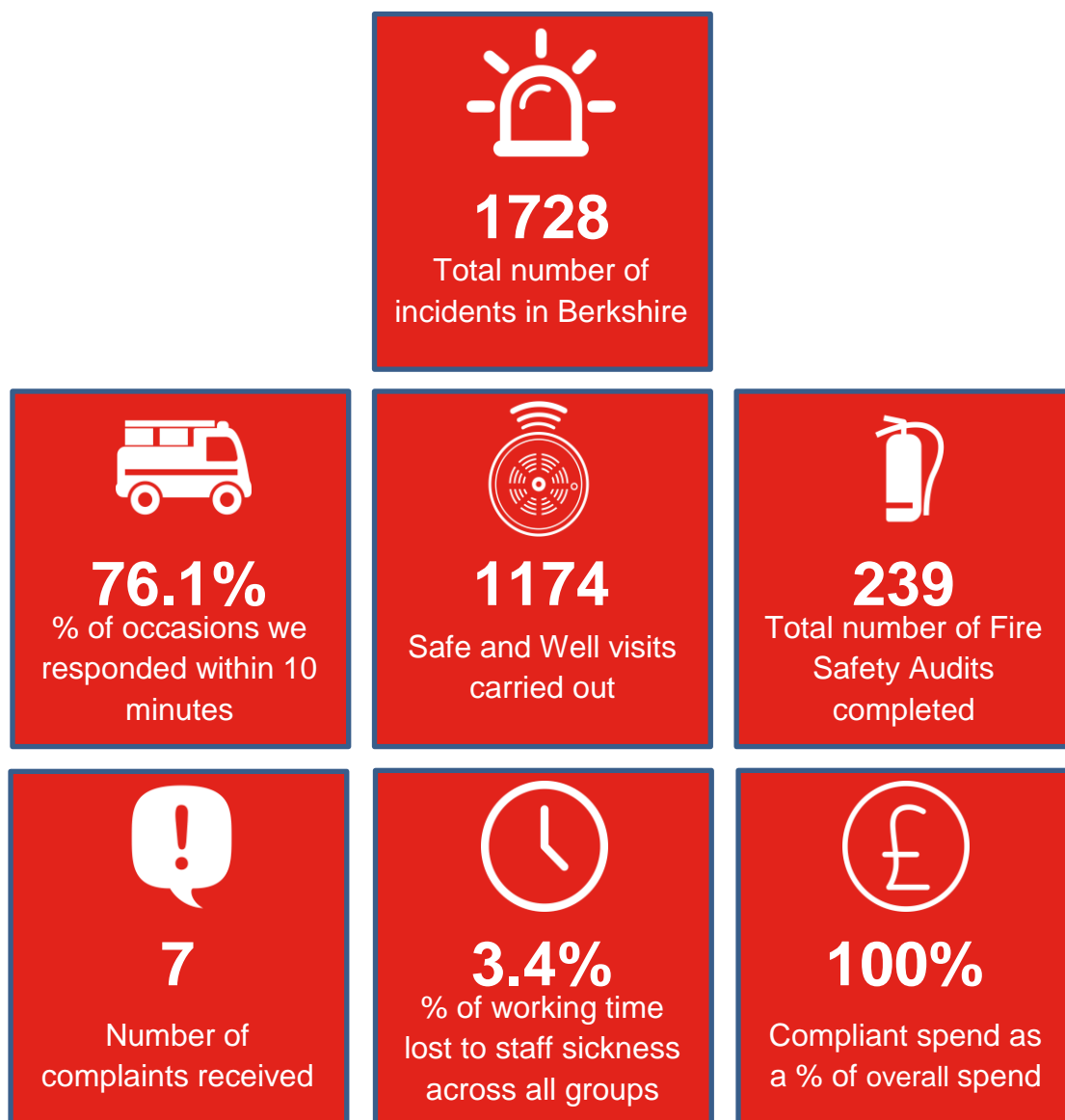
C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start

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 One – Summary



COVID-19 Pandemic

Since the start of the COVID-19 pandemic we have focussed on protecting core service delivery, the wellbeing of our staff, and support for our partners. Our Annual Plan 2021/22 recognises the continued challenges we face and in some of our key areas of service, we have adapted our delivery targets for Quarter 1 to reflect the expected impact COVID-19 restrictions would have on our level of delivery.

In Quarter 1 we responded to 1,728 incidents in Berkshire, this is a similar number to the same quarter last year, and a little lower than in 2019-20, before the pandemic.



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.

Quarter 1 has seen above target performance in relation to both Safe and Well visits and Fire Safety audit completion. Our targets for this quarter were set on the expectation that COVID-19 restrictions in place would mean similar levels of activity as Quarter 4 last year. However in most cases these have been significantly exceeded.

There has been one accidental dwelling fire death in Quarter 1. The circumstances surrounding this incident and RBFRS interactions have been the subject of a review and where appropriate, organisational learning has been identified.

We continue to see a high percentage of emergency incidents attended within our response standard of ten minutes. This Quarter we have attended 76.1% of incidents in this timeframe, above our target of 75%. We have maintained performance above this target throughout the pandemic.

In Quarter 1, we saw 98.9% wholetime availability, with only two instances of crewing unavailability. Our On-Call crews have continued to deliver additional support and resilience, this Quarter achieving 59.8% availability.

COVID-19, short and long term absences, temporary promotion extraction chains, project secondment and core training courses are all influencing the management of adequate crewing. This situation has resulted in an increase in the use of pre-arranged overtime and is likely to continue through Quarter 2 as these pressures continue.



98.9%

Wholetime crew availability was maintained during Q1 2021/22



During Q1 2021/22, our response standard exceeded target, with the first fire engine arriving within 10 minutes on **76.1%** of occasions.



59.8%

Was the availability of on-call crews in Q1 2021/22

Threat of Arson

Our response to threats of arson continues to be strong, again visiting 100% of achievable visits within 48 hours this Quarter. The number of these referrals we



received increased during 2020/21, due in part to the pandemic. This higher level of referral has been maintained in this Quarter.

Our response to these incidents is dynamic and tailored to individual circumstances, as illustrated in the case described below.

Crews were called to an incident where a makeshift petrol bomb had been thrown at the front door of a property. Thames Valley Police officers in attendance quickly established that this was a case of mistaken identity where the property next door was the intended target. The incident was due to a drug feud.

These properties were maisonettes in style and therefore the Duty Officer at the scene ensured that Threat of Arson Safe and Well Visits were carried out to all occupants for reassurance. Whilst police were in attendance, a Safe and Well Technician and the crews fitted 4 arson proof letter boxes and smoke alarms to ensure safety of the occupants as soon as possible.

One of the occupants of the properties was found to be bed bound and therefore deemed to be at significant risk. In order to maximise safety for this individual a safeguarding referral was completed by crews and the Safeguarding Team then signposted this through to Thames Valley Police Criminal Investigation Department (CID) and Adult Social Care. Protection was also made aware to ensure fire safety regulations were in place and a marker of 'arson' placed onto our system for crews to be informed at any future incident.

