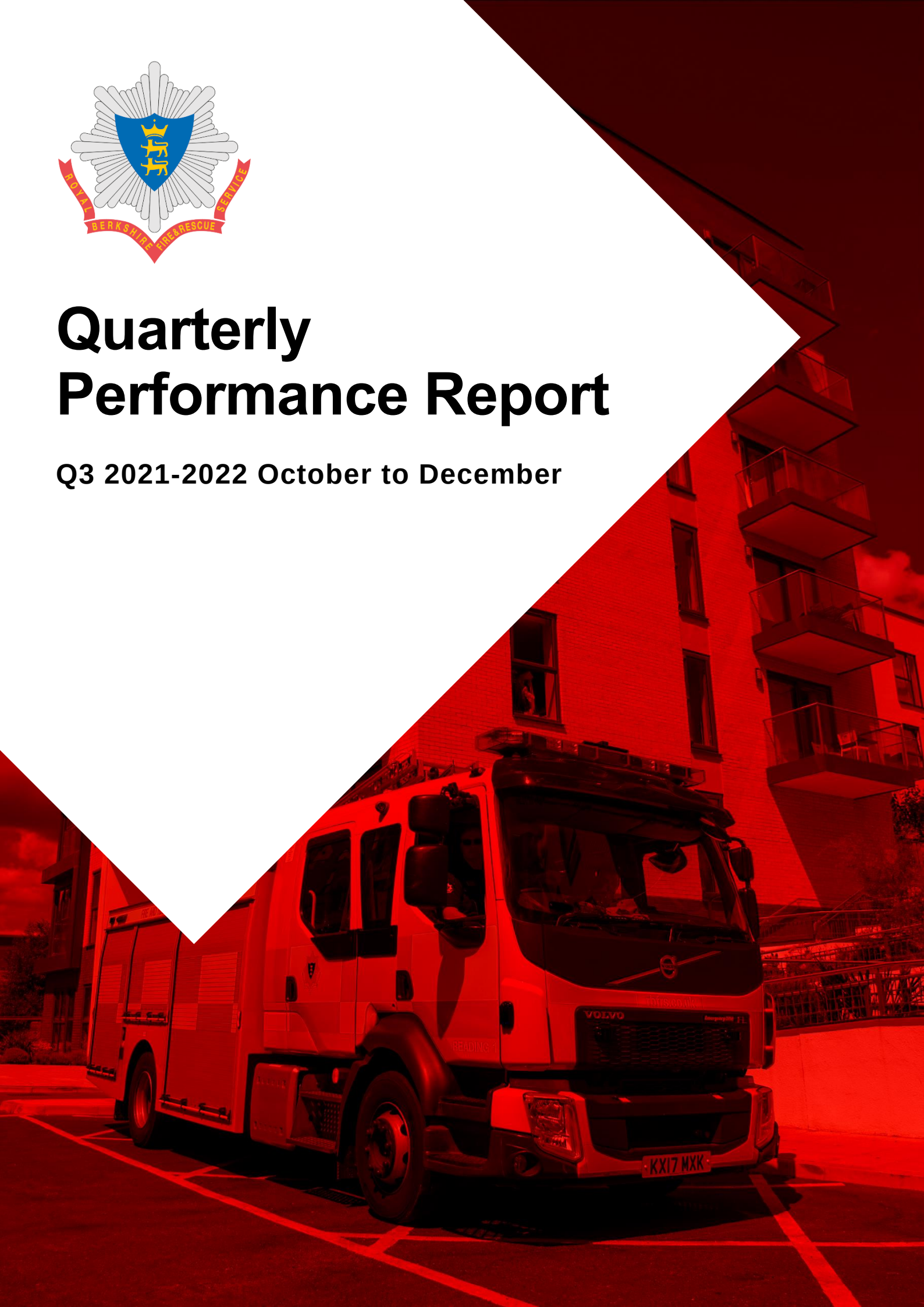
Quarterly Performance Report

Q3 2021-2022 October to December



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Contact Us

Accessibility

If you require any of the information contained within this document in a more accessible format, please contact us. Please advise us which information you would like to access and provide your name and email address.

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

Call us on: 0118 945 2888

Write to us at: Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire, RG31 7SD

