

# Q2 2019/20 Strategic Performance Report

(July to September 2019)





## CONTENTS

Introduction .....	3
Key Highlights .....	5
Quadrant One: Service Provision .....	10
Corporate Measures** (Data accurate as of 8/10/2019*).....	10
Service Provision - Service Measures.....	29
Service Plans .....	34
Quadrant Two: Corporate Health* .....	35
Budget Update .....	45
Transitions Bids Spend Summary .....	51
TVFCS and Transition Summary Qtr 2.....	60
Procurement – contracts awarded in Q2.....	62
Human Resources Performance .....	64
<b>Disciplinary Cases and Grievances</b> .....	67
Quadrant Three: Priority Programmes .....	68
Priority Programmes: People Strategy Progress.....	68
Priority Programmes: Integrated Risk Management Plan .....	76
<b>QUADRANT FOUR: RISK</b> .....	82
Risks closed since last report .....	108
Accident Investigations .....	109
Audit Recommendations.....	111
Appendices .....	115
Appendix A: Update on Progress of the ICT Strategy Year One .....	115
Appendix B: Update on Progress of Fleet .....	118
Appendix C: Information Governance Report .....	120
Appendix D: Update on Progress of HMICFRS Action Plan .....	122
Appendix E: Quadrant One: Service Provision Measures Definitions .....	124
Service Provision Service Measure Definitions.....	127
Appendix F: Quadrant Two: Corporate Health Measures Definitions .....	128
Appendix G: RDS Establishment/ Development Trainees rates .....	130
Appendix H: HR Supporting Charts.....	131
Appendix I: Abbreviations .....	141

This version of the report was last updated on 12/02/2020

# Introduction

This Strategic Performance Board Quarterly Report retrospectively presents information from the Performance Management Framework and Corporate Measures and Targets for 2019-20, with the exception of Corporate Risks, which are current at the time of publishing. The purpose of RBFRS' Performance Management Framework is to provide structure and governance that enables us to measure, monitor and manage outputs and outcomes in a timely manner; allowing us to respond and make informed decisions to ensure that our statutory obligations and the Fire Authority's Strategic Commitments are successfully delivered.









This report contains performance across four Quadrants:

Quadrant One: Service Provision	Quadrant Two: Corporate Health
This section groups together all data, information and measures from across the organisation, which allows members to monitor how RBFRS is performing against its statutory obligations and any internal services provided between teams, departments and functions.	This section groups together all data, information and measures from across the organisation, which allows members to monitor how RBFRS are managing key resources e.g. People and Finance.
Quadrant Three: Priority Programmes	Quadrant Four: Corporate Risk
This section groups together all data, information and measures that allow members to monitor progress of work designed to deliver a defined outcome, which is different to, or improves on current working practices, policies and procedures in support of delivering against the Strategic Commitments.	This section groups together all data and information from across the organisation that provides an assessment of corporate risks that may impact on service delivery. This section also includes data and information from audit monitoring.

The aim of this report is to share with you how RBFRS has performed over the previous three months, and to capture how performance contributes cumulatively to the year-end performance outcomes, offer explanation, analysis and mitigation for target outcomes, and to suggest positive means of carrying effective performance into the future.




This report has been reviewed by the Strategic Performance Board, chaired by CFO Trevor Ferguson, to ensure issues and corrective actions are discussed and owned by Heads of Service. This report has also been reviewed and discussed at Senior Leadership Team (SLT) to ensure any strategic issues are addressed.

### Key to Icons and Colours for 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

### Key to 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

	No risk movement
	Risk decreasing
	Risk increasing

### Key to Audit Action Movement

	Audit action continuing to progress
	Audit action progress decreasing
	Audit action progress improving

# Key Highlights

## Key Data – July to September 2019 (data as of 8/10/2019)

	Quarter 1 2019/20	Quarter 2 2019/20	Quarter 3 2019/20	Quarter 4 2019/20	Year to date 2019/20	Quarter 2 2018/19	Year to date 2018/19
Emergency incidents responded to	1,839*	2,114↑			3,953↓	1,980	3,984
Primary Fires	224*	243↑			467↓	261	513
Secondary Fires	283*	354↑			637↑	241	612
Special Services (RTC)	103	112↑			215↓	116	221
Special Services (other)	328	360↑			688↑	346	667

Arrows represent changes from previous period

## IRMP Commitment Progress

Prevention Commitment 1: To reduce the number of vulnerable people dying due to accidental fires in the home by conducting 35,000 Safe and Well visits over the next 5 years.

