QUARTERLY PERFORMANCE REPORT

Q1 2020 - 2021

April to June

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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

Call us on: 0118 945 2888

Write to us at: Newsham Court, Pincents 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 2020-21, we set 10 Annual Objectives for the year, which can be found at Appendix B. The objectives are delivered through our Service Plans, Local Safety Plans and the Programme Board. Ongoing analysis of performance data and information supports decision making across the organisation. We monitor performance across four quadrants:

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

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

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

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

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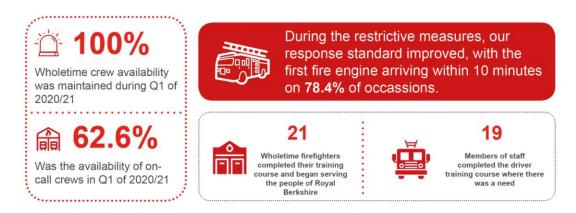
QUARTER ONE - SUMMARY

1732
Total number of incidents in Berkshire

78.4%
% of occasions we responded within 10 minutes

314
Safe and Well visits carried out

31
Total number of Fire Safety Audits completed

7
Number of complaints received

2.8%
% of working time lost to staff sickness across all groups

100%
Compliant spend as a % of overall spend

COVID-19 Pandemic

Our activity this quarter has been dominated by our response to the COVID-19 pandemic. On 18 March 2020, RBFRS, in line with government guidance, suspended non-essential activities in order to protect our community, staff and our critical functions. For much of the quarter, significant restrictions were in place affecting our service and our communities. Our Annual Plan 2020/21 recognised that the circumstances related to COVID-19 may pose challenges to some areas of delivery and we may need to further adapt areas throughout the year. In some of our key areas of service, we did not set delivery targets as normal, instead committing to monitoring performance and re-introducing monthly targets when this was appropriate.

Quarter one data shows the impact of the pandemic in these areas, with 12% of the level of Safe and Well Visits and 7% of the number of audits seen in the same period last year. The following sections of the report describe in more detail our risk-based decision making and delivery this quarter.

We have also seen some other impacts of the pandemic in our performance. Our Response Standard Performance stood at its highest this quarter since it was introduced in 2017. We have consistently improved our performance on this measure since its introduction, and this quarter this was assisted by some of the pandemic restrictions, such as faster road speeds.

100%
Wholetime crew availability was maintained during Q1 of 2020/21

62.6%
Was the availability of on-call crews in Q1 of 2020/21

During the restrictive measures, our response standard improved, with the first fire engine arriving within 10 minutes on **78.4%** of occassions.

21
Wholetime firefighters completed their training course and began serving the people of Royal Berkshire

19
Members of staff completed the driver training course where there was a need

The work the Service has done through the pandemic to introduce measures to reduce the risk to our frontline staff, and to manage crewing has enabled us to ensure we have had 100% wholetime crewing availability throughout the quarter. Sickness rates across all staff groups this quarter were lower than they have been for some time. The pandemic restrictions and impact on their primary employment meant many of our on-call crews were able to be available for us resulting in an on-call crewing availability rate of 62.6%, exceeding our target and previous performance by some way.

The Impact of COVID-19 on Incident Trends
The pandemic and associated restrictions had an impact on the numbers of some of the incident types we respond to. In April and June, we saw 90% and 94% (respectively) of the volume of incidents that occurred in the same months last year. However, this May saw slightly more incidents in Berkshire than in 2019, this is likely due to the hot, dry weather that month.

Performance Data and Incident Levels

2020 incident levels as a % of 2019 volume	April	May	June
	90%	**102%**	**94%**

There were some immediate but relatively short lived impacts on some incident types, in particular Road Traffic Collisions, in the first few weeks of the national lockdown from the end of March.

There was potential for other incident types to increase as a result of national restrictions, in particular domestic fires, as a result of residents being at home, and cooking at home, more often. However, we have not seen an increase in accidental dwelling fires this quarter. This is in line with the national picture.

We have seen increased numbers of calls to outdoor fires during this quarter, particularly in May and June during the warm weather. Specifically we were called to more than twice the number of suspected fires involving refuse and rubbish tips than in the same quarter last year. The closure of public amenity sites, combined with people being at home is likely to be the cause of this. The action we took in response to this is discussed later in this report.

QUADRANT ONE – SERVICE PROVISION

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

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

Hub Working in Response to Arson

Our Hub delivery model was implemented in 2017 and further enhanced with delivery of the RMS FDO project in 2019, resulting in locally based services with operational resources focused on the frontline. This is now delivering real change for our communities.

At the very end of March, a spate of car fires occurred, in which eight cars across Reading were set alight. The Service successfully worked with Thames Valley Police throughout this quarter, in order to investigate the incidents, resulting in the arrest of three people.

Working together, the West Hub Prevention Team and Fire Investigation Officers monitored the incidents and investigated the cause of the fire, leading to the understanding that the incidents were not separate occurrences, but rather part of a larger picture of arson attacks.

The Hub team then worked with the Police to ensure that fire safety concerns were taken into account, particularly as the fires occurred near to homes, becoming a fire safety hazard for those nearby. COVID-19 control measures did not impede the collaborative working between the Service and other agencies. Meetings were able to take place via video conferencing technology put in place by the Service to enable effective communication and collaborative working, leading to the successful outcome of the arrest of the perpetrators.

> *This was an excellent example of multi-agency work. As an agency we have found the [Fire Service] to be forward thinking, identifying patterns and trends regarding serious incidents of arson where life and property has been put at risk.*
>
> - Thames Valley Police's Reading Neighbourhood Policing Team

A second, unrelated spate of car fires occurred in a localised area of Reading in May, in which the Prevention team continued to work with Thames Valley Police in

order to keep residents safe. The Reading Neighbourhood Policing Team have described this as an excellent example of multi-agency work.

Managing Threats of Arson Referrals During the Pandemic

THREAT OF ARSON REFERRALS WERE 50% HIGHER THAN THE SAME QUARTER LAST YEAR

28
Threat of Arson referrals were received

28
Of the 28 referrals were contacted, with only 2 declining a visit

48 hours
All of the Threat of Arson visits, where referrals agreed to the visit where completed within 48 hours

During this quarter, 28 Threat of Arson referrals were received from Thames Valley Police and other agencies, 50% higher than the same quarter from the previous year. All these were contacted and two declined a visit. All of the remaining visits were carried out within 48 hours. This is an improvement in performance compared with Q1 in 2019/20, where 75% of referrals were completed within 48 hours. All Threat of Arson Safe and Well Visits have continued to be completed in person, with COVID control measures in place.

The number of these referrals has been rising over the past two years, as our engagement with our Thames Valley partners has increased to raise awareness of this service and improve the referral process.

However this quarter the number of referrals is the highest it has been and this has been partially attributed to an increase in domestic abuse, which may have risen due to a number of factors, including financial and employment uncertainty and drug and alcohol abuse. Additionally, since the start of the pandemic, the Service has widened provision to those that are deemed to be 'at risk of arson', rather than solely a direct 'Threat of Arson', particularly in cases that are showing typical impulsive behaviours within domestic violence relationships.