Introduction

This is the Quarter Three 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

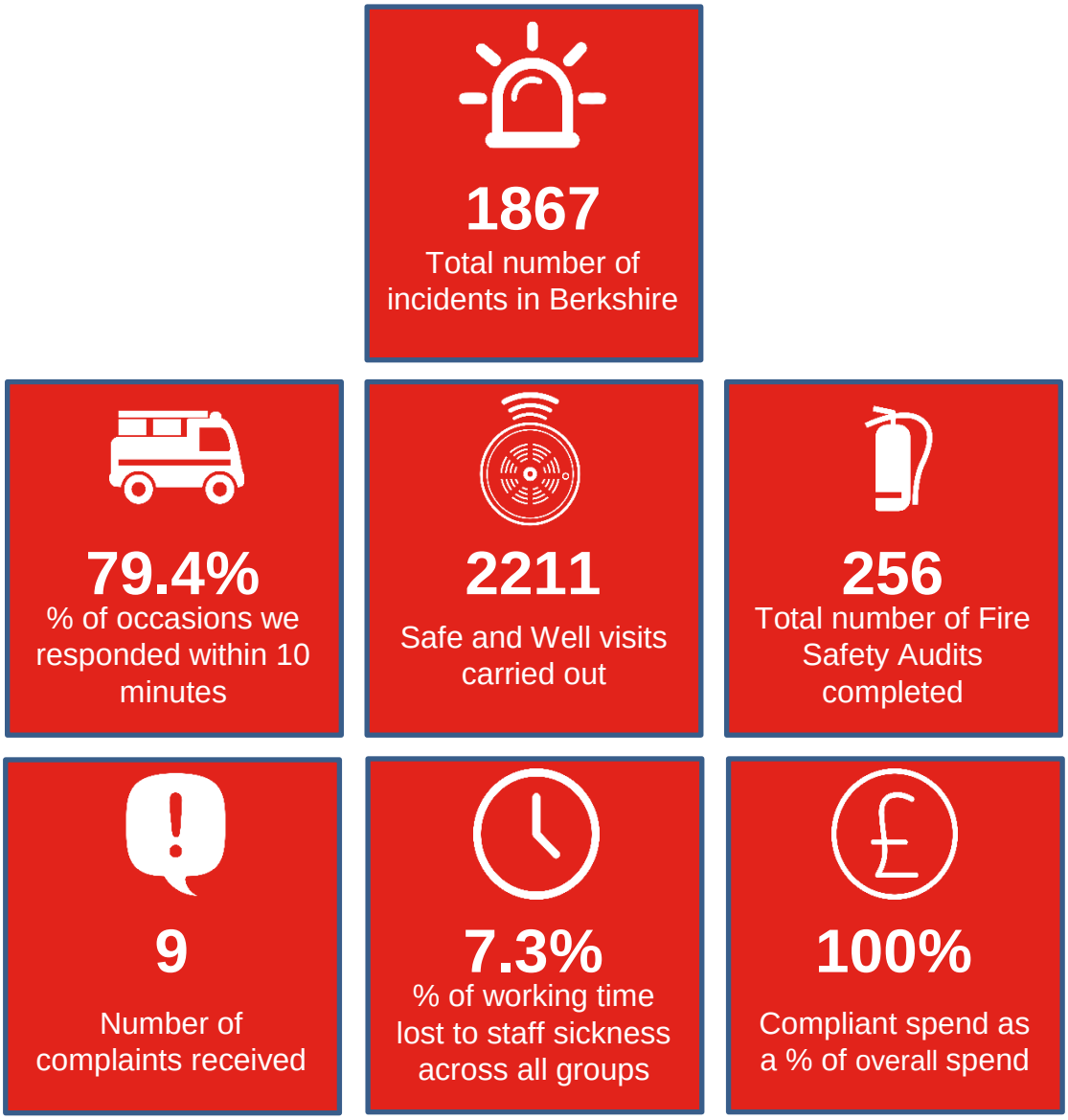
Priority Programme Project Status

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

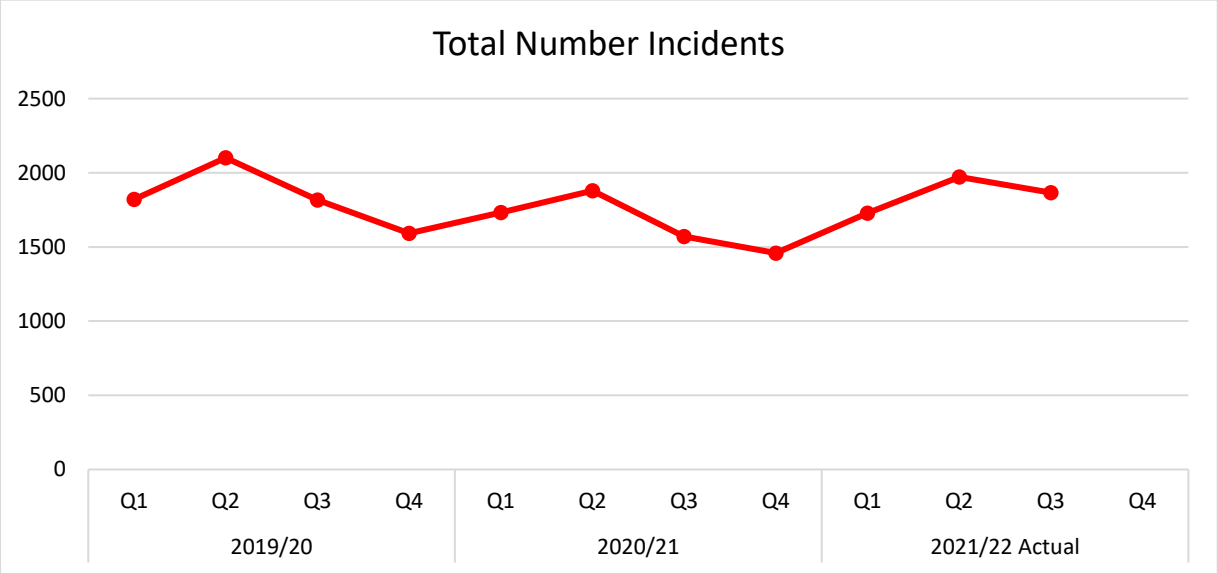
Q3 Summary


1867
Total number of incidents in Berkshire
79.4%
% of occasions we responded within 10 minutes
2211
Safe and Well visits carried out
256
Total number of Fire Safety Audits completed
9
Number of complaints received
7.3%
% of working time lost to staff sickness across all groups
100%
Compliant spend as a % of overall spend

Incident Trends

The table below illustrates the number of emergency incidents we responded to in Quarter 3 2021/22 in comparison with previous years. This data is also presented in a graph.

Total Number Incidents				
	Q1	Q2	Q3	Q4
2019/20	1821	2101	1816	1592
2020/21	1732	1880	1571	1459
2021/22	1728	1972	1867	



The number of incidents in 2020/21 fell due to the COVID-19 pandemic, whilst 2019/20 was mostly unaffected by the pandemic and is included in the tables in this report to aid comparisons.

The number of secondary fires this quarter returned to normal expected levels after very low numbers in summer 2021, which was related to a wetter summer across the South East of England.

The return to pre-COVID-19 activity in our communities continues to be reflected in incident trends, with a rise in both primary fires and automatic fire alarms (AFAs) in industrial and commercial premises associated with increased on-site working.

Road Traffic Collision (RTCs) have increased compared to 2020/21, as the effects of Covid-19 on economic activity began ease, but have not yet returned to pre-pandemic levels. Similarly, malicious calls have increased compared to 2020/21 but have not yet returned to pre-pandemic levels.

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 adapted our delivery targets to reflect the expected impact COVID-19 restrictions would have on our level of delivery.

Quadrant One – Service Provision

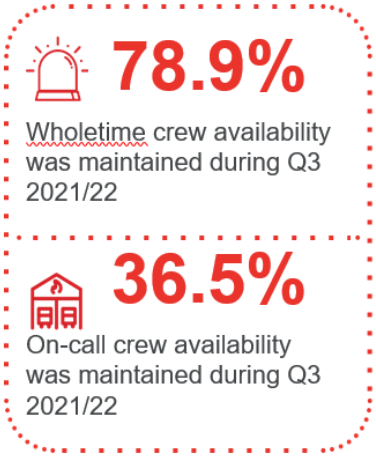
This Quadrant scrutinises the service we provide to the public. Performance is monitored across Prevention, Protection and Response, using a set of performance measures, which can be found at Appendix C.

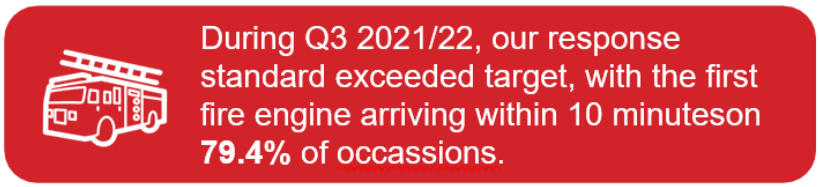
The increased level of communication and cooperation between prevention, protection and response staff has continued to develop through Q3, with associated benefits identified by all teams. There has been a substantial reduction in the number of non-fatal fire casualties in accidental dwelling fires with none being recorded in Q3.

Q3 saw a number of protection officers achieve qualification to Level 3 Certificate in Fire Safety enabling them to conduct solo audits of simple premises. Whilst this has resulted in an increase in broadly compliant audits it has also resulted in an increase in the number of audits completed and enabled a campaign to improve the safety of retail outlets during the Christmas period.

Despite ongoing challenges in relation to wholetime appliance availability, we continued to see a high percentage of emergency incidents attended within our response standard of ten minutes. This is a response standard performance improvement from the last Quarter and when compared to this time last year. This Quarter we have attended 78.9% of incidents within ten minutes which continues to exceed our target of 75%.

On call appliance availability also remained a pressure during the quarter. There are a number of factors relating to this including Covid-19 absence, the redeployment of 11 staff into WDS contracts, the impacts of a recruitment freeze during Covid-19 and some areas of challenge in relation to key qualifications such as incident command and driving. Whilst during the quarter a successful recruitment campaign has been delivered, it will be some time before we see the benefits of this activity.