**Since April 2017, we have completed 18,381 Safe and Well visits to individuals at heightened risk of dying in an accidental dwelling fire, exceeding the IRMP commitment.**

Prevention Commitment 2: To reduce the volume of fires occurring in homes and injuries that result from them by conducting 12,500 Safe and Well visits over the next 5 years (by March 2022).

**Since April 2017, we have conducted 6,807 Safe and Well checks to individuals at increased risk of having a fire in their home and being injured as a result, ahead of target for achieving the IRMP commitment.**

Protection Commitment 1: Carry out 1,400 full fire safety audits per year in places where people are most at risk and where necessary standards are not being met.

**Since April 2017, we have concluded 2,817 full fire safety audits in premises (excluding private dwellings) across Berkshire, ensuring businesses are complying with the Regulatory Reform (Fire Safety) Order 2005 and carrying out enforcement action where required.**

## **People Strategy Highlights**

### **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**

- The recruitment portal has been successfully used for the wholetime recruitment resulting in a significant saving of £13,400 in relation to running the front end of the wholetime campaign
- Initial analysis shows 11% of applicants were female, and this proportion was maintained to the interview stage.
- Use of the portal and direct advertising links has also increased the diversity of applicants and appointees. Analysis undertaken of BME Applicants and successful appointees, to all roles other than Wholetime Firefighters, shows that the proportion of applicants from BME groups increased from 19% to 33%, and the proportion of appointees from 14.7% to 21.4%.

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

- Five Interns started in Finance, Business Support, HR and Communications & engagement from June 2019.
- Internships successfully completed in September and feedback provided to Change 100 on the process
- Ambassadors have been used to promote the Service and roles within the organisation
- EDI Co-ordinator funding was approved, interviews conducted and appointment made.

### **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**

- Trial has been completed with various teams using the Behavioural Competency Framework (BCF) in the Personal Development Review Framework.
- Feedback has been used to inform the finalisation of the BCF
- A work plan has been devised for the implementation of the Behavioural Competency Framework
- Behavioural training has been developed and roll out planning commenced.

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

- Menopause awareness training took place to open up conversations around the subject in the workplace. A Workplace group has been set up for colleagues to support each other and share advice and experiences.

## **Other Successes**

### **Service Provision**

- 1 We responded to emergency incidents in under 10 minutes on 73.6% of occasions during Q2. We are still on track to achieve 75% over the year, and performance have improved compared to the same period last year (69.3% for Q2 2018/19).
- 2 We maintained our performance on our safeguarding target, with all 83 referrals being made to Local Authorities within 24 hours during Q2.
- 3 We received a large number of threat of arson referrals this quarter, and met our target to visit 100% of these within 48 hours.
- 4 We have continued to see lower numbers of casualties in accidental dwelling fires than we experienced in 2018/19.
- 5 We conducted a total of 2485 Safe and Well visits in Q2. We have successfully re-focused our efforts to ensure both our risk of death and risk of injury targets have been met this quarter.
- 6 We achieved 100% of full wholetime Duty shifts with adequate crewing to mobilise our appliances this quarter. The Service's aim is to maintain 14 wholetime crewed appliances 24/7, 365 days a year. This is a significant achievement given the substantial number of permanent staff movements stemming from Phase one of the Remotely Managed Station/Flexi-Duty Officer project which has impacted availability of crewing and use of prearranged overtime
- 7 We responded to 100% of complaints received within 7 working days from date of receipt.
- 8 Wholetime Duty crews turned out to incidents under 90 seconds on 93.5% of occasions. This continues an improved trend compared to last year and provides an important contribution to meeting our response standard.