Fire Casualties – Wensley Road

One of the key concepts of our hub model is to ensure joined up working between the three functions of Prevention, Protection and Response to ensure the best possible outcomes for the communities we serve.

This incident occurred at a 4 storey block of flats on Wensley Road, Reading, in Q1 2020/21. The fire had spread down the common void, between floors. Crews forced entry to multiple flats for inspection and several occupants were successfully evacuated, with one needing hospital care for smoke inhalation. From an initial response perspective, level 1 training, knowledge and understanding provided the Incident Commander with a vital insight into building compartmentation and fire spread. Through working together post-incident on the Initial Fire Investigation with the hub Protection Manager, it was determined that the cause of the smoke spread was inadequate compartmentation between the bathroom ceilings / floors.

The following day the Response Manager liaised with Protection and Prevention colleagues within the hub. A joint plan of action was implemented as a hub team, working in partnership with Reading Borough Council (RBC).

The hub management team ensured that the opportunity to carry out post fire safety messaging was taken. The Prevention hub manager mobilised technicians and



supported crews to ensure Safe and Well information was available in this building. The Protection manager also worked with RBC to identify other similar design buildings (5 blocks in the Reading area). We have offered all flats (approximately 90 in total) a Safe and Well visit.

The Protection team worked closely with RBC to identify the cause of fire spread at this incident. The link formed with the council and finding of the investigation have led to the inspection of similar properties and other potential Fire Safety Order compliance issues have been identified. This work also enabled the West Hub Protection team to advise and support RBC to commission and undertake destructive Fire Risk Assessments and Compartmentation surveys in these 5 blocks.

The case study highlights the cohesive working relationship that has developed between the Protection, Prevention and Response teams across the West Hub as well as with our partners at RBC.

Safe and Well case closure and quality assurance

This Quarter, we have made significant progress in starting to return to more normal levels of Safe and Well visits, following the easing of pandemic restrictions. We have been able to prioritise the waiting referrals on the basis of risk.

In order to achieve this, we have worked closely with referral partners to generate high quality referrals via our online booking system. Referrals can also be made via phone, email or post. The RBFRS Website clearly identifies the eligibility criteria to qualify for a free Safe and Well Visit.

High quality referrals allow our Hub teams to triage and prioritise the urgency of the visit based on defined risk assessment criteria. The Safe and Well Visits are then arranged with the referee and completed within designated time scales according to the priority level identified.

This Quarter we have introduced a case closure process where high and very high risk referrals who have been difficult to reach are discussed weekly and alternative methods of contact are considered, including working with other agencies to facilitate access. This has enabled us to see some referrals who we might not have been able to reach previously. It also provides a high standard of quality assurance for cases that are closed.

Fire Safety Audits – Introducing Joint Visits

In line with recommendations following the Grenfell fire, and the work being carried out as part of our Built Environment Programme, we have now introduced joint Fire Safety and Site Specific Risk Information visits between operational crews and Fire Safety Inspecting Officers (FSIOs). This was introduced initially in the Central Hub this Quarter. Normally operational crews would visit premises to familiarise themselves with the layout and to identify and record operational risk information for



use in the event of an incident. Separately FSIOs visit premises in order to conduct fire safety audits and carry out regulation under the Regulatory Reform (Fire Safety) Order 2005.

By combining these visits it has been possible to provide learning and development both to operational crews and FSIOs through the sharing of knowledge and professional discussion. For example FSIOs have identified value in learning about alternative water supplies, fixed installations and appliance access and positioning. Whilst operational crews identified learning in the areas of compartmentation, fire detection and ventilation systems.

The approach of joint FSIO and operational crew has now been rolled out across the county with further benefits being identified.

Safeguarding Referrals

In Quarter One we made 143 Safeguarding referrals to local authorities, all within 24 hours. 134 referrals were for individuals within Berkshire and 9 referrals were signposted Over the Border. Safeguarding training is mandatory for all staff in the service and allows us to identify when a referral should take place, and ensures we provide good quality information to our partner agencies. This is illustrated in the case described below:

Fire crews attended a fire in a residential flat. The occupants were two adults and a young child. Crews had difficulty entering the flat due to major hoarding issues in all rooms, including the kitchen and bathroom. There were poor sanitary conditions throughout the flat, especially in the kitchen, with large amounts of food waste.

Due to a quick response of the crews contacting TVP at the incident this child was taken into their care under Police Protection powers and scenes of crime were requested with the possibility of charging the parents with neglect of a child. This met the needs for a Section 47 Enquiry (where there is 'reasonable cause to suspect that a child who lives, or is found, in their area is suffering, or is likely to suffer, significant harm'). It was also discovered through multi-agency meetings that intentional concealment of the environment took place by the parents not allowing access to agencies over a long period of time.

The crews made a Safeguarding referral within 24 hours, ensuring Children's Services and TVP were notified. Protection were also informed due to ensuring fire safety regulations were compliant within the block of flats. The Safeguarding Manager attended a Child Protection meeting where it was suggested that a Safe and Well Visit was carried out prior to the family clearing the property and returning to the address.



QUADRANT ONE – SERVICE PROVISION					DATA SUMMARY
Overall Measures					
1. Number of Fire Deaths in Accidental Dwelling Fires					2021/22 Target: 0
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	0	0	0	0	0
Target	0	0	0	0	0
2021/22 Actual	1				1↓
2. Number of non-fatal fire casualties in accidental dwelling fires					2021/22 Target: 20 max
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	2	10	5	7	2
Target	5	5	5	5	5
2021/22 Actual	10				10↓
3. Number of deliberate Primary Fires					2021/22 Target: Reduce
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	36	28	40	26	36
Target (Max)	35	27	39	25	35
2021/22 Actual	30				30↑
4. Number of deliberate Secondary Fires					2021/22 Target: Reduce
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	85	101	41	38	85
Target (max)	84	100	40	38	84
2021/22 Actual	75				75↑
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					2021/22 Target: 5,700 (COVID-19 impacted measure)
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	302	542	581	490	302
Target	450	1750	1750	1750	450
2021/22 Actual	1169				1169↑
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					2021/22 Target: 1870 (COVID-19 impacted measure)
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	14	18	0	2	14
Target	5	625	625	625	5
2021/22 Actual	5				5↓



7. Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours					2021/22 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (20/21)	100%	100%	97.2%	100%	100%
Target	100%	100%	100%	100%	100%
2021/22 Actual	100%				100%↔
Protection Measures					
8. Total number of Full Fire Safety Audits carried out in premises in Berkshire					2021/22 Target: 1100
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	32	158	141	66	32
Target	50	350	350	350	50
2021/22 Actual	239				239↑
9. Percentage of Full Fire Safety Audits with a 'Broadly Compliant' result					2021/22 Target: 60% max
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	40.6%	55.7%	39.7%	62.1%	40.6%
Target (max)	60%	60%	60%	60%	60%
2021/22 Actual	55.7%				55.7%↓
10. Percentage success when cases go to court					2021/22 Target: 80%
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	0 cases	0 cases	100% (1 case)	0 cases	0 cases
Target	80%	80%	80%	80%	80%
2021/22 Actual	0 cases				0 cases
11. Percentage of Statutory fire consultations completed within the required timeframes					2021/22 Target: 95%
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	95.6%	97.1%	95.5%	98.7%	95.6%
Target	95%	95%	95%	95%	95%
2021/22 Actual					
12. The number of Automatic Fire Alarm calls received					2021/22 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	598	823	860	654	598
Target	-	-	-	-	-
2021/22 Actual	699				699



13. Percentage of Automatic Fire Alarm calls where RBFRS did not attend					2021/22 Target: Improve
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	15.4%	21.0%	24.3%	16.7%	15.4%
Target	-	-	-	-	-
2021/22 Actual	22.7%				22.7%
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					2021/22 Target: 75%
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	78.4%	76.6%	78.0%	80.1%	78.4%
Target	75%	75%	75%	75%	75%
2021/22 Actual	76.1%				76.1%↓
15. Percentage of full shifts where there is adequate crewing on all wholetime frontline pumping appliances					2021/22 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	100%	98.9%	89.7%	98.9%	100%
Target	100%	100%	100%	100%	100%
2021/22 Actual	98.9%				98.9%↓
16. Percentage of hours where there is adequate crewing on on-call frontline pumping appliances					2021/22 Target: 60%
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)**	72.4%	60.9%	61.1%	68.2%	72.4%
Target	60%	60%	60%	60%	60%
2021/22 Actual**	59.8%				59.8%↓
**excluding Pangbourne					
Customer Experience Measures					
17. Percentage of domestic respondents satisfied with the overall service (fire incident)					2021/22 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	NA	NA	NA	NA	100%
Target	100%	100%	100%	100%	100%
2021/22 Actual	100%				100%
18. Percentage of commercial respondents satisfied with the overall service (fire incident)					2021/22 Target: 95%
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	NA	NA	NA	NA	NA
Target	95%	95%	95%	95%	95%
2021/22 Actual	100%				100%



19. Percentage of respondents satisfied with the service with regards to Fire Safety Audits						2021/22 Target: 90%
	Q1	Q2	Q3	Q4	Year to Q1	
Previous Year (20/21)	NA	NA	NA	NA	NA	
Target	90%	90%	90%	90%	90%	
2021/22 Actual	100%				100%	
20. Percentage of domestic respondents satisfied with the service – Safe and Well Visits						2021/22 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q1	
Previous Year (20/21)	NA	NA	NA	NA	NA	
Target	100%	100%	100%	100%	100%	
2021/22 Actual	97.9%				97.9%	
21. Number of complaints received						2021/22 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q1	
Previous Year (20/21)	5	3	9	5	22	
Target	-	-	-	-	-	
2021/22 Actual	7				7	
22. Number of compliments received						2021/22 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q1	
Previous Year (20/21)	2	4	2	2	8	
Target	-	-	-	-	-	
2021/22 Actual	3				3	



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.

Staff sickness – Health & Wellbeing support

This Quarter we have continued to see a relatively low level of staff sickness absence in comparison with the immediate pre-pandemic period, with 3.4% of working time lost to sickness compared with our target of 4.0%. RBFRS performs well in comparison to other fire and rescue services in relation to sickness absence, appearing in the best performing quartile for the number of sick days per employee.

Active management of staff absence due to sickness continues with appropriate supports. Both the Restricted Duties policy and the return to work form have been reviewed to ensure they support employee wellbeing and rehabilitation into the workplace. Managers are further aided by the new Managers Guide.

The Service continues to undertake a number of activities aimed at preventing sickness absence and assisting individuals to return to the workplace as quickly as possible. These are outlined in the Health, Safety and Wellbeing Action Plan and Mental Health Action Plan. Stress Awareness Month took place in April and was promoted in Shout and on Workplace. Mental Health Awareness Week took place in May, the theme was Connect with Nature. Staff were invited to share how they connect with nature. This campaign attracted the most views on Workplace this quarter.



Finance

The 2021/22 Revenue Budget agreed by Members in February 2021 was set at £35.779m. Expenditure was anticipated to exceed income by £29,000, meaning that the Fire Authority was reliant on its reserves to balance the budget.

Whilst staffing salary budgets were set based on the central Government position of a public sector pay freeze, the NJC have subsequently agreed a grey book pay award of 1.5% effective from 1 July 2021, which will cost an estimated additional £240,000. A final offer of 1.75% has also been made for green book staff. If agreed, this will be effective from 1 April 2021 and will cost an estimated additional £132,000. The reported variances on employee costs reflect this and also take account of the projected underspend on retained stations and ongoing crewing pressures in quarter 1, mainly linked to COVID-19.

Additional costs are estimated for repairs and maintenance of £41,000.

There are also pressures in relation to legal costs, with expenditure expected to exceed the budget by £70,000.

In recent months The Authority has been working in collaboration with a property specialist to enable us to challenge via appeal the business rate charges applied to our properties. This has proven to be successful and confirmation has recently been received of the value of the back-dated refunds due to us for four stations, which will be received in 2021/22. Annual costs for the new station in Theale are yet to be confirmed but have been included a proportion as an estimate in the outturn forecast.

Cross border charges data has been agreed with Thames Valley partners for the first quarter of the year and the estimated outturn position is anticipated that charges will be £33,000 lower (under Contracts Other) and income £35,000 higher than the budgeted targets.

At the point of budget setting, there was some uncertainty about the final level of additional funding the Authority would receive via the Berkshire unitary authorities to compensate for the effect of COVID-19 on the collection of council tax and business rates. Further clarity on this and the level of grants has been provided, and the authority will be receiving an additional £251,000.

The forecast year-end outturn shows a deficit of £290,000 to be funded from reserves, an increase of £261,000 from the budget setting position.