QUADRANT ONE - SERVICE DELIVERY   DATA SUMMARY

Overall Measures

1. Number of Fire Deaths in Accidental Dwelling Fires   2020/21 Target: 0

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

2. Number of non-fatal fire casualties in accidental dwelling fires   2020/21 Target: 20 max

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	2	3	8	2	2
Target	5	5	5	5	5
2020/21 Actual	2				2↔

3. Number of deliberate Primary Fires   2020/21 Target: Reduce

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	50	44	36	35	50
Target	49	43	35	34	49
2020/21 Actual	37				37↑

4. Number of deliberate Secondary Fires   2020/21 Target: Reduce

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	84	110	40	35	84
Target	83	109	39	34	83
2020/21 Actual	85				85↓

Prevention Measures

5. Number of Safe & Well visits delivered to those with individual characteristics making them at higher risk of death in the event of an accidental dwelling fire   2020/21 Target: Monitor (COVID-19 impacted measure)

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	2,288	1,800	2,069	1,352	2,288
Target	--	--	--	--	--
2020/21 Actual	292				292↓

6. Number of Safe & Well visits delivered to those who live in households with demographic characteristics associated with higher risk of injury in accidental dwelling fires   2020/21 Target: Monitor (COVID-19 impacted measure)

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	416	702	685	704	416
Target	--	--	--	--	--
2020/21 Actual	14				14↓

7. Percentage of Safe and Well Referrals, where there has been a threat of arson, completed within 48 hours   2020/21 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	75.0%	100.0%	94.7%	75.0%	75.0%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%				100%

Protection Measures

8. Total number of Full Fire Safety Audits carried out in premises in Berkshire   2020/21 Target: Monitor (COVID-19 impacted measure)

	Q1	Q2	Q3	Q4	Year to Q1

Previous Year (19/20)	470	321	323	283	470
Target	--	--	--	--	--
2020/21 Actual	31				31↓

9. Percentage of Full Fire Safety Audits with a 'Broadly Compliant'* result   **2020/21 Target: 60% max**

*compared with and calculated as 'satisfactory' whilst new datastreams are developed.

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	67.9%	61.8%	55.8%	64.3%	67.9%
Target	60%	60%	60%	60%	60%
2020/21 Actual	41.9%				41.9%↑

10. Percentage success when cases go to court   **2020/21 Target: 80%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	0 cases	0 cases	100% (2 cases)	0 cases	0 cases
Target	80%	80%	80%	80%	80%
2020/21 Actual	0 cases				0 cases

11. Percentage of Statutory fire consultations completed within the required timeframes   **2020/21 Target: 95%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	92%	95%	90%	85.5%	92%
Target	95%	95%	95%	95%	95%
2020/21 Actual	96.3%				96.3%↑

12. The number of Automatic Fire Alarm calls received   **2020/21 Target: Monitor**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)			950	753	
Target	-	-	-	-	-
2020/21 Actual	598				598

13. Percentage of Automatic Fire Alarm calls where RBFRS did not attend   **2020/21 Target: Improve**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)			26.0%	25.6%	
Target	-	-	-	-	-
2020/21 Actual	15.4%				15.4%

Response Measures

14. Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered   **2020/21 Target: 75%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	76.7%	74.0%	76.6%	78.6%	76.7%
Target	75%	75%	75%	75%	75%
2020/21 Actual	78.4%				78.4%↑

15. Percentage of full shifts where there is adequate crewing on all wholetime frontline pumping appliances   **2020/21 Target: 100%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	100%	100%	98.4%	100%	100%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%				100%

16. Percentage of hours where there is adequate crewing on retained frontline pumping appliances　　　　**2020/21 Target: 60%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	35.9%	28.2%	32.7%	34.7%	35.9%
Target	60%	60%	60%	60%	60%
2020/21 Actual	62.6%				62.6%↑

Customer Experience Measures

Our Customer Satisfaction Surveys (Measures 17 to 20) were not sent In Quarter 1 due to COVID-19 restrictions. These will be reintroduced next quarter as restrictions allow.

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

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

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

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

QUADRANT TWO – CORPORATE HEALTH

The Corporate Health quadrant monitors the wellbeing of the organisation. Performance is monitored in relation to staffing levels, health and safety and finances within RBFRS, to ensure the organisation is being run safely, efficiently and is cost effective. Performance highlights from this quarter in the area of Corporate Health include:

Supporting Health and Wellbeing during COVID-19
Protecting the health, safety and wellbeing of our staff was a key priority for the Service from the outset of the coronavirus pandemic.

In order to limit the transmission of the virus, control measures were put in place to reduce the risk of it spreading and therefore protecting staff, communities and our critical functions. This included restricting access to the part of Newsham Court that holds Thames Valley Fire Control Service, and putting stringent hygiene measures in place. These control measures not only reduced the risk of members of TVFCS becoming unwell with COVID-19, but also reduced gastrointestinal sickness. For TVFCS, sickness due to gastrointestinal reasons was in the top three causes of sickness absence in Q4 of 2018/19 and Q1 2019/20, whereas it did not feature in the top three in Q4 2019/20 and Q1 2020/21.

We have also supported our staff with underlying health conditions by introducing an employee-led risk assessment, leading to adjustments to working arrangements and locations. In addition to staff who were themselves shielding, a number of staff were living with a vulnerable person who need to shield. In these cases, to enable these members of staff to return to the workplace and to provide them with peace of mind while maintaining our critical functions, accommodation support was provided and Guidance for 'Living with a Vulnerable Person' was also shared on the Intranet and has been viewed 236 times.

Specific guided conversations were carried out by managers with BAME employees to ensure any additional concerns or needs were addressed in the light of evidence identifying heightened risk of COVID-19 for BAME groups.

Other areas of support have included flexible working for staff with caring responsibilities, awareness raising around the increased risk of domestic violence during the period of restrictions and financial support provisions including advances of salary loans.

Alongside this, the impact of coronavirus control measures on individuals' mental health has been marked. To combat this, the Wellbeing during the Coronavirus Pandemic pages on the Intranet were created as a single resource area for staff to find current, credible sources of information relating to wellbeing. It includes links to official Government coronavirus information, RBFRS sources of support, mental health advice from national charities and physical health advice such as physical activity, nutrition, alcohol and sleep. This was paired with the 'Staying in, Staying

Well' Workplace group which offered a place for staff to share tips and offer support. It currently has 55 members.

The Human Resources Team quickly established sickness reporting and recording procedures along with access to testing for RBFRS staff and their families, enabling staff who had symptoms but who received a negative test to return to the workplace swiftly.

Performance against our sickness absence measure this quarter demonstrates the impact of this work, with a lower percentage of working time lost to sickness recorded than seen in any quarter over the past two years.

Health, safety and wellbeing is a key Organisational priority always, but we recognised that COVID-19 may pose some unprecedented challenges for our team

15 Received the accommodation wellbeing support

A dedicated COVID-19 health and wellbeing section was created on our intranet to support the wellbeing offerings

236 Downloads of the living with a vulnerable person guidance

15 Joined the Cycle to Work scheme

14 Members of staff received the salary loan advance

Financial Update

Q1 Revenue Budget 2020/21

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

The forecast year-end outturn shows a deficit of £141,000 which is an improvement of £143,000 on the budgeted position.