Safe & Well Visits

Whenever Covid-19 restrictions permitted during Quarter 3 our prevention teams have worked hard to provide Safe & Well visits, particularly for people who were on our waiting lists. People on these waiting lists are amongst the most vulnerable in our communities, having been referred to us by partner agencies whom we have trained to identify people at the greatest risk from accidental

dwelling fires. In Quarter 3 our performance was strong, achieving 1827 visits to those with individual characteristics making them at higher risk of death in the event of an accidental dwelling fire (77 above target).

Hubs worked collaboratively throughout this period ensuring that prevention resources were targeted where the greatest need was identified. This resulted in Safe & Well Technicians from Central and East Hubs completing visits in Reading and West Berkshire as well as in their own areas, matching our resources to the risk. This has resulted in all waiting lists being reduced to normal levels with vulnerable people receiving visits within pre-defined timescales determined by risk.

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 Q3
Previous Year (19/20)	1	0	1	1	2
Previous Year (20/21)	0	0	0	0	0
Target	0	0	0	0	0
2021/22 Actual	1	0	0		1↓

2. Number of non-fatal fire casualties in accidental dwelling fires **2021/22 Target: 20 max**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	2	3	8	2	13
Previous Year (20/21)	2	10	5	7	17
Target	5	5	5	5	15
2021/22 Actual	10	11	0		21↓

3. Number of deliberate Primary Fires **2021/22 Target: Reduce**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	50	44	36	35	130
Previous Year (20/21)	36	28	40	26	104
Target (Max)	35	27	39	25	101
2021/22 Actual	30	26	36		92↑

4. Number of deliberate Secondary Fires **2021/22 Target: Reduce**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	84	110	40	35	234
Previous Year (20/21)	85	101	41	38	227
Target (max)	84	100	40	37	224
2021/22 Actual	76	35	39		150↑

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 Q3
Previous Year (19/20)	2288	1800	2070	1352	6158
Previous Year (20/21)	302	542	581	490	1425
Target	450	1750	1750	1750	3950
2021/22 Actual	1154	1497	1827		4478↑

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: 1880 (COVID-19 impacted measure)**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	416	702	685	704	1803
Previous Year (20/21)	14	18	0	2	32
Target	5	625	625	625	1255
2021/22 Actual	20	107	384		511↑

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 Q3
Previous Year (19/20)	75.0%	100.0%	94.7%	75.0%	90.4%
Previous Year (20/21)	100%	100%	97.20%	100%	98.8%
Target	100%	100%	100%	100%	100%
2021/22 Actual	100.0%	100.0%	100.0%		100.0%↑

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 Q3
Previous Year (19/20)	470	319	321	283	1100
Previous Year (20/21)	32	158	141	66	331
Target	50	350	350	350	750
2021/22 Actual	238	233	256		727↑

9. Percentage of Full Fire Safety Audits with a 'Broadly Compliant' result **2021/22 Target: 60% max**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	67.9%	61.8%	55.8%	64.3%	62.7%
Previous Year (20/21)	40.6%	55.7%	39.7%	62.1%	48.4%
Target (max)	60%	60%	60%	60%	60%
2021/22 Actual	55.9%	57.5%	62.9%		58.9%↓

10. Percentage success when cases go to court **2021/22 Target: 80%**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	0 cases	0 cases	100% (2 cases)	0 cases	0 cases
Previous Year (20/21)	0 cases	0 cases	100% (1 case)	0 cases	0 cases
Target	80%	80%	80%	80%	80%
2021/22 Actual	21. 0 cases	100% (1 case)	0 cases		100% (1 case)

11. Percentage of Statutory fire consultations completed within the required timeframes **2021/22 Target: 95%**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	92%	95%	90%	85.5%	92%
Previous Year (20/21)	95.6%	97.1%	95.5%	98.7%	96.1%
Target	95%	95%	95%	95%	95%
2021/22 Actual	94.1%	97.7%	97.9%		96.5%↑

12. The number of Automatic Fire Alarm calls received **2021/22 Target: Monitor**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	707	801	821	623	2329
Previous Year (20/21)	497	698	733	567	1928
Target	-	-	-	-	-
2021/22 Actual	622	851	867		2340↑

13. Percentage of Automatic Fire Alarm calls where RBFRS did not attend **2021/22 Target: Improve**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	25.5%	25.3%	25.7%	26.3%	25.5%
Previous Year (20/21)	15.3%	21.3%	25.9%	18.5%	21.5%
Target	-	-	-	-	-
2021/22 Actual	26.2%	23.9%	22.3%		23.9%↑

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 **2021/22 Target: 75%**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	76.7%	74.0%	76.6%	78.6%	75.7%
Previous Year (20/21)	78.4%	76.6%	78.0%	80.1%	77.6%
Target	75%	75%	75%	75%	75%
2021/22 Actual	76.1%	77.0%	79.4%		77.5%↓

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 Q3
Previous Year (19/20)	100%	100%	98.4%	100%	99.4%
Previous Year (20/21)	100%	98.9%	89.7%	98.9%	96.2%
Target	100%	100%	100%	100%	100%
2021/22 Actual	98.9%	86.4%	78.9%		86.4%↓

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 Q3
Previous Year (19/20)	35.9%	28.2%	32.7%	34.7%	32.3%
Previous Year (20/21)**	72.4%	60.9%	61.1%	68.2%	55.9%
Target	60%	60%	60%	60%	60%
2021/22 Actual**	59.8%	34.7 %	36.5%		43.6%↓

**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 Q3
Previous Year (19/20)	NA	NA	NA	NA	NA
Previous Year (20/21)	NA	NA	NA	NA	NA
Target	100%	100%	100%	100%	100%
2021/22 Actual	100%	100%	100%		100%

18. Percentage of commercial respondents satisfied with the overall service (fire incident) **2021/22 Target: 95%**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	NA	NA	NA	NA	NA
Previous Year (20/21)	NA	NA	NA	NA	NA
Target	95%	95%	95%	95%	95%
2021/22 Actual	100%	No Returns	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 Q3
Previous Year (19/20)	NA	NA	NA	NA	NA
Previous Year (20/21)	NA	NA	NA	NA	NA
Target	90%	90%	90%	90%	90%
2021/22 Actual	95.8%	100%	100%		97.7%

20. Percentage of domestic respondents satisfied with the service – Safe and Well Visits **2021/22 Target: 100%**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	NA	NA	NA	NA	NA
Previous Year (20/21)	NA	NA	NA	NA	NA
Target	100%	100%	100%	100%	100%
2021/22 Actual	98.2%	100%	No Returns		99.3%

21. Number of complaints received **2021/22 Target: Monitor**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	7	11	14	5	32
Previous Year (20/21)	5	3	9	5	17
Target	-	-	-	-	-
2021/22 Actual	7	7	9		23↓

22. Number of compliments received **2021/22 Target: Monitor**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	NA	NA	NA	NA	NA
Previous Year (20/21)	2	4	2	2	8
Target	-	-	-	-	-
2021/22 Actual	3	3	1		7↓

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.

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 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 additional £132,000. The salary costs of new recruits is £53,000 higher than budgeted as the budget was set for 14 recruits, and 18 have been taken on. There have also been some additional costs due to Covid related overtime. Set against these pay pressures there are in-year savings as a result of reduced availability on on-call stations as well as some short-term vacancies. Finally, following a review of corporate priorities, the implementation of the Nucleus Crewing project has been delayed – with one-off in-year savings of £174,000.