### **Corporate Health**

- 1 99.8% of eligible staff have completed their fitness test and 99.5% of those have met the fitness standard
- 2 The number of female firefighters employed in the Service has increased to 26 this quarter. This has increased the percentage of female firefighters from 5.3% last quarter to 5.8%, exceeding our target of 4% once again this quarter.
- 3 The forecast year-end outturn for the Revenue Budget of £34.1 million is a surplus of £119,000, which is a variance of 0.3%.

- 4 Although mental health absence has decreased this quarter by 1.6%, compared to the same time last year days lost to Mental Health absence has increased by 30%. However, the increase in sickness absence due to mental health reasons appears to correlate with an increase in health promotion on mental health, encouraging staff to be open and access relevant supports. The Mental Health action plan includes a number of actions to improve the mental wellbeing and support the overall health of staff and is subject to regular review and refresh. The Service encourages people to talk and utilise the support mechanisms available, which include online webinars and videos to help employees and managers (provided by Health Assured, the Employee Assistance Programme provider).

## **Concerns and Plans for Improvement**

### **Service Provision**

- 1 The overall number of deliberate primary fires continues to be higher than levels last year, with a total of 41 incidents in Q2 against a target of 35. We recognise these deliberate fires can have significant impact on individuals, communities and the environment. In response to this, Service Delivery Hub Teams continue to monitor for trends and work proactively with our partner agencies in response.
- 2 RDS appliance availability continues to be low for many stations. Hub managers are working with Data and Performance and ICT to better predict availability for all RDS stations across the county. Additional measures to improve availability will continue to be explored including the potential for wholetime staff providing cover to bring retained appliances on the run during critical periods.
- 3 TVFCS mobilise resources to incidents within 90 secs 73.5% of the time, which is below the 80% target. The TVFCS Management Team have reviewed call handling procedures within TVFCS and have placed an increased focus on making the best use of available technology to speed up the process. We are now beginning to see an improvement in performance in this area, with an increase in performance based on the previous quarter and the equivalent period in 2018/19.
- 4 In comparison to the same period last year there was a 11.9% increase in the total days lost to sickness (1039 days in Q2 18/19 vs year, 1180 days in Q2 19/20).
- 5 Musculoskeletal (MSK) sickness absence has increased by 2.5% this quarter and remains one of the top causes of sickness absence equating to 32% of days lost. The number of episodes remain consistent.
- 6 The percentage of eligible staff where a Personal Development Review meeting has taken place is 81.9% compared to 90.8% this time last year.



## **Emerging Issues and Risks**

1. Four risks new to the Corporate Risk Register have been identified. One of these is an escalated Service Plan risk relating to capacity in Human Resources and Learning and Development. We have also added a risk relating to management of cyber security following our 2019 ITHC, and a risk relating to potential increased Local Government Pension Scheme contributions. The fourth is a new risk relating to the national delivery of the Emergency Services Mobile Communication Programme, in response to the developing situation.
2. There have been no other significant rises in risk scores since the previous report. There has been a small increase in score for the Capital Investment Strategy from 13 to 14.
3. Two risks have been removed from the Corporate Risk Register. The first of these is the risk of a No-deal exit from the EU, which was closed after the general election result. The developing situation will be kept under review. The second relates to capacity for responding to SARs, this risk score has reduced and the risk is now being managed at a service level.



Supporting Performance Information

## Quadrant One: Service Provision

Corporate Measures\*\* (Data accurate as of 8/10/2019\*)