The decision to close Wargrave Fire Station will generate an in-year saving. However, this is partly offset by good availability at other on-call stations and the deployment of some Wargrave staff to other stations (including Wholetime stations).

When setting the 2020/21 budget an estimated pay rise for non-uniformed staff (from 1 April 2020) of 2% was included. With the recent confirmation that the actual pay increase agreed is 2.75%, the effect on the budget is £55,000 of additional costs which explains the forecasted non-station overspend.

Whilst the full impact of COVID-19 is still to be determined, the immediate impact in relation to transport costs is visible where a variance of £31,000 is reported.

Prior to the agreed closure of Wargrave Fire Station agreement was reached with Wokingham Borough Council to undertake a feasibility study looking at options. The Council were due to contribute £30,000 to this, but following the agreed closure this income will now not be realised.

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

QUADRANT TWO – CORPORATE HEALTH   DATA SUMMARY

23. Percentage of working time lost to sickness across all staff groups   **2020/21 Target: 4% max**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	4.3%	3.9%	5.3%	4.7%	4.3%
Target (20/21)	4%	4%	4%	4%	4%
2020/21 Actual	2.8%				2.8%↑

24. Percentage of eligible operational staff successfully completing fitness test   **2020/21 Target: 100%**

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

25. Percentage of eligible staff with Personal Development Appraisals   **2020/21 Target: 100%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	47.5%	81.9%	92.0%	92.0%	47.5%
Target	100%	100%	100%	100%	100%
2020/21 Actual	78.9%				78.9%↑

26. Percentage of eligible operational staff in qualification   **2020/21 Target: 100%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	98.8%	99.3%	99.1%	99.2%	98.8%
Target	100%	100%	100%	100%	100%
2020/21 Actual	97.3%				97.3%↓

27. Number of formal grievances   **2020/21 Target: Monitor**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	3	0	8	1	3
Target	--	--	--	--	--

2020/21 Actual	0				0

28. Number of RIDDOR accidents   **2020/21 Target: 6 max**

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

29. Percentage of spend subject to competition   **2020/21 Target:**

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

30. Compliant spend as a percentage of overall spend   **2020/21 Target:**

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

31. Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation*   **2020/21 Target: 0**

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

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

Royal Berkshire Fire Authority
Budget Update - Revenue Position Quarter 1 2020/21

	Annual Budget £'000	Jun-20 Outturn £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
EMPLOYEES				
STATIONS	16,935	4,120	16,835	(100)
NON-STATIONS	10,707	2,548	10,741	34
TRAINING	575	48	576	1
OTHER	233	55	246	13
	28,450	**6,771**	**28,398**	**(52)**
PREMISES				
REPAIRS & MAINTENANCE	727	102	722	(5)
RATES	904	206	904	0
CLEANING	235	59	235	0
UTILITIES	449	66	441	(8)
	2,315	**433**	**2,302**	**(13)**
SUPPLIES				
INSURANCE	335	189	335	0
EQUIPMENT	832	117	849	17
IS EQUIPMENT & LICENCES	679	387	680	1
CLOTHING/PPE	374	46	375	1
COMMUNICATIONS	932	204	934	2
OCCUPATIONAL HEALTH	185	82	185	0
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	147	68	150	3
COMMUNITY FIRE SAFETY SUPPLIES	189	0	189	0
SUPPLIES OTHER	197	24	196	(1)
	3,870	**1,117**	**3,893**	**23**
CONTRACTS				
CONTRIBUTION TO TVFCS & COLLABORATION	892	187	872	(20)
LEGAL	50	2	50	0
CONTRACTS OTHER (incl Professional Services)	753	78	755	2
	1,695	**267**	**1,677**	**(18)**
TRANSPORT				
VEHICLE RUNNING COSTS	693	185	693	0
TRAVEL	290	62	259	(31)
	983	**247**	**952**	**(31)**
PENSIONS				
PENSIONS	430	98	424	(6)
	430	**98**	**424**	**(6)**
INCOME				
GRANTS	(2,773)	(2,758)	(2,773)	0
RENTAL INCOME	(183)	(46)	(192)	(9)
TVFCS RECHARGE INCOME	(308)	(77)	(308)	0
INCOME OTHER	(362)	(21)	(323)	39
	(3,626)	**(2,902)**	**(3,596)**	**30**

NET COST OF SERVICES	**34,115**	**6,031**	**34,050**	**(65)**
DEBT CHARGES INTEREST	392	19	392	(0)
INVESTMENT INTEREST	(25)	(6)	(25)	0
REVENUE FUNDING OF CAPITAL	600	0	600	0
APPROPRIATION TO/(FROM) RESERVES	(151)	0	(151)	0
FINANCING COSTS	616	0	616	0
NET EXPENDITURE	**35,547**	**6,044**	**35,482**	**(65)**
GOV GRANTS/PRECEPTS	(35,263)	(11,451)	(35,341)	(78)
(SURPLUS)/DEFICIT BEFORE USE OF RESERVES	**284**	**(5,407)**	**141**	**(143)**

Royal Berkshire Fire Authority

Quarter 1 Budget Monitoring Report 2020/21

Thames Valley Fire Control Service (TVFCS)

	Annual Budget £'000	Outturn to June20 £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
EMPLOYEES	1,764	413	1,710	(54)
CORPORATE RECHARGES TO TVFCS FROM RBFRS	308	77	308	0
SUPPLIES	36	(6)	37	1
TECHNOLOGY	247	10	247	0
NET COST OF TVFCS	**2,355**	**494**	**2,302**	**(53)**
RBFRS Share of Costs (37.8%)	892	187	872	(20)

QUADRANT THREE – PRIORITY PROGRAMMES

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

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

IRMP

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

Local Safety Initiatives and Campaigns During The COVID-19 Pandemic

The COVID-19 pandemic has had a significant impact on our ability to deliver our planned Prevention activity in schools or via other face to face routes. We have had to adapt our approach to ensure that we are reaching those most vulnerable within our communities whilst continuing to protect our staff, residents and maintain critical functions.

Throughout the pandemic, incident types were analysed in order to effectively target campaigns over social media. For example, when an increase in the number of deliberate fires occurred in the East Hub, a video was produced and shared via the station Twitter accounts, which encouraged residents in this area to stay vigilant and report suspicious activity. This was posted from the Langley Fire Station Twitter account and received 4,172 impressions and 281 engagements.

Preventative campaigns were also adapted to suit the new COVID-19 control measures, such as issuing advice during Water Safety Week around staying away from rivers and lakes during daily exercise and asking residents not to have bonfires in order to prevent them becoming out of control and therefore putting extra pressure on the NHS and emergency services in order to maintain our critical functions. A Facebook post to this end was shared on 4 April, which reached 77,000 people and had 10,300 engagements.