Pressure on the Repairs and Maintenance line has continued in quarter 3, leading to projected expenditure being £79,000 over budget. Major costs include roof repairs at four stations, a water leak at the training centre, chiller repair at HQ and work on the extractor unit at the Firehouse.

On a more positive note, the Authority has been working in collaboration with a property specialist to appeal business rate charges applied to our properties. This has proven to be successful and confirmation has recently been received of the value of refunds amounting to £321,000 for sixteen stations, which will be received in 2021/22. £245,000 relates to previous years. The process is ongoing in relation to one other station. Business rates for the new station in Theale are yet to be confirmed but a part-year estimate has been included in the outturn forecast.

As has been reported previously, the Authority is facing significant cost pressures in relation to supplies and services. To this point we have been fortunate to benefit from hedging by our energy supplier meaning that cost rises have been subdued. However, price rises will feed in during the final quarter of the financial year and will increase further next year.

The IS Equipment & Licences line contains additional expenditure related to the accelerated deployment of Office 365. This has been brought forward due to the working constraints placed on the organisation due to Covid.

As stated in previous quarterly reports, there is an additional cost pressure in relation to legal fees which are forecast to exceed the allocated budget by £70,000.

Thames Valley Fire Control Service staffing costs are forecast to be over budget due to the effects of the unbudgeted pay award. Overall, costs are expected to exceed the budget by £52,000. The Authority's share of this additional cost is £20,000.

Cross border charges data have been agreed with Thames Valley partners for the first two quarters of the year and the estimated outturn position is that income will be £60,000 higher than the budgeted target.

The Grants line is showing an adverse variance as the Home Office miscalculated the Firelink grant due to fire and rescue services. In our case, the Home Office paid us £47,000 too much in 2020/21, which is being recovered in the current year.

At the point of budget setting, there was uncertainty about the final level of funding the Authority would receive via the Berkshire unitary authorities and section 31 grants. Final confirmation was received after the budget was set and the Authority will be receiving an additional £251,000.

In summary, the forecast year-end outturn shows a deficit of £68,000 to be funded from reserves, an increase of £39,000 from the budget setting position.

Royal Berkshire Fire Authority

Budget Update - Revenue Position Quarter 3 2021/22

	Annual Budget	Dec-21 Outturn	Forecast to YE	Fcast - Budget Variance
	£'000	£'000	£'000	£'000
EMPLOYEES				
STATIONS	16,850	12,763	16,955	105
NON-STATIONS	11,273	8,358	11,463	190
TRAINING	518	255	519	1
OTHER	263	211	267	4
	28,904	**21,587**	**29,204**	**300**
PREMISES				
REPAIRS & MAINTENANCE	711	433	790	79
RATES	920	474	652	(268)
CLEANING	257	164	276	19
UTILITIES	460	256	515	55
	2,348	**1,327**	**2,233**	**(115)**
SUPPLIES				
INSURANCE	385	385	385	0
EQUIPMENT	509	354	526	17
IS EQUIPMENT & LICENCES	720	673	783	63
CLOTHING/PPE	374	231	373	(1)
COMMUNICATIONS	776	519	775	(1)
OCCUPATIONAL HEALTH	198	164	194	(4)
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	139	105	133	(6)
COMMUNITY FIRE SAFETY SUPPLIES	151	85	151	0
SUPPLIES OTHER	207	125	197	(10)
	3,459	**2,641**	**3,517**	**58**
CONTRACTS				
CONTRIBUTION TO TVFCS & COLLABORATION	911	682	931	20
LEGAL	50	104	120	70
CONTRACTS OTHER (incl Professional Services)	677	387	681	4
	1,638	**1,173**	**1,732**	**94**
TRANSPORT				
VEHICLE RUNNING COSTS	723	508	704	(19)
TRAVEL	211	141	203	(8)
	934	**649**	**907**	**(27)**
PENSIONS				
PENSIONS	406	268	410	4
	406	**268**	**410**	**4**
INCOME				
GRANTS	(2,257)	(2,062)	(2,210)	47
RENTAL INCOME	(173)	(97)	(173)	0
TVFCS RECHARGE INCOME	(324)	(243)	(324)	0

INCOME OTHER	(311)	(122)	(388)	(77)
	(3,065)	**(2,524)**	**(3,095)**	**(30)**
NET COST OF SERVICES	**34,625**	**25,121**	**34,909**	**284**
DEBT CHARGES INTEREST	374	213	380	6
INVESTMENT INTEREST	(10)	(7)	(10)	0
REVENUE FUNDING OF CAPITAL	600	0	600	0
CAPITAL CONTRIBUTIONS TO STAFFING COSTS	(165)	(118)	(165)	0
APPROPRIATION TO/(FROM) RESERVES	(236)	0	(236)	0
FINANCING COSTS	620	0	620	0
NET EXPENDITURE	**35,808**	**25,209**	**36,098**	**290**
GOV GRANTS/PRECEPTS	(35,779)	(31,651)	(36,030)	(251)
(SURPLUS)/DEFICIT BEFORE USE OF RESERVES	**29**	**(6,442)**	**68**	**39**

Equality, Diversity and Inclusion Objectives Progress Update

	End 20/21		Q1	Q2	Q3	Q4
Objective: Increasing the diversity of staff at all levels We will take actions to increase the diversity of job applicants to help us reflect the community by focusing particularly on under-represented groups.				A	A	
Objective: Leadership and corporate commitment This objective aligns with the NFCC Framework which centres on leadership, partnership and commitment. Leadership and corporate commitment means we will be strong and visible in our leadership and that all employees have confidence in our commitment to equality, diversity and inclusion.				G	G	
Objective: Improving our service delivery by knowing the communities we serve through a partnership and risk-based approach This objective will focus on promoting equality by knowing our diverse communities and understanding their needs, ensuring that our prevention, protection and response activities target the most vulnerable people with the greatest risk.				NS	A	
Objective: Promoting a culture of equality, diversity and inclusion We will continue to take action to ensure we have a culture where everyone feels valued and is treated with dignity and respect by creating an inclusive working environment that will enable us to maximise the potential of a diverse workforce.				G	G	

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 Q3
Previous Year (19/20)	4.3%	3.9%	5.3%	4.7%	4.5%
Previous Year (20/21)	2.8%	3.0%	3.4%	3.3%	3.1%
Target (21/22)	4%	4%	4%	4%	4%
2021/22 Actual	3.4%	5.5%	7.3%		5.5%↓

24. Percentage of eligible operational staff successfully completing fitness test **2021/22 Target: 100%**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	96.6%	99.8%	96.0%	98.5%	96.0%
Previous Year (20/21)*	--	--	99.2%	99.2%	99.2%
Target	100%	100%	100%	100%	100%
2021/22 Actual	99%	99%	93.7%		93.7%↓

* 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 Q3
Previous Year (19/20)	47.5%	81.9%	92.0%	92.0%	92.0%
Previous Year (20/21)	78.9%	95.3%	99.7%	99.7%	99.7%
Target	100%	100%	100%	100%	100%
2021/22 Actual	76%	93.8%	98.2%		98.2%↓