Royal Berkshire Fire Authority

Budget Update - Revenue Position Quarter 1 2021/22

	Annual Budget £'000	Jun-21 Outturn £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
EMPLOYEES				
STATIONS	16,646	4,114	16,890	244
NON-STATIONS	11,458	2,828	11,623	165
TRAINING	555	53	555	0
OTHER	257	60	276	19
	28,916	7,055	29,344	428
PREMISES				
REPAIRS & MAINTENANCE	724	134	765	41
RATES	920	277	918	(2)
CLEANING	235	48	239	4
UTILITIES	456	25	458	2
	2,335	484	2,380	45
SUPPLIES				
INSURANCE	385	224	385	0
EQUIPMENT	507	96	513	6
IS EQUIPMENT & LICENCES	652	498	656	4
CLOTHING/PPE	374	66	374	0
COMMUNICATIONS	765	62	784	19
OCCUPATIONAL HEALTH	198	87	198	0
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTI ONS	139	69	148	9
COMMUNITY FIRE SAFETY SUPPLIES	180	7	180	0
SUPPLIES OTHER	201	32	205	4
	3,401	1,141	3,443	42
CONTRACTS				
CONTRIBUTION TO TVFCS & COLLABORATION	911	0	921	10
LEGAL	50	1	120	70
CONTRACTS OTHER (incl Professional Services)	795	13	753	(42)
	1,756	14	1,794	38
TRANSPORT				
VEHICLE RUNNING COSTS	694	36	693	(1)
TRAVEL	217	37	207	(10)
	911	73	900	(11)
PENSIONS				
PENSIONS	406	92	410	4
	406	92	410	4
INCOME				
GRANTS	(2,217)	(2,030)	(2,217)	0
RENTAL INCOME	(173)	(102)	(173)	0
TVFCS RECHARGE INCOME	(324)	(81)	(324)	0



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INCOME OTHER	(305)	(13)	(339)	(34)
	(3,019)	(2,226)	(3,053)	(34)
NET COST OF SERVICES	34,706	6,633	35,218	512
DEBT CHARGES INTEREST	374	19	374	0
INVESTMENT INTEREST	(10)	(2)	(10)	0
REVENUE FUNDING OF CAPITAL	600	0	600	0
CAPITAL CONTRIBUTIONS TO STAFFING COSTS	(163)	0	(163)	0
APPROPRIATION TO/(FROM) RESERVES	(328)	0	(328)	0
FINANCING COSTS	629	0	629	0
NET EXPENDITURE	35,808	6,650	36,320	512
GOV GRANTS/PRECEPTS	(35,779)	(11,476)	(36,030)	(251)
)			
(SURPLUS)/DEFICIT BEFORE USE OF RESERVES	29	(4,826)	290	261



QUADRANT TWO – CORPORATE HEALTH

DATA SUMMARY

23. Percentage of working time lost to sickness across all staff groups

2021/22 Target: 4% max

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	2.8%	3.0%	3.4%	3.3%	2.8%
Target (21/22)	4%	4%	4%	4%	4%
2021/22 Actual	3.4%				3.4%↓

24. Percentage of eligible operational staff successfully completing fitness test

2021/22 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)*	--	--	99.2%	99.2%	--
Target	100%	100%	100%	100%	100%
2021/22 Actual	99%				99%

* timeframes for testing impacted by COVID-19

25. Percentage of eligible staff with Personal Development Appraisals

2021/22 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	78.9%	95.3%	99.7%	99.7%	78.9%
Target	100%	100%	100%	100%	100%
2021/22 Actual	76%				76%↓

26. Percentage of eligible operational staff in qualification

2021/22 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	97.3%	96.9%	96.9%	96.4%	97.3%
Target	100%	100%	100%	100%	100%
2021/22 Actual	96.7%				96.7%↓

27. Number of formal grievances

2021/22 Target: Monitor

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	0	0	1	1	0
Target	--	--	--	--	--
2021/22 Actual	2				2

28. Number of RIDDOR accidents

2021/22 Target: 6 max

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	0	1	1	0	0
Target (max)	1	1	1	1	1
2021/22 Actual	2				2

29. Percentage of spend subject to competition

2021/22 Target: 85%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	91.7%	92.1%	95.2%	89.6%	91.7%
Target	85%	85%	85%	85%	85%
2021/22 Actual	94.7%				94.7%↑

30. Compliant spend as a percentage of overall spend

2021/22 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2021/22 Actual	100%				100%↔



31. Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation*					2021/22 Target: 0
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (20/21)	0	0	0	0	0
Target	0	0	0	0	0
2021/22 Actual	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 CRMP, People Strategy, Strategic Asset Investment Framework, and the HRRB Project, assessing progress against the projects and objectives set in our 2021/22 Annual Plan.

People Strategy – Equality, Diversity & Inclusion

The importance of embedding equality, diversity and inclusion within our work is reflected in our People Strategy objectives and is increasingly recognised across the Service. For example, at a meeting of the Built Environment Programme Board, the group identified a training need regarding equality impact assessments. As the Built Environment Programme had established and initial work progressed, the team identified the importance of considering the impacts of their various activities in a systematic and effective manner. Following initial input from the Equality, Diversity and Inclusion Co-ordinator at a Programme Board meeting, a more in-depth training and information session was designed, delivered initially to the central project team. A subsequent need was identified for additional dedicated time to discuss worked examples and tailor the content of the training session to the individual work streams, hence further sessions were delivered following additional ongoing collaboration between the Equality, Diversity and Inclusion Co-ordinator and project team members. As a result, the programme as a whole has been upskilled and consequently have been able to embed a system of equality impact assessments for the entire project, therefore enabling the group to ensure that the activities undertaken and resulting outcomes are more effective and better meet the needs of all involved communities.

Continued Delivery of our Strategic Asset Investment Framework

The outbreak of the coronavirus pandemic has had profound operational consequences for the Service but, despite this, we have taken the necessary measures to ensure that the delivery of capital projects remains to time and to budget.

Furthermore, the pandemic, and RBFRS' reaction to it, has both validated the current ICT strategy and identified opportunities for reprioritisation of planned activities. In order to facilitate more effective working, the focus over the coming year will be on refreshing the network infrastructure to provide additional resilience and capacity for internet connectivity, deploying core Microsoft 365 collaboration and communication services, and refreshing phone systems in order to prepare them for integration with Microsoft 365.



In addition, implementation of the ICT strategy has been boosted by the Authority's successful grant application to Government for £101,000. This money is being used to improve communication tools for remote working.

High Rise Residential Buildings – completion of Phase 1

Royal Berkshire Fire Authority recognised at an early stage that the tragedy of the Grenfell Tower fire would have both immediate and long-term implications for fire safety measures in high-rise buildings. The Fire Authority provided its backing to make the safety of residents living in high-rise buildings the highest priority, enabling us to go beyond the minimum standards and use high quality resources to inspect high-rise buildings in our County. In our Service, a project team was set up to oversee the inspection of all High Rise Residential Buildings (HRRBs) in Berkshire. The team has been working within the Built Environment Programme to triage and audit all HRRBs as defined by the National Building Risk Review.

In Berkshire, we had a total of 198 High Rise-Residential Buildings (HRRBs) identified in scope of the review, which had to be completed during a six-month period. Eleven of these were found to be duplicates, and fourteen were already in interim measures, leaving 173 to be newly audited.

Thanks to the efforts of our experienced Fire Safety Inspecting Officers, all HRRBs were visited between September 2020 and June 2021 (deadline was extended due to COVID-19). Where necessary, enforcement action was taken and interim measures were applied where appropriate.

Engagement with Building Owners and Responsible Persons continues, alongside our partners in Local Authority Housing Teams and Building Control Bodies as part of this process.

Of the 173 premises audited from September 2020 through to 11 June 2021. 34 were compliant and returned to the Risk Based Inspection Programme for future inspections and 118 were non-compliant with 28 returned to the Hub Protection teams for management. A total of 21 enforcement notices were issued against Building Owners and Responsible Persons. This means that a total of 80% of buildings were found to be unsatisfactory and requiring improvement.