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Communications and engagement figures from the initial COVID-19 response

2,700 Views of the key communications documents

2,341 Unique views of the coronavirus intranet page

External communications figures show our engagement was higher than any previous years

600 UNIQUE PAGE VIEWS ON OUR COVID WEBPAGES

558,633 IMPRESSIONS ON TWITTER FROM PREVENTION AND PROTECTION MESSAGES

320,024 REACHED ON FACEBOOK FROM PREVENTION AND PROTECTION MESSAGES

Project 1: Risk Analyses

	End 19/20		Q1	Q2	Q3	Q4
Further development of our existing Risk Methodology and Risk Modelling capability to ensure we have an even understanding of all foreseeable fire and rescue related risks; working with academic partners to peer review and validate our work	G		G			
Continue to maintain a theoretical response model for the Thames Valley, in collaboration with our Thames Valley Fire and Rescue partners to ensure our Risk Methodology and Risk Modelling aligns to theirs.	G		A			
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 19/20		Q1	Q2	Q3	Q4
Continue to work towards the delivery of our 'Risk to Individuals' and 'Risk to Household' Safe and Well Visits, working in collaboration with our Berkshire partners to identify the most vulnerable people in our society.	BAU		BAU			
Develop a programme of follow up Safe and Well Visits to the most vulnerable (subject to the outcome of our Prevention Strategy consultation).	New		R			
Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire	New		NS			

Cadets and FireSafe (subject to the outcome of our Prevention Strategy consultation).					
Carry out targeted road safety activity for motorcyclists (subject to the outcome of our Prevention Strategy consultation).	New		NS		
Continue to pilot an Adult FireSafe programme to fully understand the implications and potential benefits of this activity (subject to the outcome of our Prevention Strategy consultation).	New		NS		
Further develop local safety initiatives, campaigns and events to target risk at a local level.	A		A		

Project 3: Protection

	End 19/20		Q1	Q2	Q3	Q4
Develop our risk-based inspection programme to ensure that we are identifying and targeting our resources at the areas of highest risk, in line with our Protection Strategy (subject to the outcome of our Protection Strategy consultation).	G		G			
Support the delivery of our Protection Strategy to improve the efficiency of our processes and policies.	New		G			
Increase our access to specialist qualified Fire Safety staff and engineers to ensure that we have the expertise to deliver an effective and efficient Protection function.	New		G			
Respond to and learn from recommendations relating to the Grenfell Tower fire and align our Protection Strategy, policies and processes to these recommendations.	A		A			

Project 4: Response Resource Deployment

	End 19/20		Q1	Q2	Q3	Q4
Continue to evaluate future developments in housing and infrastructure to ensure that our resource deployments match predicted future demands.	G		G			
Undertake a review of our specialist water rescue capability to ensure it continues to be aligned to local risk and reflects national best practice (subject to the outcome of our Response Strategy consultation).	New		NS			
Commence a project to consider the feasibility of introducing dynamic risk-based daytime nucleus crewing in the West of the County to improve emergency incident response times (subject to the outcome of our Response Strategy consultation).	New		NS			

Project 5: Response Safe Systems of Work Development

	End 19/20	Q1	Q2	Q3	Q4

Align our systems of work and training to National Operational Guidance and National Operational Learning.	A	A			
Conclude the procurement and take delivery of our new Aerial Ladder Platform and continue our roll out of latest generation fire appliances.	A	A			
Work with the NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.	New	G			

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.

Intern Programme Continues During the COVID-19 Pandemic

Since 2017, RBFRS have worked with the Leonard Cheshire Change100 Programme, which supports individuals with disabilities or long-term health conditions by removing any barriers in the workplace to allow them to achieve their potential. This year we welcomed seven new interns to the organisation. The nature of the health conditions of some of the interns meant that they were clinically vulnerable and as such, were not able to visit Newsham Court to

The Service has been incredibly supportive throughout my experience as an intern. Right from the beginning, my team were very, very supportive. I've had a dedicated mentor to support me weekly with sessions throughout and the team has also facilitated the interns to connect with each other and chat to each other and share our experiences.

meet their colleagues or pick up IT equipment. Joining a new workplace can often be a daunting prospect for anyone, let alone during a worldwide pandemic so it was essential that everyone received the right support. The IT team were able to deploy technology remotely to reduce the risk, and line managers and mentors worked to ensure the interns' experiences were valuable and positive.

We significantly expanded our use of technology in order to respond to the changes in the coronavirus pandemic and support our teams, communities and partners.

2,541

Video enabled meetings took place

3,024

Virtual meetings took place

124,101

Total number of meetings that have taken place

9,739

Individual participants in virtual meetings

Objective 1: Recruit, train and develop people to ensure we create a safe, professional and capable workforce, who can provide a fit for purpose service, 24/7, 365 days a year						
	End 19/20		Q1	Q2	Q3	Q4
Review our recruitment lifecycle from pre-attraction to induction; consider target audiences, communication techniques for early engagement with communities, technology to assist the application process, criteria for selection and time from advert to induction.	A		A			
Through the Workforce Planning Board, we will monitor the skills and staff numbers with the aim of ensuring we have the right people, in the right place, at the right time.	G		G			
Implementing recommendations from the review of assessment of operational competence	A		G			
Review the delivery mechanisms of the Learning and Development and implement findings	New		G			

Objective 2: Increase the diversity of our workforce to better represent and therefore serve our local communities

	End 19/20		Q1	Q2	Q3	Q4
Continue to support the Leonard Cheshire Change 100 programme to work with disabled graduates on a 100-day intern programme.	G		G			
Integrate and embed EDI objectives in our everyday activities	G		G			

Objective 3: Develop people and recruit talent to take personal responsibility for leadership in the organisation to ensure a public service ethos, support collaboration and effectively deliver service improvement

	End 19/20		Q1	Q2	Q3	Q4
Undertake a review of Reward and Recognition	NS		NS			
Develop talent management systems for development of high potential staff	G		G			
Develop career pathways across all staff groups across the organisation	G		G			
Create a framework for coaching and mentoring	New		A			

Objective 4: Develop a diverse and inclusive 'one team' culture where everyone's contribution is valued and positive behaviours are used to describe how we work together

	End 19/20		Q1	Q2	Q3	Q4
Implement a Behavioural Competency Framework (BCF)	G		G			
Review the Communications and Engagement strategy	NS		NS			
Continue to develop the Fire Authority Member Development Programme	New		G			
Implement a programme of staff engagement following the staff survey results	New		R			

Objective 5: Change policies, processes and systems to ensure they enable and support the delivery of a fit for purpose, efficient and effective service to the community

	End 19/20		Q1	Q2	Q3	Q4
Working with external suppliers, to undertake programme of process improvement, which will ultimately lead to a culture of continuous improvements within teams.	A		A			
Initiate development of additional core skills courses on continuous improvement and business process improvement	NS		NS			
Learn and adapt to different ways of working during and after the COVID-19 pandemic	New		G			
We will ensure efficiency through the implementation of digital resources for Prevention services	G		G			
We will explore the options for use of digital resources for Protection services	New		G			

Objective 6: Continue to support both the physical and mental health and wellbeing of our people.