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
1	Number of Fire Deaths in Accidental Dwelling fires	0	1	0			1	0	0	0	↓
<p><b>Accountable Person: Area Manager Response &amp; Resilience</b></p> <p>It is positive to report there have no fire deaths recorded in this quarter in accidental dwelling fires or any other fire types. It is worth noting the improvement on the last four years average one fire death per year compared to an average of 4 per year from 2011 – 2015. Preventing fire deaths continues to be a priority for RBFRS during 2019/20 and teams across Service Delivery Hubs work with all Unitary Authority areas to generate quality referrals that can lead to timely and effective Safe and Well visits to maintain the downward pressure on fire deaths (see CM6 narrative for progress).</p> <p>Work continues across all three SD Hubs increase the number of direct referrals made by partner agencies under the Adult Referral Programme thus enabling us to better target the most vulnerable people in our area. For example, on the 23<sup>rd</sup> and 26<sup>th</sup> September Adult Referral Programme training was delivered to 30 employees of partners in West Berkshire by the West Hub Community Support Advisor. The attendees included local nurses, housing association and West Berks Council staff. The sessions were an outcome of engagement with agencies within the Building Communities Together partnership. On 30<sup>th</sup> September in Reading, West Hub prevention personnel took part in the national Older People's Day campaign in Broad Street Mall in Reading alongside Age UK and Reading Borough Council engaging with the public to generate referrals and deliver community safety messaging.</p> <p>Work continues to ensure members of all communities have equal access to our community safety initiatives. By example, Newbury crews attended a local Hindu festival (Raksha Bandhan) on the 20<sup>th</sup> September, delivering cooking and electrical safety messages and advertising free safe and well visits for the vulnerable (as well as promoting recruitment opportunities). Prevention staff and volunteers at Reading and Newbury Fire Stations, having identified the largest ethnic and faith groups in the two Unitary Areas are making contact to explore further similar opportunities.</p>											

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		CSAs and volunteers have been active in the community giving talks to a variety of groups focusing on the promotion of home safety and improving awareness of our safe and well offer. The teams were present at the launch of our new appliances in Windsor and Wokingham town centres on the 14 and 16 August, taking the opportunity to engage the public with community safety messages.									
2	Number of Fire Casualties in Accidental Dwelling Fires	20 MAX	2	3			5	10 MAX	11	27	↑
		<p>Q2 figures show a continuation of the downtrend seen in Q1 and are much lower than the figures in Q2 2018/19. Overall, performance is currently below the year to date target. In line with Local Safety Plans, Service Delivery teams continue to delivery community safety prevention activity targeting accidental dwelling fires and their causes.</p> <p>West Hub reported one casualty with West Berkshire having seen zero casualties for the 2nd quarter in a row. This is in comparison to 15 casualties in Q2 2018/19.</p> <p>East Hub have reported zero fire casualties for Slough and RBWM for Q2, whilst Central Hub, though also seeing no fire Casualties in Bracknell Forest for the quarter, did unfortunately experience two fire casualties in Wokingham.</p> <p>Looking at the three casualties across the service more closely we know the following:</p> <ul style="list-style-type: none"><li>One occurred following a small kitchen fire and the individual was treated for light smoke inhalation. Occurring in a small block of flats, crews noticed a lot of clutter in the common areas and ordered a post fire inspection. Our attending inspecting officer identified the premises as an 'House of Multiple Occupation' (HMO) and relayed concerns to the local authority housing department in line with the HMO agreement in place.</li><li>The second incident involved a male suffering burns to his left arm following use of petrol to increase the intensity of a rubbish outside his property and ultimately spreading burning petrol up his arm and onto his house. This casualty was taken to hospital with what appeared to be slight injuries.</li><li>The third incident involved an 88 year old male suffering from smoke inhalation after attempting to fight a fire involving a fridge in his kitchen. This casualty was taken to hospital with what appeared to be slight injuries.</li></ul> <p>To maintain a downward pressure on accidental dwelling fires, our main efforts remain focused on the delivery of Safe and Well visits to those that are more likely to have a fire in their premises (See CM7). Additionally, in line with our LSP commitments, we attend events where we can deliver appropriate safety messages with a particular focus on cooking and electrical safety. For example, stations have held a number of open days over the quarter including Caversham Road, Wokingham Road Newbury and Wokingham.</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance															
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD													
		<p>Other examples include attendances at fetes, a careers talk at Newlands Girls School, and hosting visits to our Fire Stations by various community groups.</p> <p>Our East Hub team continue to deliver their ‘coffee mornings’ initiative, which focuses on combatting loneliness whilst also providing an excellent platform to provide prevention advice to those who are vulnerable, which has included the ‘cooking safely’ agenda. Building on from Maidenhead It was pleasing to see Slough Fire Station host their first event and also attend other coffee mornings in the community, supporting our partners in the process and securing Safe and Well referrals of those in need of our service. Teams continue to reach out into the wider community for example our CSA’s and station teams engaged with Slough Temple to talk with the Hindu community about safety with candles and cooking.</p>																						
3	% of safeguarding referrals made to Local Authorities within 24 hours	100%	100%	100%			100%	100%	100%	100%	↔													
		<p>There were 83 Safeguarding referrals made during Q2. All Safeguarding referrals were signposted into the Local Authorities within the 24-hour Corporate Measure. 1 referral was signposted over the border into Buckinghamshire County Council. 77 referrals were signposted into Adult Services/Adult Social Care and 6 were referred into Children’s Social Care.</p> <p>The Adult Safeguarding Training has commenced delivery, with 21% (131) of front line staff having attended the training so far. The Children’s Safeguarding Training is due to complete in Q3 to all front line staff with another 4% to attend courses.</p> <table><tr><td>Hub</td><td>Q2 Totals</td></tr><tr><td rowspan="2">East</td><td>Slough – 18</td></tr><tr><td>RBWM – 14</td></tr><tr><td rowspan="2">West</td><td>Reading – 30</td></tr><tr><td>West Berks – 7</td></tr><tr><td rowspan="2">Central</td><td>Wokingham – 8</td></tr><tr><td>Bracknell – 6</td></tr><tr><td>Total</td><td>83</td></tr></table>										Hub	Q2 Totals	East	Slough – 18	RBWM – 14	West	Reading – 30	West Berks – 7	Central	Wokingham – 8	Bracknell – 6	Total	83
Hub	Q2 Totals																							
East	Slough – 18																							
	RBWM – 14																							
West	Reading – 30																							
	West Berks – 7																							
Central	Wokingham – 8																							
	Bracknell – 6																							
Total	83																							