Through this project, as a Service, we have improved our multi-agency working and developed more effective working relationships with housing teams in unitary authorities, which will also benefit our work together on low-rise buildings

The HRRBs Team continue to manage a number of high-rise buildings through to the completion of remediation work. The aim is to handover these buildings to the local Protection teams for them to manage on an ongoing basis from 11 June 2022.



CRMP

RBFA is required to publish a Community Risk Management Plan (CRMP – formerly known as an Integrated Risk Management Plan). 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](#).

The below shows progress against our CRMP (IRMP) commitments published in our 2021-22 Annual Plan.

Project 1: Risk Analyses						
	End 20/21		Q1	Q2	Q3	Q4
Continued development of our existing Risk Methodology and Risk Modelling capability to ensure we have an even better understanding of all foreseeable fire and rescue related risks.	Revised		BAU			
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.	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			
Project 2: Prevention						
	End 20/21		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		G			
Develop a programme of follow up Safe and Well Visits to the most vulnerable.	R		R			
Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe.	A		A			
Carry out targeted road safety activity, including for motorcyclists.	A		A			
Further develop local safety initiatives, campaigns and events to target risk at a local level and evaluate their effectiveness.	A		G			
Ensure a high standard of service through the quality assurance of our Prevention activities	New		A			



Project 3: Protection						
	End 20/21		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.	A		G			
Through our built environment programme, implement the learning from the phase one Grenfell Tower inquiry.	G (revised)		G			
Visit all high rise residential buildings 18m and above within Berkshire, supporting the safety of residents through the appropriate use of our regulatory powers and professional influence	revised		G			
Ensure a high standard of service through the quality assurance of our Protection activities	New		R			
Project 4: Response Resource Deployment						
	End 20/21		Q1	Q2	Q3	Q4
Continue to evaluate future developments in housing and infrastructure to ensure that our resource deployments match predicted future demands.	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.	R		A			
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.	R		A			
Conduct a review of our Incident Command provision to ensure alignment to National Operational Guidance and best practice.	New		A			
Project 5: Response Safe Systems of Work Development						
	End 20/21		Q1	Q2	Q3	Q4
Align our systems of work and training to National Operational Guidance and National Operational Learning.	G		G			
Work with the NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.	G		G			
Continue our investment of resource and expertise in the Thames Valley Breathing Apparatus Replacement project, conducting an effective and efficient join procurement prior to implementation in 2022/23.	New		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 20/21		Q1	Q2	Q3	Q4
Undertake Fire Fighter recruitment using Apprenticeships	NEW		G			
Expand on alternative ways of delivering learning and development through improved use of technology	A		A			
Objective 2: Increase the diversity of our workforce to better represent and therefore serve our local communities						
	End 20/21		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			
Review and consult on our Equality, Diversity and Inclusion objectives and deliver associated actions, including taking positive action to ensure job and career opportunities in our service are accessible to all individuals and groups in our communities	NEW		G			
Develop and implement the Chairman's Internship which will target young people from under-represented groups in Berkshire	NEW		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 20/21		Q1	Q2	Q3	Q4
Integrate and embed our behavioural competency framework and values at all levels of the service	G		G			
Deliver a framework for coaching and mentoring	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 20/21		Q1	Q2	Q3	Q4
Develop a Communications and Engagement strategy	NS		G			
Continue to develop the Fire Authority Member Development Programme	G		G			
Develop and deliver a programme of staff engagement to inform our People Strategy, policies, processes and improvements	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 20/21		Q1	Q2	Q3	Q4
Develop our approach on equality of access to services and employment for potential staff and communities	NEW		NS			
We will explore the options for use of digital resources for our Protection services	NS		G			
Objective 6: Continue to support both the physical and mental health and wellbeing of our people.						
	End 19/20		Q1	Q2	Q3	Q4
Learn and adapt to different ways of working during and after the COVID-19 pandemic	G		G			
Deliver the requirements of the 2021/22 mental health action plan	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 20/21	Q1	Q2	Q3	Q4
New Fire Stations: Theale	On Track	G	G			
	On Budget	G	G			
Minor Capital Works Programme	On Track	G	G			
	On Budget	G	G			
Fleet and Equipment						
		Status				
		Q4 20/21	Q1	Q2	Q3	Q4
Fleet: Fire Appliances	On Track	G	G			
	On Budget	G	G			
Fleet: Special Appliances	On Track	A	A			
	On Budget	G	G			
Fleet: Aerial Ladder Platform	On Track	G	G			
	On Budget	G	G			
Fleet: Other Ancillary Vehicles	On Track	G	G			
	On Budget	G	G			
Equipment	On Track	G	G			
	On Budget	G	G			
ICT						
		Status				
		Q4 20/21	Q1	Q2	Q3	Q4
Hardware	On Track	G	G			
	On Budget	G	G			
Software	On Track	G	G			
	On Budget	G	G			
Services	On Track	G	G			
	On Budget	G	G			



ICT						
Networks	On Track	G	G			
	On Budget	G	G			
Security Resilience	On Track	G	G			
	On Budget	G	G			
ESMCP	On Track	G	G			
	On Budget	G	A			



Built Environment Programme – High Rise Residential Project

The HRRB (High Rise Residential Building) project was initiated to undertake fire safety audits of 198 identified high rise premises within Royal Berkshire over a 6 month period. Phase one of the project was completed in Quarter 1 (see case study). Progress against the Phase two objectives will be reported below.

Phase 2 HRRB Project Objectives: <ol style="list-style-type: none"> 1. Perform a Fire Safety revisit for each of the 97 identified HRRBs within Royal Berkshire that received an unsatisfactory audit during Phase 1. 2. Perform regular site visits of Interim Measures Buildings where frequency is based upon risk. 						
	End 20/21		Q1	Q2	Q3	Q4
HRRB Revisits: HRRBs moving to Phase 2 have been defined and site revisits are being planned.	n/a		G			
Interim Measures Premises: Operational crews have started to perform monthly visits on HRRBs in Interim Measures. The HRRB team intends to perform a site visit on each of the 33 HRRB's in interim Measures in the first month of Phase 2 and will be following a detailed process to provide assurance to RBFRS that Interim Measures are sufficient to mitigate risk. Thereafter, each premises will be categorized by risk and visited at an appropriate frequency. This could be weekly, monthly, bi-monthly, and quarterly.	n/a		G			



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 One. To ensure the most up to date picture for risk, the updates include information about progress since the end of the quarter.