	End 19/20		Q1	Q2	Q3	Q4
Ensure the wellbeing of our staff is maintained throughout and after the COVID-19 pandemic	G		G			
Deliver the requirements of the 2020/21 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						
	End 19/20		Q1	Q2	Q3	Q4
New Fire Stations: Theale	G		G			
Major Redevelopment: Crowthorne	G		C			
Major Redevelopment: Whitley Wood	new		G			
Minor Works	new		G			
Fleet and Equipment						
	End 19/20		Q1	Q2	Q3	Q4
Fleet: Fire Appliances	G		A			
Fleet: Special Appliances	G		A			
Fleet: Aerial Ladder Platform	G		A			
Fleet: Other Ancillary Vehicles	G		A			
Equipment	G		G			
ICT						
	End 19/20		Q1	Q2	Q3	Q4
Hardware	G		G			
Software	G		G			
Services	G		G			
Networks	G		G			
Security Resilience	G		G			
ESMCP	G		G			

HMICFRS ACTION PLAN

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

Section One: Effectiveness							
		End 19/20		Q1	Q2	Q3	Q4
Prevention evaluation to better understand benefits	Prevention new ways of working project	G		A			
Prevention quality assurance	Prevention new ways of working project	A		A			
Protection quality assurance	Service Plan	A		A			
Addressing the burden of false alarms	Service Plan	G		A			
Keeping the public informed during ongoing incidents	Service Plan	G		G			
Effective system to use for learning and debriefs	Service Plan	G		G			
Section two: Efficiency							
		End 19/20		Q1	Q2	Q3	Q4
Best use of available technology	ICT Strategy Prevention new ways of working project	G		G			
Section three: People							
		End 19/20		Q1	Q2	Q3	Q4
Values and behaviours understood and demonstrated	Service plan	G		A			
Effective use of competence recording system	Service plan	G		A			
Effective grievance procedures in place	Service plan	G		G			
Staff are confident in using feedback mechanisms	Service plan	G		G			
Process to identify, develop and support high-potential staff and aspiring leaders	Service plan	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 Q1. To ensure the most up to date picture for risk, the updates include information about progress since the end of the quarter.

New Risk: Ongoing Impact of COVID-19 (Risk: 654/689)				
	Previous Risk Score	End of Q1 Risk Score	Direction of travel	Risk score as at Oct 2020
Risk 654 Risk Description: If we lose a number of staff from critical roles simultaneously across the organisation, which is becoming increasingly likely as COVID-19 spreads through the UK then we can expect to fail to deliver core services for the public. (Risk assessed March 2020, closed September 2020)	22 (on assessment)	19	↓	Risk closed
Risk 689 Risk Description: If we lose a number of staff simultaneously from critical roles across the organisation, which may be increasingly likely due to the fluctuations in Covid-19 infection rates locally, then we can expect to fail to deliver core services to the public and experience impacts on capacity to deliver planned service objectives and staff health and wellbeing.	NA	NA	NA	22 new risk

At the beginning of March, a COVID-19 Strategic Risk was added to the Corporate Risk Register. This Risk initially had a current score of 22. A separate risk for the financial impact of the pandemic was also added. Both these risks were discussed at CEMT throughout Q1. There were a large number of controls and mitigations including arrangements for TVFCS staff, risk assessed reduction of Service Delivery activity, financial considerations and homeworking arrangements. By the start of May, the current risk score had been reduced to 19. Since the end of June, scrutiny of the risk has continued and at the end of September the existing risks were closed and a new risk was written to reflect the end of the first wave and new picture of fluctuating infection rates. With cases increasing again, the risk score is now 22. The controls, mitigations and risk movement below relate to the new, now current COVID-19 risk.

Current Key Controls and Mitigations	Risk Movement
Maintain effective internal C3 structures, regularly reviewing arrangements and scaling up and down as required	CEMT active, proposed new structure agreed 30 Sept. C-19 lead Identified, process to recruit dedicated C-19 support role commenced. Sub group leads and sponsors identified.
Provide timely systemic absence monitoring to support national, local and internal reporting	C-19 lead to monitor and report into CEMT

arrangements and to inform management and planning activity	
Maintain links to and support LRF C3 structure to provide appropriate escalation and intelligence gathering routes	DCFO - SCG, AM P&P - TCG, MAC primarily LAs but Comms and engagement connected in and will interact as situation develops
Maintain links to and support National C3 structures (e.g. NFCC) to provide appropriate escalation and intelligence gathering routes	No change to NFCC reporting at this stage. Existing engagement routes in place
Through the internal C3 structure - review service plans to identify sustainable and safe delivery models in line with changes to Covid restrictions.	C-19 lead and sub group leads and sponsors identified. Some groups will stand up as soon as practicable, others will be 'on demand' as the situation develops.
Through the internal C3 structure- monitor the impact of absence levels and demand of C-19 response on resourcing and capacity across the organisation	C-19 lead and sub group leads and sponsors identified. Some groups will stand up as soon as practicable , others will be 'on demand' as the situation develops
Through the internal C3 structure - monitor, manage and support the ongoing health, wellbeing and resilience of staff	C-19 lead and sub group leads and sponsors identified. Some groups will stand up as soon as practicable , others will be 'on demand' as the situation develops
Maintain close working relationship with representative bodies across all C-19 and BAU activity.	Regular contact has been in place throughout Covid response. C-19 lead will take primary liaison role supported by key SLT members.

Risk Score Reduced: Operational Availability, Crewing and Capabilities (Risk: 419)				
	Previous Risk Score	End of Q1 Risk Score	Direction of travel	Risk score as at Oct 2020
Risk Description: If we fail to maintain appropriate numbers of personnel and associated skills and knowledge requirements, in line with our planned establishment and current or future demands, then we can expect this to affect our ability to provide an efficient and effective level of service delivery that matches our commitments and stakeholder expectations. This could significantly impact community safety and organizational reputation.	17	13	↓	Risk closed

Effective oversight of establishment and skills requirements is now maintained through the Workforce Planning Group. This is underpinned by established systems, regular reporting, development and assessment pathways and management structures that enable local ownership. We have seen consistent performance for some considerable time and as an overall picture the revised risk score reflects the positive impacts of our treatments. We have recognised that there are differences between wholetime and on-call teams and so risk 419 was closed and two new corporate risk established so treatment are more refined and focused on the relevant staff group.

Risk Score Reduced: Management of Cyber Security (Risk: 629)

	Previous Risk Score	End of Q1 Risk Score	Direction of travel	Risk score as at Oct 2020
Risk Description: 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.	18	12	↓	12

In this quarter, the risk score was reduced as a result of:

- the receipt of the report associated with the Cyber Security audit carried out in Q4 2019/20, which confirmed that RBFRS cyber security arrangements were of high quality, uniformly implemented, and managed and monitored to a high standard.

- The closure of one action plan item associated with elevated privilege accounts using enhanced password policies.

The new score of 12 reflects the decreased likelihood of a cyber-security incident as a result of the above.