26. Percentage of eligible operational staff in qualification **2021/22 Target: 100%**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	98.8%	99.3%	99.1%	99.2%	99.1%
Previous Year (20/21)	97.3%	96.9%	96.9%	96.4%	96.9%
Target	100%	100%	100%	100%	100%
2021/22 Actual	96.7%	95.9%	96.0%		96.0%↓

27. Number of formal grievances **2021/22 Target: Monitor**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	3	0	8	1	3
Previous Year (20/21)	0	0	1	1	1
Target	--	--	--	--	--
2021/22 Actual	2	1	4		7↓

28. Number of RIDDOR accidents **2021/22 Target: 6 max**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	1	0	0	1	1
Previous Year (20/21)	0	1	1	0	2
Target (max)	1	1	1	1	3
2021/22 Actual	2	1	1		4↓

29. Percentage of spend subject to competition **2021/22 Target: 85%**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	95.4%	91.4%	95.1%	93.6%	95.0%
Previous Year (20/21)	91.7%	92.1%	95.2%	89.6%	94.3%
Target	85%	85%	85%	85%	85%
2021/22 Actual	94.7%	92.3%	89.9%		92.7%↓

30. Compliant spend as a percentage of overall spend					**2021/22 Target: 100%**
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	100%	100%	100%	100%	100%
Previous Year (20/21)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2021/22 Actual	100%	100%	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 Q3
Previous Year (19/20)	0	0	1	0	1
Previous Year (20/21)	0	0	0	0	0
Target	0	0	0	0	0
2021/22 Actual	0	0	0		0↔

*Freedom of Information Act, Environmental Regulations or Data Protection Legislation

Quadrant Three – Priority Programmes

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

Updates are provided on our 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.

New Fire Appliances

Following an extensive collaborative design and procurement exercise, a contract was signed in 2016 for the delivery of 37 new Volvo fire appliances in partnership with Buckinghamshire and Oxfordshire Fire and Rescue Services. In November 2021 the final two appliances which RBFRS purchased became fully operational at Slough Fire Station. This has meant that 19 new fire appliances have been renewed since 2017 which has enabled the disposal of the oldest vehicles on our fleet as well as being able to cascade newer vehicles to other areas of the organisation. Examples of this include, supporting training centre by providing representative vehicles for training courses as well as being able to move a Volvo appliance into an On-Call station.

The fire appliances have enabled better partnership working among the control staff and the front-line firefighters, which has benefitted not just when attending incidents in Berkshire, but also when attending incidents in Oxfordshire and Buckinghamshire.

To continue to build on the strategic vision of the Fire Authority and the transformation of the front line response fleet, a new collaborative contract was signed in December 2020 in partnership with Buckinghamshire and Oxfordshire Fire and Rescue Services for the future provision of fire appliances across the Thames Valley. This contract will act as an enabling framework that will allow each service to be agile and flexible in their future procurement. The further procurement of new appliances will take place as part of the fleet replacement programme and in-line with the Strategic Asset Investment Framework which is refreshed annually.

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	BAU	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	A	A	
Continue to engage with and drive the National Fire Chiefs' Council (NFCC) work to develop national best practice in this area.	G		G	G	G	
Project 2: Prevention						
	End 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	A	A	
Develop a programme of follow up Safe and Well Visits to the most vulnerable.	R		R	A	G	
Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe.	A		A	G	A	
Carry out targeted road safety activity, including for motorcyclists.	A		A	G	G	
Further develop local safety initiatives, campaigns and events to target risk at a local level and evaluate their effectiveness.	A		G	G	G	
Ensure a high standard of service through the quality assurance of our Prevention activities	New		A	A	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	G	G	
Through our built environment programme, implement the learning from the phase one Grenfell Tower inquiry.	G (revised)		G	G	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	G	G	
Ensure a high standard of service through the quality assurance of our Protection activities	New		R	R	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	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	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.	R		A	R	R	
Conduct a review of our Incident Command provision to ensure alignment to National Operational Guidance and best practice.	New		A	A	G	
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	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	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	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 20/21		Q1	Q2	Q3	Q4
Undertake Fire Fighter recruitment using Apprenticeships	NEW		G	G	G	
Expand on alternative ways of delivering learning and development through improved use of technology	A		A	G	G	
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	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	A	A	
Develop and implement the Chairman's Internship which will target young people from under-represented groups in Berkshire	NEW		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 20/21		Q1	Q2	Q3	Q4
Integrate and embed our behavioural competency framework and values at all levels of the service	G		G	G	G	
Deliver a framework for coaching and mentoring	A		A	A	G	
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	G	G	
Continue to develop the Fire Authority Member Development Programme	G		G	G	G	
Develop and deliver a programme of staff engagement to inform our People Strategy, policies, processes and improvements	G		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 20/21		Q1	Q2	Q3	Q4
Develop our approach on equality of access to services and employment for potential staff and communities	NEW		NS	A	A	
We will explore the options for use of digital resources for our Protection services	NS		G	A	A	
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	G	A	
Deliver the requirements of the 2021/22 mental health action plan	G		G	G	G	

Strategic Asset Investment Framework

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

Buildings						
		Status				
		Q4 20/21	Q1	Q2	Q3	Q4
New Fire Stations: Theale	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Minor Capital Works Programme	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Fleet and Equipment						
		Status				
		Q4 20/21	Q1	Q2	Q3	Q4
Fleet: Fire Appliances	On Track	G	G	G	C	C
	On Budget	G	G	G	C	C
Fleet: Special Appliances	On Track	A	A	A	A	
	On Budget	G	G	G	G	
Fleet: Aerial Ladder Platform	On Track	G	G	C	C	C
	On Budget	G	G	C	C	C
Fleet: Other Ancillary Vehicles	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Equipment	On Track	G	G	G	G	
	On Budget	G	G	G	G	
ICT						
		Status				
		Q4 20/21	Q1	Q2	Q3	Q4
Hardware	On Track	G	G	G	A	
	On Budget	G	G	G	G	
Software	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Services	On Track	G	G	G	G	

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

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: Good progress towards the goal of completing return visits on the 97 premises identified with fire safety issues during phase 1 continues.	n/a		G	G	G	
Interim Measures Premises: Operational crews continue to perform monthly visits on HRRBs in Interim Measures. The HRRB team have performed a site visit on each of the 33 HRRB's in interim Measures in order to provide assurance to RBFRS that Interim Measures remain sufficient to mitigate the risk. Visits to premises in interim measures continue with a 12 having been removed from IM following remediation.	n/a		G	G	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 Three. 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 Q2 Risk Score	**End of Q3 Risk Score**	**Direction of travel**	**Risk score as at Feb 2022**
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.	18	18	↓	Closed

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 autumn 2020/21. This risk addressed the possibility of a rise in cases associated with the relaxation of COVID-19 restrictions through 2021/22.

Mitigations in Q3 were focused on continuing to ensure COVID-19 secure workplaces, whilst supporting hybrid working where possible. There was continued vigilance to ensure alignment with government guidance and monitoring of sickness levels as well as regular communications with staff being circulated. As the national picture improved and guidance was relaxed this risk was closed shortly after the end of Q3 and the service will be looking to see how best to capture the risk of living with COVID-19 moving forwards.