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
4	The number of deliberate primary fires	Reduction	50	41			91	74	35	75	↓
NOTE: The quarterly targets for this measure are based on a reduction from the same period the previous year, to adjust for seasonality. This means the targets will be different in each quarter.											
The overall number of deliberate primary fires continues to exceed the target with a total of 41 incidents in Q2 against a target of 35.											
Looked at by month the figures for July, August and September were slightly higher than 2018/19 by eight incidents.											
Road vehicles continue to be the main property involved though there are no identifiable trends and the incidents are spread across the county. It should be noted that the overall level of deliberate primary fires has remained consistently low over the past five years when compared with 2009 – 2013 figures. This means the occurrences of deliberate primary fires in Royal Berkshire is a very small proportion of the overall number of incidents. Nonetheless, we recognise these deliberate fires can have significant impacts on individuals, communities and the environment, so Service Delivery Hub Teams continue to monitor for trends and work proactively with our partner agencies in response to these. The following provides a more granular level of detail of Hub analysis and activity as an example of what is considered and done locally:											
West Hub – Analysis and Activity											
Reading experienced six deliberate primary fires in Q2 (compared to 12 in Q1 and 4 for the same quarter in 2018-19). The incident types comprised two dwellings, two motorbikes, one car and one van. The incident details were scrutinised and there were no common geographical factors or obvious links between the incidents.											
West Berkshire experienced ten deliberate primary fires in Q2 (compared to 11 in Q1 and 10 for the same quarter in 2018-19). The incident types comprised six cars and one other vehicle, one abandoned caravan, one baled crop and one garage.											
The vehicle fires all occurred between 11pm and 5am during July with the exception of one in September. The majority are consistent with the vehicles being stolen, abandoned and then set alight. The incident locations are dispersed with no two vehicles abandoned in the same place.											