Key Risk: COVID-19 Third Wave (Risk: 731)				
Risk Owner: Deputy Chief Executive				
	End of Q4 Risk Score	End of Q1 Risk Score	Direction of travel	Risk score as at Sept 2021
Risk 731 Risk Description: 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.	new	18	new	18
<p>This risk was opened at the end of Quarter 4 2020/21, alongside the closure of the previous COVID-19 risk, which had focused on ongoing impacts through the autumn.</p> <p>The new risk addresses the possibility of a rise in cases associated with the expected relaxation of COVID-19 restrictions nationally, which was postponed to July 2021.</p> <p>Mitigations were focused on planning and preparing for the relaxation of restrictions and any rise in cases, whilst ensuring regular briefings for staff. Critical staff requirements were reviewed to establish pinch points over the coming six months, taking into account the normal additional pressures of summer leave, the possibility of higher incident levels in the summer months and the emerging impact of isolation due to staff being notified or 'pinged' by the COVID-19 app.</p>				
Current Key Controls and Mitigations	Risk Movement			
Ensure any changes to internal guidance regarding covid secure workplaces align to the Government roadmap for recovery.	Current hygiene (hand sanitizers/desk cleaning materials) to remain in place indefinitely. Decision taken by CEMT to increase capacity at HQ from 6th Sept and remove all distancing from 27th Sept. Additional cleaning and Covid signage to cease/be removed. Internal guidance and RAs have been reviewed and communications are being developed to reflect changes. CO2 monitoring will carry on and results will be monitored by facilities for significant changes to levels following increase of capacities.			



Key Risk: COVID-19 Third Wave (Risk: 731)	
Risk Owner: Deputy Chief Executive	
Where a change in activity is required to comply with covid security guidance, ensure a risk assessment is carried out and shared with all affected stakeholders	The covid secure risk assesment has been updated as part of the August review and will be republished ahead 6 September.
Regularly review internal covid secure roadmap communications and update stakeholders of any changes.	Communications have been issued in relation to self-isolation changes on 16 August. Review undertaken of Service position and communication and engagement programme underway in August and September.
Continue to monitor sickness absence closely to monitor trends, including reporting to NFCC	Sickness working group in place to monitor sickness trends and activity. Monitoring of symptomatic individuals in relation to reporting and the activation of the outbreak plan still in place. Impact of cases considered in relation to natue and control measures and weekly updates shared with key individuals. Supporting document reviewed as appropriate.
Examine operational crewing including TVFCS for the next six months to identify any pinch points especially during the summer holiday season into September.	R&RS producing weekly reporting to identify and raise issues to SD. TVFCS GM plannig and forecasting crewing. No issues to raise at this time. Treatment to be reviewed mid June
All managers to review cover for critical staff for the next six months to identify any pinch points especially during the summer holiday season into September.	COMPLETE - CLOSED Managers have confirmed intial review of activities but this will remain a dynamic situation as further lifting of restrictions may affect positive case numbers.
Develop and implement systems to improve remote working and collaborative working including hybrid meetings to maintain flexibility	Hybrid meeting technical solutions for both large an small meeting rooms identified, Home Office grant funding secured for implementation, supply and installation contract currently under tender. UPDATE: Purchase order for equipment and implementation raised, delivery and implementaiton scheduling underway
Complete review from previous locks downs, share learning and implement recommendations where appropriate	We have a first draft of the review and we will feed learning into the new people strategy and share findings with stakeholders
Regularly report expenditure against the Covid grant funding and manage opportunities for additional funding	Update provided to CEMT and external reporting continues on a quarterly basis.
Review Service Delivery activities in line with Government guidelines and re-introduce restrictions on movement as appropriate.	No change to treatment



New Risk: Fire Transformation (Risk: 737)				
Risk Owner: Chief Fire Officer				
	End of Q4 Risk Score	End of Q1 Risk Score	Direction of travel	Risk score as at Sept 2021
Risk 737 Risk Description: If the fire transformation programme brings significant change within the sector, which is becoming increasingly likely with the Government's fire reform agenda, then we face a period of increasing uncertainty which may affect the organisation's strategic direction.	New risk	21	New risk	21
<p>This risk was opened at the end of Quarter 4 2020/21 to add the Government's Fire Reform Agenda to our risk consideration.</p> <p>There is potential for the changes required by the transformation to divert resources from our strategic objectives. Whilst we await further details from the White Paper, we are mitigating this risk by planning and preparing whilst staying in contact with all relevant stakeholders.</p>				
Current Key Controls and Mitigations	Risk Movement			
Respond to the consultative White Paper on fire reform due to be issued in 2021	Awaiting formal consultation process. Ongoing dialogue through NFCC Chair and opportunities with Fire Minister.			
Engage with the Fire Standards programme, embedding any new Standards into our ways of working	Katie Mills is appointed as SPOC for Fire Standards with the Programme Office co-ordinating and monitoring our response. Governance arrangements in place for management of Fire Standards and progress to be monitored on a monthly basis.			
Engagement with Central Government, through Political lobbying, fire minister, Home Office and NFCC	Awaiting formal consultation process. Ongoing dialogue through NFCC Chair and opportunities with Fire Minister.			
Engagement across the Thames Valley partners through collaboration channels	Engagement with and briefing of RBFA Chair and Members has begun alongside discussions with the PCC. PCC to be invited to attend RBFA. Collaboration governance has confirmed ongoing commitment to working in partnership where there is benefit of the public or organisations involved.			
Ensure the fire reform programme informs the Authority's strategic planning processes	Fire Reform was included in corporate planning for 2021/22 and identified with the Annual Objectives within the Annual Plan.			



Rise in Risk Score: Workforce Planning (Risk: 676)				
Risk Owner: Deputy Chief Executive				
	End of Q4 Risk Score	End of Q1 Risk Score	Direction of travel	Risk score as at Sept 2021
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	15	18	↑	18
<p>This risk increased in risk score during Q1 2021/22 due to the volatility associated with pension case law and rights. This is currently an evolving picture, with minimal guidance, which is challenging our ability to advise staff and to predict likely levels of retirement. Due to budget constraints we are unable to over-recruit. Therefore, our mitigations have focused on taking an agile approach to predicting and ensuring adequate lead time for us to recruit and train replacements for retiring staff, however there is a consequent rise in the risk score.</p>				
Current Key Controls and Mitigations	Risk Movement			
Strengthen workforce planning information to cover all staff and regularly review as part of performance monitoring	<p>The Information presented to WPG includes monitoring establishment data and predicted retirements together with analysis of temporary promotion impacts on the station based establishment is now well established. The distribution of learners is considered & used to inform placement of new trainees / transfers across service. Promotion activity & potential impacts on the estab are considered with timing of activity & recruitment need. WT FF now apprenticeships - process underway. Green book estab reporting incl additional posts & illustration of vacancies - development is required to aid decision making. Further transferee intake agreed on forecast info.</p>			
Increase flexibility of recruitment policies to enable RBFRS to attract and retain the best staff	<p>Use of recruitment portal expanded to include promotion activity wherever possible. Re-provision of tool takes account of emerging need and expansion across recruitment activities. Eligibility criteria for grey book staff promotions agreed in August 2020 with FBU. Positive Action commenced with enhanced engagement -community contacts, social media due to C19 measures impacting face to face. New job profile template introduced linked to BCF, training delivered in support further BCF review required. Reports on RDS & WT recruitment examine trends in activity related to EDI. Promotion process review incl focus groups/survey and review with FBU /rep bodies. WT recruitment process and RDP to be reviewed.</p>			
Ensure sufficient capacity in officer specialisms	<p>SD reviewing officer cover provisions in support of cover and will identify any gaps and requirements for current/future Officer Specialisms . Work in relation to professional standards and IC will also identify officer requirements together with any emerging issues from the FDO/RMS review</p>			