Current Key Controls and Mitigations	Risk Movement
Carry out annual Cyber Security Audits, to be delivered by an independent and accredited audit organisation to ensure exposure to RBFA and appropriate sub-committees	Next audit scheduled for Mid January 2020. Audit fieldwork completed, awaiting report. Update: Password policy tools activated for elevated privilege accounts, closing one of the two o/s actions. Progress against the second action, due in December 2020, continues.
Certify and renew against government and industry accreditation schemes where available.	Support for Cyber Essentials & Cyber Essentials Plus certification already procured through Aristi. Schedule TBD, but likely soon after remediation plan is completed and Cyber Security audit has been received. Update: Activities suspended until after impacts of COVID-19.
Establish and execute an ongoing communications and education campaign focussing on Cyber Security in the workplace to be delivered across RBFRS.	Investigation into mechanisms for ongoing education and testing of Cyber Security arrangements underway with two vendors. Update: Periodic communications regarding cber security awareness carried out for specific threat notificaions.
Ensure adequate expert resource is available to RBFRS to carry out IT Security activities	Incorporate into planned organisational review of ICT in Q4 19/20. Update: Update: Activities suspended until after impacts of COVID-19.
Carry out 2020 annual IT Health check exercises, to be delivered by independent and accredited external organisations	Quotations being gathered per procurement rules. Update: 3 Year contract via mini tender in progress - ITHC timelines may be impacted as a result
Ensure actions plans arising from 2020 annual health check are expedited to minimise exposure	Awaiting ITHC process completion

Carry out 2021 Cyber Security Audits, to be delivered by an independent and accredited audit organisation to ensure exposure to RBFA and appropriate sub-committees	New Treatment - audit scope and schedule to be defined

Risk Score Reduced: Collaboration (Risk: 641)

	Previous Risk Score	End of Q1 Risk Score	Direction of travel	Risk score as at Oct 2020
Risk Description: 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.	18	16	↓	15

Further progress has been made despite the significant impacts of C-19. This is largely due to the delayed benefits being realised from embedding key programme changes made throughout 2019/20. These include; clearly defined governance and structure at project level, rationalisation and clarity of cross-organisational priorities with appropriate alignment of resource and sustaining significant investment in building key relationships across our partners.

Key achievements include:

- Significant progress aligning to National Operational Guidance (NOG). This was achieved through a dedicated RBFRS task and finish approach which largely concluded its first phase in late September.

- Completed options analysis and commissioning of a project to deliver a future collaborative Fire Investigation model.

- Outline business case and successful commissioning of a shared Fire Protection Specialist Unit delivering fire engineering and enforcement across partners. (Project launch scheduled – Jan 21)

- Joint procurement activity continues to deliver efficiencies and savings. This includes; fire appliances and Breathing Apparatus (BA) sets.

Current Key Controls and Mitigations	Risk Movement
Governance and accountability - Ensure appropriate, agreed processes, tools, guidance and governance systems are in place and working effecively	Work commenced on FI project - TVP taking lead and providing some short term additional resource. Protection phase 2 planning meeting taken place, planning and prep leading to a Jan 2021 kick off. Op A NOG work stream due to complete end Dec 2020. BA project to provide first reporting into Exec board 27 Nov.
Risk management - ensure each project records and manages a set of risks. Develop a system for central oversight and ensure risks regularly reviewed as part of governance structure and project reporting	UPDATE - PSO meeting schedule with leads in place again post PPE close down. Programme support officer has plans in place to review risks with project leads post holiday season.

Organisational/service planning - ensure appropriate stakeholder engagement when commissioning and throughout the life of projects to support service prioritisation, budget planning and resource management.	Protection and NOG Phase 2 planning will be built in service plan, working with internal colleagues through the collaboration coordination group.
Information sharing - ensure all relevant stakeholders have sufficient situational awareness to enable appropriate decision making, planning and risk management	VL now meeting regularly with all key stakeholders, triangulating board actions, project work and planning activity. Currently no identified issues with treatment. Activity reviewed through 121s
Communications - ensure provision of internal and external communications to provide wider awareness and promotion of collaboration activity and events.	UPDATE - Covid comms piece signed off. TV Comms strategy in draft, review and sign off slightly delayed, planned for end of Sept..
Review key activity, currently intended to be delivered via a collaborative project, and consider increasing internal resource and in critical elements. E.g. NOG implementation, Protection Policy development. Include into appropriate service plans	UPDATE - Protection phase 2 resource identified, further resource planning to take place leading up to project kick off in Jan 2021. NOG phase 1 resourcing at capacity but maintaining progress, working with rep bodies to maximise input to consultation process.

Service Plan Risk mitigated and de-escalated from Corporate Risk Register: HR&L&D Staffing (Risk: 353)				
	Previous Risk Score	End of Q1 Risk Score	Direction of travel	Risk score as at Oct 2020
Risk Description: If we do not maintain adequate staffing levels and monitor the activities and commitments of the HR and L&D teams, which is becoming increasing important given the demands on the wider workforce and number of projects and key change programmes, then we can expect to see turnover, a loss of knowledge and expertise and additional pressure on staff which are significant in relation the health and wellbeing of individuals and overall ability to achieve our departmental objectives including delivery of payroll, support others achieve their objectives e.g. IRMP and meet our strategic commitments	17	10	↓	10

This service plan risk was escalated onto the Corporate Risk Register in February when the current score was raised to 17 due to the imminent departure of two of the HR&L&D Managers. Over the course of Q1 mitigation action continued including the successful appointment to both these roles. In May, sufficient action had been taken to cause the current score to fall to 10 and be removed from the Corporate Risk Register.

Corporate Risk Register risks as at 21st October 2020

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
417	Firefighter Safety	If we do not maintain the safety, health and wellbeing of our operational staff through effective training; operational policy and guidance; safe systems of work and; means to capture and respond to operational learning, we risk a significant firefighter injury or fatality, a failure to comply with our legal duty and an undermining of the operational effectiveness and competence of our staff. This could significantly impact the effectiveness of our operational response, have a long term impact on staff welfare and damage our public reputation and trust levels.	25	19	19
418	ESMCP	If we do not make sufficient provision of resources to support the development, transformation to and implementation of ESMCP products and capabilities at a Service level, then we will not be a part of the proposed Emergency Services Network and we will be out of step with national and regional partners across the three emergency services. This could significantly impact on the effectiveness of our operational mobilization and response and limit access and use of operational technology to support incident command and joint emergency services interoperability. Consequently this could impact negatively on our collaborative and partnership working and our public and political reputation.	18	14	10
482	Management of Corporate Data, Information and Knowledge	If RBFRS fails to effectively manage the sharing, control and distribution of corporate data, information and knowledge, which is increasingly likely due to the increasing complexity of data flows into, out of and within the organisation, as well as significant change in organisational structure and personnel, then we can expect mishandling and loss of critical information as well as reduced efficiency in getting the right information to the right individuals for the right action to be taken, which is significant in respect to achieving all of out strategic objectives	17	16	10
506	Volatility of funding	If RBFRS fails to receive sufficient funding, which is becoming more likely given the level of national debt, the Government's fiscal policy, increasing volatility in local funding and increasing budget pressures, we can expect to face further reductions in service delivery and a loss of public trust, which will severely impact on our ability to deliver our statutory duties and strategic objectives.	24	22	16