Current Mitigations	**Progress on Mitigations**
N/A	N/A

Key Risk: Management of Budget Pressures (Risk: 664)				
Risk Owner: Deputy Chief Executive				
	End of Q2 Risk Score	**End of Q3 Risk Score**	**Direction of travel**	**Risk score as at Feb 2022**
Risk 731 Risk Description: 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.	22	21	↓	21

This risk, alongside the volatility of funding risk, both reduced in risk score by one point in Q3 2021/22. These risks capture the budget pressure and funding challenges the service faces.

The reduction in the risk score has been possible due to the decision to accept the Fiver for Fire by the Fire Authority, which has provided the service with some financial resilience. However, uncertainty regarding potential pay awards and the national economic situation mean that the risk score remains relatively high. Current mitigations are focused on continuing to lobby through the NFCC, whilst maintaining robust budget monitoring process. We continue to engage regularly with the Fire Authority and work will commence on a new Efficiency Plan now that the budget for 2022/23 has been approved.

Current Mitigations	**Progress on Mitigations**
Lobby NFCC and NJC to ensure that pay awards are funded in full. Currently only funding for a 2.5% pay award has been built into the MTFP for 2022/23	Lobbying continues through the NFCC to highlight that pay awards must be funded and affordable. NFCC response to the Provisional Settlement states that inflationary pressures must be funded on an ongoing basis. 2022/23 Service grant is for one year only.
Maintain robust budget monitoring and management processes	Additional resource has been allocated to enhance budget monitoring of capital projects. A re-allocation of responsibilities amongst the finance team has taken place to enhance budget variance analysis.
Engage Members in the budget setting process for 2022/23	Regular meetings with the Lead Member for Budget, Lead Member for Assets and the Chairman to build the revenue and capital budgets. Each political group will be briefed and have an opportunity to feed into the process prior to the budget being presented to Fire Authority for approval.
Increase agility in internal planning processes to ensure delivery plans are matched to the MTFP.	Cross-departmental working is increasing the effectiveness of the Workforce Planning Group. Increased monitoring of overtime.
Ensure effective forecasting of cashflows through robust treasury management.	Enhanced treasury management procedures have been implemented to monitor cash flows in relation to major capital projects and from unitary authorities. External auditors are

Key Risk: Management of Budget Pressures (Risk: 664)	
Risk Owner: Deputy Chief Executive	
	requesting such information from local authorities on a regular basis given the backdrop of funding and cost pressures.
Engagement with NFCC and HO to ensure new pension burdens are matched by grants.	NFCC has made robust representations to Govt for adequate and sustainable pension funding as part of its response to the the Finance Settlement.
Build new Efficiency Plan linked to refreshed SAIF and CRMP during 2022/23	Work will commence once the budget for 2022/23 and MTFP have been approved by Fire Authority.

Corporate Risk Register risks as at 28th February 2022

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	21	16

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
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
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 increasing 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

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
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	21	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 is 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
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
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	16	12

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
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	18	12
685	Pensions Case Law	If we do not keep informed of pension case law and prepare records and establish adequate arrangements to meet the expected changes to pension regulations and ensure the Pensions Administrator undertakes the necessary action; which is becoming increasingly difficult due lack of understanding and clear direction, the technical complexity associated with changes and competing demands, then we can expect to be in breach of the regulations, subject to potential legal challenge and adversely impact employees and pensioners, which are significant in respect to our financial security, employer duties and our reputation.	24	22	18
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	21	15
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

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
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	18	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
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
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
742	Management of premises risk information	If we do not manage the capture, processing, storage and access of premises risk information which is increasingly likely due to the quantity and complexity of the data involved, staff may be unaware of hazards within the built environment or be presented with inaccurate or out of date information which may result reduced staff safety and or a breach of GDPR.	18	15	12

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
767	TVFCS staffing resilience	If we do fail to develop and implement resilient TVFCS staffing arrangements, which is becoming likely due to the impacts of crewing deficiencies on managerial capacity, the we can expect to experience impacts on service delivery in the control room and the health and wellbeing of our staff, which is significant in respect of FRS delivering their statutory duties.	18	18	12
774	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	18	15
798	Environmental/Sustainability	If RBFRS fails to develop, fund and implement an environmental and sustainability plan, then we can expect an increase in financial pressure with rising energy costs, and RBFRS' reputation as a public sector organisation to be negatively impacted through being out of alignment to wider societal progress towards creating a more sustainable future which will significantly impact our abiltiy to deliver our statutory duties and strategic objectives.	23	21	6
820	Fire Investigation - non accreditation by Oct 23	If the ISO 17020 is not achieved by Oct 23, which is very likely due to the delivery being conducted by a multi role team, then we can expect an extension of the project timeline an / increase costs which is significant in relation to developing accredited collaborative investigation provision to support TVP	25	25	16

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 3, 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.	31/03/2022	Low	**A**	**Open**
Progress: The evolving pressure on pensions resulting from the McCloud/Seargeant ruling has meant that further staff are being recruited to WYPF to deal with forthcoming impacts, therefore altering staffing needs. This will impact succession plans and the view/ status of this will be picked up in the next audit with revised completion dates. The succession planning work was put on hold due to their restructure and bringing in new senior posts. Due to factors outside of the pension fund's control this exercise has taken far longer than anticipated. Assurances provided that although there is no documented succession plan in place, WYPF regularly review staffing levels, knowledge and experience of staff, training requirements at management team meetings.					
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.	28/02/2022	Low	**G**	**Open**
Progress: Development of LMS course for Risk Management is in final review stages. Go live is scheduled for late February. A list of staff identified as needing to do the course will be developed and the course advertised to them soon after go live.					
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.	28/02/2022	Low	**G**	**Open**

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Progress: Training materials will be updated to provide further information on setting objectives. An interal PDR audit is currently underway to quality check the objectives set and identify whether any additional information needs to be built into the training slides. This work is also linked to the revision of the current Behavioural Competency Framework/ Employee Code of Conduct, which will likely result in additional amendments being made to the training material (including Core Skills courses). 20/01/22 - internal PDR completed, with findings fed back into the training materials being developed for staff and managers. PDR form has been revised and will be published in line with the training materials prior to the commencement of the next round of PDRs (commencing 1 April 2022)					
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 where appraisals were returned late in the previous year.	31/10/2021	Med	**C**	**Closed**
Progress: Targeted reminders were sent out in July to managers and HofS to highlight PDRs that had not been recorded on FireWatch. A further targeted reminder will be sent out at the beginning of Q3 to capture any outstanding PDRs and associated paperwork (with Heads of Service informed). Targeted reminders sent out to all Heads of Service in October to capture any outstanding PDRs.					
Performance Management Hubs 05/10/2021	2021: PMH: 01 The SDMT terms of reference should be updated to reflect its responsibilities. The SDMT action logs should demonstrate management oversight of performance information ahead of SPB meetings.	31/12/2021	Low	**C**	**Closed**
Progress: SDMT TOR updated. TOR for sub groups which report I also updated including OLAB, PPSG, RRG and On-call working group.					
Performance Management Hubs 05/10/2021	2021: PMH: 02 The RSG and SDMT should meet on a monthly basis as outlined in their terms of reference.	31/12/2021	Low	**C**	**Closed**
Progress: Set out in revised ToRs - note RSG now renamed to OLAB. Under exceptional circumstances duration between meetings could be extended, but planned for monthly.					