Hub	Q2 Total	
East	Slough	7
	RBWM	11
West	Reading	6
	West Berks	10
Central	Wokingham	5
	Bracknell	2
Total		41

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<p>The number of car fires in West Berkshire is an area of focus with Hub Prevention personnel and Watch Based Station Managers liaising with TVP to explore opportunities to work together to address the problem. A proportion of the car fires occur near to the border of the two Unitary Areas therefore liaison with representatives from both Unitary Areas is taking place.</p> <p>The issue of vehicle fires is being addressed via the Multi-Agency Problem Solving (MAPS) group in West Berkshire to engage the resources of partners to supplement our own efforts.</p> <p>Operational crews have been tasked with reporting abandoned vehicles to the relevant local authority to reduce the likelihood of them becoming a target of arson. In addition the West Hub CSA is engaging with Unitary Area representatives to explore swifter retrieval of abandoned vehicles from the streets.</p> <p><b>East Hub – Analysis and Activity</b></p> <p>RBWM saw ten Deliberate Primary Fires in Q2. Three involved cars, whilst the remainder involved structures other than one fire in the open. Slough experiences seven deliberate primary fires. 4 involved vehicles and one involved an item in a stairwell and one an attack on the possessions of homeless people and one a commercial property.</p> <p>This last incident is being investigated by TVP and to provide some reassurance RBFRS carried out Safe and Well visits in the community, known as a 'Hot Street', with advice given to neighbouring residents.</p> <p>Through shared intelligence with TVP, a spate of incidents were identified involving the possessions of homeless persons in the Jubilee River area of Slough. Working with partners, Slough crews have made regular visits to the area involved, engaging with the homeless community. Contact was made with a local charity (SHOC Slough Homeless Our Concern) and a multi-agency meeting was held at SHOC's premises. TVP subsequently made an arrest and no further incidents have been reported. Crews carried out a further engagement meeting at the SHOC whilst the homeless community were there for their daily visit.</p> <p>Building on this work further interagency communication highlighted the increased level of attacks on homeless people in the East of Berkshire. Consequently, crews from Maidenhead and Slough fire stations have worked proactively with homeless charities, such as 'The Brett Foundation', to provide Fire Safety, Prevention and Safeguarding advice to staff working with the homeless. In addition, Maidenhead has been providing a community room for meetings with our partners, to discuss the above.</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance																								
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD																						
		<b>Central Hub Analysis and Activity</b>																															
		Central Hub has seen a substantial reduction in the number of deliberate primary fires to seven in Q2, down from 14 in Q1 and 11 in the same quarter last year. During Q2 Central Hub has worked closely with colleagues in Thames Valley Police Neighbourhood Policing to identify and target 'Hot Spots' for deliberate primary and secondary fires in our area. For example, Wokingham saw three deliberate car fires in the Hurst area with a further incident in Arborfield involving a car and a derelict caravan. In all cases information has been passed to Thames Valley Police and 'Arson Aware' boards have been deployed.																															
		In Bracknell a small bedroom fire in a children's residential care home led to a post-fire fire safety audit of the premises showing the joined up an approach across our response, prevention and prevention activity.																															
		Service Delivery Managers meet monthly to review all performance areas and this provides a regular opportunity to consider any trends and emerging issues across the County to ensure a joined up approach and direction of reduction activity.																															
5	The number of deliberate secondary fires	Reduction	84	106			190	173	99	174	↓																						
		NOTE: The quarterly targets for this measure are based on a reduction from the same period the previous year, to adjust for seasonality. This means the targets will be different in each quarter.																															
		As with deliberate primary fires, deliberate secondary fires form a comparatively small proportion of our overall incident activity. However, we have noted that the overall trend of deliberate secondary fires has increased a little over the last five but has remained predominately flat. Service Delivery Managers meet monthly to review all performance areas and this provides a regular opportunity to consider any trends and emerging issues to then direct reduction activity across Hubs.																															
		West Hub saw a total of 48 deliberate secondary fires in Q2. Whilst Reading has seen a slight reduction, operational crews noted a rash of similar deliberate fires involving bins towards the end of August. This lead to lead to information being shared with the police and crews visiting businesses in the area to provide fire safety guidance on securing bins																															
		<table><tr><th>Hub</th><th>Q2 Total</th><th></th></tr><tr><td rowspan="2">East</td><td>Slough</td><td>14</td></tr><tr><td>RBWM</td><td>16</td></tr><tr><td rowspan="2">West</td><td>Reading</td><td>16</td></tr><tr><td>West Berks</td><td>32</td></tr><tr><td rowspan="2">Central</td><td>Wokingham</td><td>13</td></tr><tr><td>Bracknell</td><td>15</td></tr><tr><td>Total</td><td>106</td><td>106</td></tr></table>											Hub	Q2 Total		East	Slough	14	RBWM	16	West	Reading	16	West Berks	32	Central	Wokingham	13	Bracknell	15	Total	106	106
Hub	Q2 Total																																
East	Slough	14																															
	RBWM	16																															
West	Reading	16																															
	West Berks	32																															
Central	Wokingham	13																															
	Bracknell	15																															
Total	106	106																															