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
565	Asset Management	RBFRS needs clear visibility of assets and equipment through records, maintenance regimes and management systems to ensure effective use, efficiency and safety throughout their lifecycle. Failure to do this could led to assets and equipment that are not fit for purpose remaining in service, higher than necessary costs and a potential increase in the likelihood of equipment failure.	21	18	15
570	High rise evacuation management	If we do not provide clear guidance and training to effectively manage high rise evacuation strategies and tactics, which is likely to attract increased scrutiny following the Grenfell incident, then we can expect potential loss of life or injury to occupants which is significant in respect of managing community risk and our public reputation	18	14	10
629	Management of Cyber Security	If we fail to ensure compliance with Cyber Security best practices and guidelines, which is increasingly likely due to ongoing evolution in the sophistication of attack methodologies, we may be exposed to operational degradation, financial loss and/or reputational damage due to reduced availability, integrity or currency of our data and systems.	21	12	12
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

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
663	Capital Projects - Effective Estate Management	If we fail to effectively manage our property assets to ensure they are fit for purpose and in the right locations, which may become increasingly likely given the funding challenges and the increasing age of our fire stations, then we can expect our revenue expenditure to increase, our services to be less effective and our stations to further decline which would be significant in respect to our strategic objectives; to ensure value for money and ensure fire stations are suitable and accessible for our own staff and the communities they serve.	23	16	8
664	Management of Budget Pressures	If we fail to accurately capture budget pressures over the medium term, which is becoming more likely given the volatility in the macro-economic environment, then resource allocation will become sub-optimal, impacting negatively on our ability to deliver an efficient and effective service to the public.	24	22	16
669	National Operational Guidance	If we do not ensure operational documentation is up to date, accessible and aligned to national best practice then there is the potential for personnel to train in or deploy operational procedures that do not maximise safety and operational effectiveness which is significant 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
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	15	10

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
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	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	15	12
682	On-Call Operational Availability, Crewing and Capabilities	If we do not sustain activity to ensure our on-call provision has the appropriate numbers of personnel with the necessary skills, knowledge and availability then we risk undermining organisational resilience in our response capability and this could impact community safety and organizational reputation.	21	18	12
683	EU Exit Transition	If negotiations taking place to establish the basis of the UK's departure from the UK on the 31 December 2020 result in a 'no deal' exit happens we can expect potential disruption to goods, services, finance and personnel which could have a significant impact in managing delivery of our core services.	17	13	6
685	Pensions Case Law	If we do not keep informed of pension case law and prepare records and establish adequate arrangements to meet the expected changes to pension regulations and ensure the Pensions Administrator undertakes the necessary action; which is becoming increasingly difficult due lack of understanding and clear direction, the technical complexity associated with changes and competing demands, then we can expect to be in breach of the regulations, subject to potential legal challenge and adversely impact employees and pensioners, which are significant in respect to our financial security, employer duties and our reputation.	24	22	18

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
686	Pensions Governance	If we do not employ an effective pension governance, management and administration strategy; which is becoming increasingly important given the complexity and changes made to pension regulations, limited pensions expertise and capacity within the HR department, then we can expect to fail in our employer duties, breach regulations, be subject to legal challenge and scrutiny from The Pensions Regulator resulting in potential for enforcement and penalty notices, which are significant in respect to our financial security, statutory duty and our reputation.	21	18	15
689	Ongoing impact of Covid-19	If we lose a number of staff simultaneously from critical roles across the organisation, which may be increasingly likely due to the fluctuations in Covid-19 infection rates locally, then we can expect to fail to deliver core services to the public and experience impacts on capacity to deliver planned service objectives and staff health and wellbeing.	24	22	19
692	Information regarding design of external walls and materials used	If we fail to receive information about the design of external walls and details of materials being used within construction from the owner or manager of high rise residential buildings then we will be unable to provide our operational crews with the most up to date information to enable them to deal with an incident effectively and will impact our protection activity which could affect the safety of our staff and members of the public.	18	18	10
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

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

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.

Due to the COVID-19 restrictions in place, the audits planned this quarter were postponed. These are now due to be carried out from November.

At the start of Q1 there were six actions from previous audits open. One of these was closed during the quarter. Four are on track for completion. The final action, relating to succession planning for Firefighter Pension Administration, currently has an amber status due to ongoing delays with the provider.

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Firefighter Pension Administration 27/11/2019	Implement written succession plans for 'Fire' clients with reference to specific RBFRS workarounds where appropriate.	30/11/2020	Low	**A**	**Open**
Progress: Delays to the sign off of the organisational review by the Council resulted in the delay to consultation. This started but was suspended due to the Covid-19 situation but work has now recommenced and is expected to progress over the next two months. Whilst this has created a delay to the development of a formal written succession plans for WYPF, interim measures have been put in place to address the risk identified through the recruitment of additional resource.					
Governance and Risk Management 08/01/2020	As part of the review of Constitution and Members Handbook (Including the Terms of Reference), the responsibility for electing a Chair and Vice Chair will be added to the relevant	31/01/2020	Low	**G**	**Open**

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
	Terms of Reference and will be subsequently sent to the relevant body for approval.				
Progress: The review was completed and an update to the Constitution drafted. Changes have since been approved by A&G and will be recommended to the Fire Authority in November.					
Governance and Risk Management 08/01/2020	As part of the planned review of the Members Handbook, the conditions for reviewing the Terms of Reference of the Fire Authority and its committees will be clearly outlined. The updated Terms of Reference will subsequently be sent to an appropriate body for approval.	31/01/2020	Low	**G**	**Open**
Progress: The review was completed and an update to the Constitution drafted. Changes have since been approved by A&G and will be recommended to the Fire Authority in November.					
Key Financial Controls – Creditors 04/03/2020	Once the implications of Brexit have become clear, the Financial Regulations will be as planned sent to the Audit and Governance Committee in March 2020 and subsequently sent to the full Fire Authority for approval in April/May 2020	31/05/2020	Low	**G**	**Open**
Progress: Revisions to the Regulations have been delayed to take account of learning from COVID19 in relation to procurement and supplier resilience. The revised Regulations and will be presented to A&G Committee at its September meeting [action now tbc dependent on A&G timings].					
Cyber Essentials 12/03/2020	Management will establish unique user accounts for RBFRS station users to avoid the risks associated with generic group accounts after finalising the on-going review	31/12/2020	Med	**G**	**Open**
Progress: Preparation work required to migrate from generic station based accounts to individual accounts continues, with permissions mapping tools installed and training in their use underway. This will allow the introduction of individual accounts with much lower risk of broken permissions leading to loss of access to critical records for station based staff.					
Cyber Essentials 12/03/2020	The Specops Password Security Software will be implemented to enforce a stronger password policy for administrator user accounts	July 2020	High	**C**	**Closed**
Progress: After a brief delay due to stringent Covid-19 lockdown conditions, Specops has now been installed and activated for all elevated privilege accounts, closing the audit action. As the risk of mass password change during					

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
lockdown is deemed higher than the extant password policy rules, rolling the same policies out to non-elevated accounts will begin in Q3 2020/21.					