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Performance Management Hubs 05/10/2021	2021: PMH: 03 The Service will provide additional training to the Station Managers to ensure that objectives set in Station Plans are specific and measurable.	31/12/2021	Med	**C**	**Closed**
Progress: Stations refreshed on SMART objectives and will be taken forward for LSP and Staton plan review going forward in line with the RSM risk audited services feedback. This was worked through with SM's and links to 2021: PMH: 10, in the creation of the new plans.					
Performance Management Hubs 05/10/2021	2021: PMH: 04 The Hub Managers will review a sample of PDRs and confirm that they are aligned to Station Plan objectives	31/12/2021	Med	**G**	**Open**
Progress: Objectives were reviewed with an extension given for re-submitting. PDRs audited by HR and subsequently no longer being part of Station audit process as emailed by R,R&S. Endorsing managers to ensure objectives smart going forward into 2022/23.					
Performance Management Hubs 05/10/2021	2021: PMH: 05 The Service plan for 21/22 should be reviewed in a timely manner, with a progress update noted, within two weeks of the end of the relevant quarter.	31/12/2021	Low	**G**	**Open**
Progress: SD AM's to do so at end of each Quarter					
Performance Management Hubs 05/10/2021	2021: PMH: 06 Actions noted in the RSG Action and Decisions Log will be clearly followed up when they are overdue to ensure that they are completed in a timely manner. Any overdue actions will be followed up and comments noted on the log to evidence this.	31/12/2021	Low	**G**	**Open**
Progress: New terms of reference / ways of working formed for RSG					
Performance Management Hubs 05/10/2021	2021: PMH: 07 The RSG terms of reference should be formally reviewed.	31/12/2021	Low	**G**	**Open**
Progress: New terms of reference / ways of working formed for RSG					

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Performance Management Hubs 05/10/2021	2021: PMH: 09 The Service should ensure that responsibilities for information sharing is clearly assigned, so that performance information is collated in a timely manner and the RSG and SDMT meeting packs are sent out one week prior to the meetings.	31/12/2021	Low	**C**	**Closed**
Progress: As laid out in TOR.					
Performance Management Hubs 05/10/2021	2021: PMH: 10 The Service should review its local performance measures to ensure that they are relevant and can be actioned where appropriate. Any local actions assigned should be clearly separated from analysis in the performance reports.	31/12/2021	Low	**G**	**Open**
Progress: Started discussions with DB and TT (S&W measures) risk, capture of data and informing a revised wording on measures. Refocus on station plans being more community focused, non-quantitative measures and how we capture this. Discussions on re-branding Station Plans to community plans 2022/23 influencing/creating local community measures					
Vetting and Pre-Employment Checks 02/12/2021	2021: VPC: 1 Scanned and signed copies of qualifications reviewed by managers will be retained (where necessary) within personnel files as evidence staff members have met role requirements.	31/12/2021	Med	**C**	**Closed**
Progress: Qualification checks on the Interview checklist have been reviewed to ensure copies are taken for the personnel file where necessary. HR appointment checklist includes receiving copies of qualifications and to add to the file.					
Vetting and Pre-Employment Checks 02/12/2021	2021: VPC: 2 The file maintenance checklist will be updated to include a check of scanned and signed qualification certificates. HR staff will then retrospectively check to ensure certificates are included in personnel files when completing the checklist	31/12/2021	Low	**C**	**Closed**
Progress: The file maintenance checklist includes a check to ensure certificates are included on the personnel file.					

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Vetting and Pre-Employment Checks 02/12/2021	2021: VPC: 3 The Volunteer Co-Ordinator will record and communicate to the HR team all volunteers that are on/returning from a break (from volunteering activity). The HR team will update FireWatch accounts as appropriate to reflect this.	31/12/2021	Low	**C**	**Closed**
Progress: The volunteer coordinator has actioned this, and added to checklists to notify HR where there is a break or cessation of voluntary work. Records are updated accordingly.					

HMICFRS ACTION PLAN

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

Section One: Effectiveness						
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	A	A	
Prevention quality assurance	Collaboration and Policy Service Plan	A		A	A	A	
Protection quality assurance	Collaboration and Policy Service Plan	A		R	R	R	
Addressing the burden of false alarms	Collaboration and Policy Service Plan	A		A	A	G	
Keeping the public informed during ongoing incidents	Corporate Services Service Plan	G		G	G	G	
Effective system to use for learning and debriefs	Collaboration and Policy Service Plan	G		A	A	A	

Section two: Efficiency						
Improvement	**Delivered via**	Status				
		End 20/21		Q1	Q2	Q3	Q4
Best use of available technology	ICT Strategy	G		G	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	G	G	
Effective use of competence recording system	HR & L&D Service plan	G		G	G	G	
Effective grievance procedures in place	HR & L&D Service plan	G		G	G	G	
Staff are confident in using feedback mechanisms	Corporate Services Service plan	G		G	G	G	
Process to identify, develop and support high-potential staff and aspiring leaders	HR & L&D Service plan	A		A	A	A	

Fire Standard Implementation Tracking

Updated to end of December 2021

Fire Standard	Owner	Fire Standards Consultation	Standard Publication Date	RBFRS Gap Analysis	Summary of progress to date
Emergency Response Driving	Becci Jefferies	Complete	Feb 2021	Completed	Action plan, gap analysis reviewed and agreed at SLT on 6th July. Action plan underway.
Operational response - preparedness	Paul Illman	Complete	Feb 2021	In progress	Gap analysis in progress
Operational response - competence	Becci Jefferies	Complete	Feb 2021	In progress	Gap analysis to be signed off by SLT in Feb 22.
Operational response - learning	Jim Powell	Complete	Feb 2021	In progress	Gap analysis and actions signed off by SLT on 29 Sept. Action plan underway.
Code of Ethics	Nikki Richards	Complete 2 Nov 2020	May 2021	In progress	Signed off by SLT on 27th Oct. Action plan underway
Community Risk Management Planning	Katie Mills	Complete 7 Dec 2020	May 2021	In progress	Gap analysis being completed for submission to March SLT.
Fire Protection	Trig Thomas	Completed 09/04/21	Sept 2021	In progress	Gap analysis being completed for submission to March SLT.
Prevention	Trig Thomas	Completed 09/04/21	July 2021	In Progress	Gap analysis being completed for submission to March SLT.
Data requirements and management	Katie Mills	Not started	Expected May 2022	Not started	Not yet published
Safeguarding	Jim Powell	Completed 07/10/21	Jan 2022	In Progress	Gap analysis being prepared ahead of publication of the standard
Fire Investigation	Jim Powell	Completed 06/12/21	Expected Mar 2022	Not started	Not yet published

Fire Standard	Owner	Fire Standards Consultation	Standard Publication Date	RBFRS Gap Analysis	Summary of progress to date
Leadership: well led organisation		Not started	Expected November 2021	Not started	Not started
Leadership: Developing leaders		Not started	Expected April 2022		
Emergency Planning and Resilience	Jim Powell	Consultation closes 21/02/22	Expected May 2022		Consultation response being prepared
Workforce Management	Becci Jefferies	Not started	Expected August 2022		