Rise in Risk Score: Workforce Planning (Risk: 676)	
Risk Owner: Deputy Chief Executive	
Increase capacity for RDS training and development resources	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 increased capacity & flexibility, enabling further support to On-Call staff (albeit some instructor absence currently). SD & L&D meet to identify additional training needs. Consideration in TV of any ability to further collaborate. Work with SD to identify means to enabling On-call staff to undertake activities at an earlier point according to qualifications in train some initial discussions undertaken 5/5/21 regarding next steps. RDP reviewed between SD & L&D with further review in August to ensure fit for purpose - circulate outside of WPG meeting and built into training plan as soon as activity confirmed and relationship to DAP.
Review L&D delivery model	Review of L&D structure completed. 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 - delayed due to impacts of Covid but contained in 2021/22 Service Plan. RDP reviewed. LMS now live enabling greater resource access to stations.
Due to the large numbers of staff currently in development, closely monitoring any potential staff moves	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 create refreshed promotion process. Promotion / recruitment underway for AM, GM roles. Risk that there will be an increased number of staff in development in all roles so competent staff at FF sought via transferee process. .Wholetime firefighter requirements identified and apprenticeships model agreed and underway SLT 11/5/21. Additional resource business case agreed SLT 11/5/21 and now appointed.
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	New DAP for FSIO in development taking account of protection competency framework agreed at SLT 4 May 2021. Discussion on wider impacts to protection structure and ways of working considered by AM P&P. 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.



Corporate Risk Register risks as at 15th September 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	18	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
674	Communication between Incident Ground & TVFCS	If we do not ensure that we review our policies and our operational crews and Control staff are suitably trained to ensure effective communication between TVFCS and the incident ground during an incident then we are likely to be sharing incorrect or irrelevant information which could then risk the safety of our staff and members of the public.	18	18	15



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
675	Handling FSG calls simultaneously	If we are unable to process large volumes of Fire Survival Guidance calls simultaneously then we can expect callers not to be able to speak with us and /or be diverted to other control rooms whereby they may not receive the Fire Survival Guidance advice required. This will impact on the safety of residents within these buildings and our operational response	18	18	12
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	18	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	17	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
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
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
693	Understanding of risk taking hold in external walls of high rise building	If we fail to develop and assure the knowledge and understanding of our staff in recognising and reacting to fire development in external walls of high rise buildings, we can expect a potential impact to the safety of our staff and members of the public.	18	18	10
694	Fire Survival Guidance	If we fail to differentiate between a caller seeking advice and a caller who is trapped and requiring rescue, it is likely that we will give inconsistent or inaccurate guidance which could harm operational effectiveness and impact public safety	21	18	15
697	Radio Assurance	If we fail to assure the effectiveness of BA and fireground radio comms in high rise buildings, we could significantly increase the risks to crews and building occupants during an incident	21	21	15
699	Command Unit effectiveness	If we fail to assure the effectiveness and resourcing of our command support units, we are likely to attend an incident in which the command unit would be unavailable or operating sub-optimally which could impact our operational response, and affect the safety of our staff and members of the public	18	18	10



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
700	Evacuation Training	If we fail to establish effective procedures and training for operational crews on the evacuation of complex and high-rise buildings, the delivery of the tactical plan could be compromised which would adversely impact staff and public safety	21	18	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
737	Fire Transformation	If the fire transformation programme brings significant change within the sector, which is becoming increasingly likely with the Government's fire reform agenda, then we face a period of increasing uncertainty which may affect the organisation's strategic direction.	21	21	11
740	Comms Resource	If we fail to resource the Communications and Engagement Team adequately, in line with our current and anticipated work demands, then this could significantly impact the effectiveness of the support provided across the Service and risk delivery against our strategic objectives as set out in the Annual Plan and Corporate Plan	21	21	15



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 is agreed by the Audit and Governance Committee at the start of the year. Progress against all actions open at the start of Quarter 1, 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 continue to recruit to new positions although this has been slow progression. Recruitment to the Service Centre has been undertaken and currently there is recruitment into the Business Governance posts. There has been 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.					
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	C	Closed
Progress: Action completed by due date.					
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: PDWG Terms of Reference reviewed & updated 7/4/2021. Next review date April 2022 and annually thereafter as part of the April meeting agenda. SPB Terms of Reference review to take place alongside review of Performance Management Framework due at SPB in August 2021 (since completed).					
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	30/04/2021	Low	C	Open



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Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
	that these should be read in accordance with the organisation's Standing Orders.				
Progress: 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: In Corporate Services Service Plan for Q3					
Performance Development Reviews 01/07/2021	2020: PDR:01 Following the completion of the 2021 PDR appraisal period, we will review and update the PDR policy. We will review current processes and responsibilities and compare these to the content of the current PDR policy. Any inconsistencies identified will be updated within the policy to ensure it reflects current practice.	30/09/2021	Low	G	Open
Progress: Policy updated to reflect monthly FW reports being generated rather than bi- weekly report that resulted in non-compliance					
Performance Development Reviews 01/07/2021	2020: PDR:02 We will update the training materials, including the PDR slides, to provide detailed information and guidance regarding SMART objectives, including examples of these. Emphasising that objectives are SMART will also be covered within the appraisal communications to staff and line managers.	30/09/2021	Low	G	Open
Progress: It has been identified that slides and Core Skills training need updating. New materials will be finalised by deadline date.					
Performance Development Reviews 01/07/2021	2020: PDR:03 The HR Team will devise and implement an escalated approach to reminding/chasing overdue appraisals. The HR Team will also consider identifying those manager/directorates for targeted reminders	31/07/2021	Low	G	Open



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Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
	where appraisals were returned late in the previous year.				
Progress: Two reminders to be sent out to Line Managers in March to start the PDR process and mid-June to ensure PDRs have been completed. If paperwork has not been received by HR on 31 July, HOS will be informed.					
Performance Development Reviews 01/07/2021	2020: PDR:04 We will consider implementing two deadline dates for the PDR process, an earlier date by which PDR meetings must be confirmed to have taken place and a later date by which PDR forms must be received by HR.	30/09/2021	Low	G	Open
Progress: All PDRs will need to be completed by 30 June and completed PDR paperwork returned to HR by 31 July					