APPENDIX A – ADDITIONAL DATA

REPORTABLE SERVICE MEASURES					
Percentage of occasions where time to answer emergency calls is within 10 seconds				**2020/21 Target: 97%**	
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	98.2%	97.7%	99.2%	97.6%	98.2%
Target	97%	97%	97%	97%	97%
2020/21 Actual	98.4%				98.4%↔

Percentage of occasions where time to mobilise is within 90 seconds				**2020/21 Target: 80%**	
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	72%	73.5%	74.5%	72.1%	72%
Target	80%	80%	80%	80%	80%
2020/21 Actual	71.7%				71.7%↔

Percentage of occasions where wholetime duty system crew turnout time is under 90 seconds				**2020/21 Target: 90%**	
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	91.9%	93.4%	94.2%	94.5%	91.9%
Target	90%	90%	90%	90%	90%
2020/21 Actual	95.8%				95.8%↑

Percentage of occasions where On Call crews turnout is within the agreed timeframes				**2020/21 Target: 90%**	
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	69.4%	74.1%	74.2%	81.1%	69.4%
Target	90%	90%	90%	90%	90%
2020/21 Actual	94.1%				94.1%↑

Percentage of occasions a second fire appliance attending a dwelling fire arrives within 2 minutes of the first appliance to arrive				**2020/21 Target: Monitor**	
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	63%	61.6%	61.8%	73.3%	63%
Target	--	--	--	--	--
2020/21 Actual	62.7%				62.7%↔

Percentage of occasions a second fire appliance attending a road traffic collision arrives within 2 minutes of the first appliance to arrive				**2020/21 Target: Monitor**	
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	55.3%	54%	53.9%	58.3%	55.3%
Target	--	--	--	--	--
2020/21 Actual	55.6%				55.6%↔

Accident Investigations

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

	Measure	Q1	Q2	Q3	Q4	2020/21 YTD	Q1 19/20	Authorised establishment (Number of authorised posts)
STAFF IN POST	Wholetime	364				364	363	384
	Retained	84				84	90	91
	Control	41				41	40	40
	Green Book	170				170	152	171
	Total Number of	**659**				**659**	**645**	**699**
STAFF TURNOVER	Wholetime	7				7	6	
	Retained	4				4	3	
	Control	2				2	1	
	Green Book	0				0	7	
	Total Number of	13				13	17	
	Staff in Post (SIP)	659				659	645	
	Percentage of	**1.97**				**1.97%**	**2.64%**	
FEMALE STAFF	Wholetime	4.4%				4.4%	4.4%	
	Retained	14.3				14.3%	8.8%	
	Control	73.2				73.2%	72.5%	
	Green Book	56.5				56.5%	56.6%	
	Total	**23.4**				**23.4%**	**21.5%**	
AGE PROFILE	25 and Under	46				46	45	
	26-35	176				176	163	
	36-45	208				208	211	
	46-55	192				192	192	
	56-65	36				36	33	
	66 and Over	1				1	1	
	Total	**659**				**659**	**645**	
							Target	
ETHNICITY FIGURES	Wholetime	5.2%				5.2%	4.9%	
	Retained	4.8%				4.8%	3.3%	
	Control	2.4%				2.4%	2.5%	
	Green Book	14.1				14.1%	15.7%	
	Total	**7.28**				**7.28%**	**7.1%**	

APPENDIX B – 2020-21 ANNUAL OBJECTIVES

1) We will provide education and advice on how to prevent fires and other emergencies.

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

3) We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.

4) We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.

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

6) We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.

7) We will recruit, train and develop our people to ensure we create a safe, professional and capable workforce that are supported to become the best public servants they can be for the residents of Berkshire.

8) We will manage RBFRS in accordance with best practice, understanding and continuous improvement, learning from events and being transparent in our compliance.

9) We will be strong and visible in our leadership in developing a diverse and inclusive 'one team' culture where everyone's contribution is valued and positive behaviours are recognised.

10) We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.

APPENDIX C - PERFORMANCE MEASURES AND DEFINITIONS
Service Provision

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

ID	Measure	Definition
Protection		
8	Total Number of Full Fire Safety Audits carried out	A Fire Safety Audit is carried out to enforce the Regulatory Reform Order (RRO) 2005, which applies to virtually all non-domestic premises and covers nearly every type of building, structure and open space. This is the total number of Full Fire Safety Audits carried out in premises in Berkshire. This is calculated once the service has been closed by RBFRS and only includes the initial Full Fire Safety Audit.
9	Percentage of Fire Safety Audits with a 'Broadly Compliant' result.	This is the percentage of closed Fire Safety Audits carried out in commercial premises, where the result was 'Broadly Compliant' (satisfactory) and no further action or follow-up was required. This target has been reviewed this year and amended from 50% max to 60% max to ensure it is both stretching and realistic. National performance was 67% in 2018/19.
10	Percentage success when cases go to court	This is the percentage of successful prosecutions following Fire Safety Audits.
11	Percentage of statutory fire safety consultations completed within the required timeframes	Statutory fire consultations have a legally defined timeframe in which they must be completed and include: • Licensing • Building regulations • Building regulations approved supplier
12	The number of Automatic Fire Alarm calls received	Automatic Fire Alarm calls are calls from Alarm systems and have a higher likelihood of being a false alarm.
13	The percentage of Automatic Fire Alarm calls where RBFRS did not attend.	This is the number of Automatic Fire Alarm calls received where we did not attend. In some circumstances we are able to seek confirmation that this is not a false alarm, before attending.

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

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

Corporate Health

ID	Measure	Definition
Human Resources and Learning & Development		
23	Percentage of working time lost to sickness across all staff groups	This measure looks at sickness across the whole organisation and the percentage of time lost, based on the number of working hours available to the organisation. This will not include COVID-19 related absences where an individual is isolating but not symptomatic.
24	Percentage of eligible operational staff successfully completing fitness test	The measure reflects the percentage of eligible operational personnel who have successfully completed their fitness test. Individuals who are not eligible, include those on long-term sick or light duties.
25	Percentage of eligible staff with Personal Development Reviews	This measure reflects the percentage of eligible employees who have had a Personal Development Review meeting. Eligible staff are those who have completed their initial probation period, before the end of the PDR period and who have not been absent for over 50% of the reporting period. Employees moving within the Organisation to new roles on trial or probation periods will still be eligible for a PDR.
26	Percentage of eligible operational staff in qualification	This measure examines performance in the key qualifications, outlined in the eight core areas of the Fire Professional Framework, required by staff to maintain effective service delivery.
27	Number of formal grievances	The number of formal grievances raised by staff under the Grievance, Bullying and Harrassment Policy.
Health and Safety		
28	Number of RIDDOR accidents	RIDDOR(*Reporting of Injuries Diseases and Dangerours Occurrences Regulations*) are more serious injury accidents.

ID	Measure	Definition
Finance and Procurement		
29	Percentage of spend subject to competition	This measure looks at all items of expenditure over £10k as RBFA must obtain quotes or tenders for all these purchases. This excludes statutory payments such as local authority charges or HMRC.
30	Compliant spend as a percentage of overall spend	This measure calculates the supplier spend that is in a compliant contract as a percentage of the total spend to external bodies and suppliers (as per RBFA contract regulations).
Freedom of Information		
31	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Information Regulations or Data Protection Legislation)	RBFRS are required to conform to Data Protection and Freedom of Information legislation. The Information Commissioner is responsible for determining compliance and issuing advice or penalties. This measure includes only incidents where there is a finding of a breach (not complaints which are subsequently dismissed).