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 Q3
Previous Year (19/20)	98.2%	97.7%	99.2%	97.6%	98.3%
Previous Year (20/21)	98.4%	98.3%	99.1%	98.9%	98.6%
Target	97%	97%	97%	97%	97%
2021/22 Actual	98.8%	98.4%	99.1%		98.8%↑

Percentage of occasions where time to mobilise is within 90 seconds — **2021/22 Target: 80%**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	72%	73.5%	74.5%	72.1%	73.3%
Previous Year (20/21)	71.6%	70.8%	68.0%	70.9%	70.2%
Target	80%	80%	80%	80%	80%
2021/22 Actual	70.5%	71.8%	73.7%		71.3%↑

Percentage of occasions where wholetime duty system crew turnout time is under 90 seconds — **2021/22 Target: 90%**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	91.9%	93.4%	94.2%	94.5%	93.2%
Previous Year (20/21)	95.9%	95.4%	95.3%	94.4%	95.5%
Target	90%	90%	90%	90%	90%
2021/22 Actual	94.5%	94.6%	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 Q3
Previous Year (19/20)	69.4%	74.1%	74.2%	81.1%	72.8%
Previous Year (20/21)	94.2%	84.7%	91.4%	86.4%	90.0%
Target	90%	90%	90%	90%	90%
2021/22 Actual	91.3%	91.7%	80.4%		91.6%↑

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 Q3
Previous Year (19/20)	63%	61.6%	62.8%	73.3%	62.5%
Previous Year (20/21)	62.7%	56.2%	65.9%	57.5%	61.6%
Target	--	--	--	--	--
2021/22 Actual	65.8%	60.5 %	62.5%		62.8%↑

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 Q3
Previous Year (19/20)	55.3%	54.0%	52.3%	58.3%	54.3%
Previous Year (20/21)	55.6%	52.7%	63.6%	55.3%	56.9%
Target	--	--	--	--	--
2021/22 Actual	69.2%	42.3%	37.8%		50.3%↓

Percentage of Safeguarding Referrals made to local authorities within 24 hours				**2021/22 Target: 100%**	
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	NA	NA	NA	NA	NA
Previous Year (20/21)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2021/22 Actual	100%	100%	100%		100%↔
Number of Formal and Informal Fire Safety activities				**2021/22 Target: Monitor**	
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (19/20)	NA	NA	NA	NA	NA
Previous Year (20/21)	4	58	88	19	150
Target	--	--	--	--	--
2021/22 Actual	98	94	98		290↑

Accident Investigations

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2021/22 YTD
Accidents Requiring Investigation	Minor	7	3	7		17
	Moderate	4	2	3		9
	Major	0	0	0		0
Near Misses Requiring Investigation	Minor	4	3	5		12
	Moderate	5	2	3		10
	Major	0	0	0		0
*Accident Investigations Outstanding	Minor	0	0	0		0
	Moderate	0	0	0		0
	Major	0	0	0		0
*Near Miss Investigations Outstanding	Minor	0	0	0		0
	Moderate	0	0	1		1
	Major	0	0	0		0

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

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

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

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

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

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

Equality, Diversity and Inclusivity Data Summary

The overall percentage of female staff in post has decreased from the previous quarter by 0.5%, with decreases in wholetime and green book specifically.

The percentage of staff from an ethnic minority background has also decreased 0.5% due to individuals leaving the Service.

The number of staff with a disability decreased by two, resulting from organisational leavers and one new starter joining the Service.

There are also some changes to note across the organisational age profile – whilst most categories remain broadly comparable with changes in totals of five or less, and the overall reduction in total staff plays a role, it can be noted that there was a reduction by ten in the 26-35 category, and an increase by six in the 56-65 group.

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2020/21 YTD	Q3 20/21	Authorised establishment at the end of Q3 2021/22 (Number of authorised posts)
STAFF IN POST	Wholetime	360	364	366		366	358	362
	Retained	71	68	59		59	73	78
	Control	43	42	40		40	43	39
	Green Book	184	175	172		172	169	166
	Total Number	**658**	**649**	**637**		**637**	**643**	**645**
		Q1	Q2	Q3	Q4	**2021/22 YTD**	**Q3 20/21**	
STAFF TURNOVER	Wholetime	7	8	10		25	4	
	Retained	1	4	5		10	3	
	Control	0	1	2		3	1	
	Green Book	4	16	9		29	6	
	Total Number	12	29	26		67	14	
	Staff in Post	658	649	637		648	643	
	Percentage of	**1.82%**	**4.47%**	**4.08%**		**10.3%**	**2.2%**	
		Q1	Q2	Q3	Q4	**2021/22 YTD**	**Target**	**YTD Q3 20/21**
FEMALE STAFF	Wholetime	4.2%	5.8%	5.5%		5.5%	4%	4.5%
	Retained	15.5%	16.2%	16.9%		16.9%		16.4%
	Control	67.4%	69%	70.0%		70.0%		67.4%
	Green Book	57.6%	57.1%	56.4%		56.4%		57.4%
	Total	**24.5%**	**24.8%**	**24.3%**		**24.3%**		**24.0%**
		Q1	Q2	Q3	Q4	**2021/22 YTD**	**Target**	**YTD Q3 20/21**
ETHNICITY FIGURES	Wholetime	5.0%	4.7%	4.1%		4.1%	5%	5.3%
	Retained	2.8%	1.5%	1.7%		1.7%		2.7%
	Control	4.7%	4.8%	5.0%		5.0%		4.7%
	Green Book	13.6%	13.7%	12.8%		12.8%		13.0%
	Total	**7.1%**	**6.8%**	**6.3%**		**6.3%**		**7.0%**

	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2021/22 YTD	Target	YTD Q2 20/21
STAFF AGE PROFILE	25 and Under	39	34	33		33		39
	26-35	174	178	168		168		170
	36-45	213	209	206		206		212
	46-55	188	181	177		177		181
	56-65	39	42	48		48		39
	66 and Over	5	5	5		5		2
	Total	**658**	**649**	**637**		**637**		**643**

Staff Ethnicity Profile

Ethnicity	Wholetime	Retained	Control	Green Book	All Staff
White British	351	58	37	147	593
Other Ethnicity	15	1	2	22	40
Unknown	0	0	1	3	4
Total	366	59	40	172	637

Ethnicity	Number of Staff
Asian or British Asian: Indian	3
Asian or British Asian: Other	3
Black or Black British African	3
Black or Black British Caribbean	4
Chinese	1
Mixed White and Asian	1
Mixed White and Black Caribbean	2
Other	1
Other Mixed	4
Unknown	4
White British	593
White Irish	3
White Other	14
Asian or British Asian: Pakistani	1
Grand Total	**637**

Staff Age Profile

Age Group	Wholetime	Retained	Control	Green Book	Grand Total
25 and Under	9	5	4	15	33
26 - 35	91	24	17	36	168
36 - 45	141	18	8	39	206
46 - 55	112	8	10	47	177
56 - 65	13	4	1	30	48
66 and Over	0	0	0	5	5
Grand Total	366	59	40	172	637

Staff Gender Profile

Gender	Wholetime	Retained	Control	Green Book	All Staff
Female	20	10	28	97	155
Male	346	49	12	75	482
Other	0	0	0	0	0
Total	366	59	40	172	637

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: • 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-cal 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(*Reporting of Injuries Diseases and Dangerours Occurrences Regulations*) 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).

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