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							
Improvement	Delivered via	Status					
		End 20/21		Q1	Q2	Q3	Q4
Prevention evaluation to better understand benefits	Service Plans (Service Delivery & Collaboration and Policy)	A		A			
Prevention quality assurance	Collaboration and Policy Service Plan	A		A			
Protection quality assurance	Collaboration and Policy Service Plan	A		R			
Addressing the burden of false alarms	Collaboration and Policy Service Plan	A		A			
Keeping the public informed during ongoing incidents	Corporate Services Service Plan	G		G			
Effective system to use for learning and debriefs	Collaboration and Policy Service Plan	G		A			
Section two: Efficiency							
Improvement	Delivered via	Status					
		End 20/21		Q1	Q2	Q3	Q4
Best use of available technology	ICT Strategy	G		G			
Section three: People							
Improvement	Delivered via	Status					
		End 20/21		Q1	Q2	Q3	Q4
Values and behaviours understood and demonstrated	HR & L&D Service Plan	G		G			
Effective use of competence recording system	HR & L&D Service plan	G		G			
Effective grievance procedures in place	HR & L&D Service plan	G		G			
Staff are confident in using feedback mechanisms	Corporate Services Service plan	G		G			
Process to identify, develop and support high-potential staff and aspiring leaders	HR & L&D Service plan	A		A			



Appendix A – Additional Data

REPORTABLE SERVICE MEASURES					
Percentage of occasions where time to answer emergency calls is within 10 seconds				2021/22 Target: 97%	
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	98.4%	98.3%	99.1%	98.9%	98.4%
Target	97%	97%	97%	97%	97%
2021/22 Actual	98.8%				98.8%↑
Percentage of occasions where time to mobilise is within 90 seconds				2021/22 Target: 80%	
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (20/21)	71.6%	70.8%	68.0%	70.9%	71.6%
Target	80%	80%	80%	80%	80%
2021/22 Actual	70.6%				70.6%↓
Percentage of occasions where wholetime duty system crew turnout time is under 90 seconds				2021/22 Target: 90%	
	Q1	Q2	Q3	Q4	Year to Q4
Previous Year (20/21)	95.9%	95.4%	95.3%	94.4%	95.9%
Target	90%	90%	90%	90%	90%
2021/22 Actual	94.5%				94.5%↓
Percentage of occasions where On Call crews turnout is within the agreed timeframes				2021/22 Target: 90%	
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	94.2%	84.7%	91.4%	86.4%	94.2%
Target	90%	90%	90%	90%	90%
2021/22 Actual	91.3%				91.3%↓
Percentage of occasions a second fire appliance attending a dwelling fire arrives within 2 minutes of the first appliance to arrive				2021/22 Target: Monitor	
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	62.7%	56.2%	65.9%	57.5%	62.7%
Target	--	--	--	--	--
2021/22 Actual	65.8%				65.8%
Percentage of occasions a second fire appliance attending a road traffic collision arrives within 2 minutes of the first appliance to arrive				2021/22 Target: Monitor	
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (20/21)	55.6%	52.7%	63.6%	55.3%	55.6%
Target	--	--	--	--	--
2021/22 Actual	69.2%				69.2%



Accident Investigations

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2021/22 YTD
Accidents Requiring Investigation	Minor	7				7
	Moderate	4				4
	Major	0				0
Near Misses Requiring Investigation	Minor	4				4
	Moderate	5				5
	Major	0				0
*Accident Investigations Outstanding	Minor	0				0
	Moderate	0				0
	Major	0				0
*Near Miss Investigations Outstanding	Minor	0				0
	Moderate	0				0
	Major	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 employees from minority ethnic groups has decreased slightly this quarter from 7.30% in Q4 to 7.14% in Q1. This decrease is due to two BAME individuals joining the service and one leaving. Staff in post has increased from last quarter which has also had an effect on the percentage reduction.

The number of female firefighters employed in the Service has reduced this quarter from 28 in Q4 (6.56%) to 26 in Q1 (6.03%). The percentage has decreased due the number of male wholetime firefighters increasing and two female members of operational personnel leaving the service.

The number of staff employed by RBFRS with a disability has increased from 38 to 41, and now represents 6.2% of the workforce.

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2020/21 YTD	Q1 20/21	Authorised establishment at the end of Q1 2021/22 (Number of authorised posts)
STAFF IN POST	Wholetime	360				360	364	362
	Retained	71				71	84	78
	Control	43				43	41	39
	Green Book	184				184	170	166
	Total	658				658	659	645
		Q1	Q2	Q3	Q4	2021/22 YTD	Q1 20/21	
STAFF TURNOVER	Wholetime	7				7	7	
	Retained	1				1	4	
	Control	0				0	2	
	Green Book	4				4	0	
	Total Number	12				12	13	
	Staff in Post	658				658	659	
	Percentage	1.82%				1.82%	1.97%	
		Q1	Q2	Q3	Q4	2021/22 YTD	Target	YTD Q1 20/21
FEMALE STAFF	Wholetime	4.2%				4.2		4.4%
	Retained	15.5%				15.5		14.3%
	Control	67.4%				67.4		73.2%
	Green Book	57.6%				57.6		56.5%
	Total	24.5%				24.5		23.4%



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		Q1	Q2	Q3	Q4	2021/22 YTD	Target	YTD Q1 20/21
NON WHITE STAFF	Wholetime	5.0%				5.0%		5.2%
	Retained	2.8%				2.8%		4.8%
	Control	4.7%				4.7%		2.4%
	Green Book	13.6%				13.6%		14.1%
	Total	7.1%				7.1%		7.2%

	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2021/22 YTD	Target	YTD Q1 20/21
STAFF AGE PROFILE	25 and Under	39				39		46
	26-35	174				174		176
	36-45	213				213		208
	46-55	188				188		192
	56-65	39				39		36
	66 and Over	5				5		1
	Total	658				658		659



Staff Ethnicity Profile Ethnicity Data

Ethnicity	Wholetime	Retained	Control	Green Book	All Staff
White British	341	69	40	156	606
Other Ethnicity	18	2	2	25	47
Unknown	1	0	1	3	5
Total	360	71	43	184	658

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	4
Unknown	5
White British	606
White Irish	5
White Other	15
Asian or British Asian: Pakistani	1
Mixed White and Black African	1
Grand Total	658



Staff Age Profile

Age Group	Wholetime	Retained	Control	Green Book	Grand Total
25 and Under	8	7	6	18	39
26 - 35	85	33	17	39	174
36 - 45	143	20	7	43	213
46 - 55	116	8	13	51	188
56 - 65	8	3	0	28	39
66 and Over	0	0	0	5	5
Grand Total	360	71	43	184	658

Staff Gender Profile

Gender	Wholetime	Retained	Control	Green Book	All Staff
Female	15	11	29	106	161
Male	345	60	14	77	496
Other	0	0	0	1	1
Total	360	71	43	184	658



Appendix B – 2021-22 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.	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.
10	Percentage success when cases go to court.	The percentage of cases prosecuted following Fire Safety Audits that result in a successful outcome.
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 on-call frontline pumping appliances (based on 24/7 crewing)	This is the percentage of hours where there is sufficient minimum qualified firefighters (four personnel) on on-call pumping appliances (fire engines). On-call 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.



ID	Measure	Definition
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.
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).