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<p>and moving them away from buildings.</p> <p>We noted a particular increase in deliberate secondary fires in West Berkshire, in Q2 up to 32 compared to 18 in Q1. This compares with a total of 30 in the same quarters in 2018-19. The largest single cause was refuse set alight followed by tree/scrub, trees, shrubs or grass in a park. Analysis of the incident situations suggest that the majority of fires were consistent with low level anti-social behaviour.</p> <p>Similar to deliberate primary fires West Hub prevention personnel are taking the issue to partnership meetings to explore multi-agency solutions. Operational crews will be attending relevant Neighbourhood Action Group (NAG) meetings to talk about this issue and encourage increased vigilance and reporting of ASB. Through MAPS (West Berks) and Place (Reading Borough) West Hub prevention personnel will cross reference areas where we are experiencing deliberate primary and secondary fires and where other partners are experiencing other ASB activity for commonality.</p> <p>In our East Hub, we saw a total of 30 Deliberate Secondary Fires. There is no current intelligence or common trend linking these incidents though these incidents are raised at partnership meetings to identify any common trends across stakeholder intelligence that may inform collaborative action.</p> <p>Central Hub has seen a reduction in deliberate secondary fires both year on year and in relation to Q1. During Q2 Central Hub has worked closely with colleagues in Thames Valley Police Neighbourhood Policing to identify and target 'Hot Spots' for deliberate primary and secondary fires in our area. This has so far resulted in eleven 'Arson Aware' boards being deployed in the Arborfield and Shinfield areas.</p> <p>An examination of the incidents attended both in Wokingham and in Bracknell show that the majority of deliberate secondary fires involve grass land, shrubs and trees. Whilst it was pleasing to see a reduction in the number of deliberate secondary fires during the summer months there still remains work to do and Central Hub teams will continue to liaise closely with TVP, Schools and other partners to identify and prevent deliberate fires.</p> <p>Service Delivery Managers meet monthly to review all performance areas and this provides a regular opportunity to consider any trends and emerging issues across the County to ensure a joined up approach and direction of reduction activity.</p>									



CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
Prevention											
6	Risk of Death	7,000	2,274*	1,784			4,058	3,500	2,117	4,320	
7	Risk of Injury	2,500	416*	701			1,117	1,250	635	1,190	
	TOTAL	9,500	2,690*	2,485			5,175	4,750	2,752	5,510	
	Number of Safe and Well visits delivered to those who are at heightened risk of dying/being injured in the event of an accidental dwelling fire	<p><u>Data Source:</u> Internal use only - data as of 28/10/19 (2018/19 YTD figures are based on previous categorisation)</p> <p>As previously reported our newly appointed Watch Based Station Managers (WBSM) have taken responsibility for ensuring that the Local Safety Plan (LSP) targets including Safe &amp; Well visits are met. In Q1 we reported a number of resignations from our Safe &amp; well technicians (retirement/attending university) so it is pleasing to note that we have successfully recruited 3 new safe &amp; well technicians (2 permanent contracts and 1 fixed term). Our new technicians have successfully passed their induction training and have now joined their respective hubs.</p> <p>Our positive performance in Q2 against the risk of injury target reflects the efforts by teams to increase delivery in this area so that we meet the corporate measure. This realignment whilst also meeting our overall Q2 targets is noteworthy as, traditionally, resources and the availability of households to accommodate visits during the summer leave period generally provides our response teams with a number of challenges. This alongside having only 50% of our Safe &amp; Well Technicians available has demonstrated the value of our WBSM focusing and implementing the delivery of their Local Safety Plans.</p> <p>In the reported figures we see good performance against CM6 with improving performance against CM7 and it is anticipated that visits to those where there is a 'risk of injury' (CM7) will continue to build over the next two quarters so the target is achieved.</p> <p>Each hub continues to proactively seek referral pathways to further enhance our safe &amp; well delivery across the County of Berkshire as highlighted by some of the examples shown in CM1 and CM2.</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
8	% of home safety referrals, where there has been a threat or incidence of arson, completed within 48 hours	100%	75%*	100%			87.9%	100%	54.5%	75%	
<p><u>Data Source:</u> Internal use only - data as of 28/10/19</p> <p>Accountable Person: Area Manager Prevention &amp; Protection (2018/19 YTD figures are based on previous categorisation and were taken from 2018/19 Q2 Report)</p> <p>During Q3 of 2018 it was identified that the Threat of Arson procedure was not delivering on expected outcomes. In identifying a number of reporting issues within each of the organisations involved, the decision was taken to formally review the process. The Prevention 'New ways of Working' project engaged with those directly involved with the 'Threat of Arson' process from both the police and Fire and Rescue Service. This resulted in a collaborative procedure being developed across Thames Valley Police and the Thames Valley fire and rescue services which is now fully embedded and has been of benefit to both organisations. As with all new processes there were a number of minor teething problems with the procedures through Q1, these have now been rectified which has placed RBFPS in a positive position moving forward. We will continue to monitor this measure as we recognise the particular vulnerability and risk associated with this referral type.</p> <p>Q2 has seen a large number of Threats of Arson received from Thames Valley Police. Nine cases were linked to a high profile case and were received in a 10 day period. Of these 8 cases were delivered within 48 hours. The final case fell outside the timeframe as the occupant was absent from their property due to the nature of the issue. Managing this level of referrals was possible due to close and continuous communication and hard work by TVP, RBFPS Duty Officers, Watches, Safe and Well Technicians and the Safeguarding Officer.</p> <p>Q1 figures have been revisited to take into account circumstances where visits have not been undertaken for unavoidable reasons e.g. visits declined.</p>											

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
9	% of priority home safety referrals, where there is a significant heightened risk of an individual dying in the event of an accidental dwelling fire, completed within 48 hours.	Monitor	75%*	64.7%			69.7%	Monitor	New Measure for 2019/20		
<p>As reported previously, this is a relatively new measure that RBFRS currently monitors. There are a number of complexities involved with this corporate measure. Our teams react at the earliest opportunity to these requests as these visits represent the most vulnerable in our communities. However, there are often a number of other influencers that must be considered to ensure we safely and appropriately gain access to the individual.</p> <p>To add context there can be a number of justifiable reasons as to why our teams may not achieve an overall outcome within the 48 hour period. A number of common themes for this include:</p> <ul style="list-style-type: none"><li>• No consent given by the client</li><li>• Visit declined by the client</li><li>• Joint visit required with safeguarding Officer</li><li>• Joint visit with Adult Social care required</li><li>• Family members are required to be present</li><li>• The person may not be present (receiving inpatient care at a hospital)</li></ul> <p>We have been reviewing our reporting responses during this quarter to ensure that the points detailed above can be included within the data sets to reflect a more accurate picture moving forward. It must be noted that given the likely vulnerabilities of the occupier and the complexities of providing a suitable solution, multiple visits over an extended time may be necessary. This said, our initial interaction to start this process is always taken at the earliest opportunity.</p> <p>In Q2, RBFRS received a total of 17 requests for a visit within the 48 hour priority category:</p> <p>10 of these were completed within timescale. In a further case the occupier was in hospital, this is also considered to have met the target. The remaining 6 referrals did not meet the target:</p> <ul style="list-style-type: none"><li>- 2 were completed outside timescale</li><li>- In one case the occupier declined, but the attempt to visit was outside the timescale</li><li>- 2 cases were still outstanding at the time of reporting.</li><li>- In one case no paperwork has been received.</li></ul> <p>Q1 figures have also been reviewed in this context and have been amended as a result.</p>											

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
Protection											
10	Total Number of Fire Safety Audits	1,658	471*	322			793	958	236	480	↑
<p>It should be noted that the annual and Q1 targets have been increased to address the shortfall of 258 from 2018/19. It is expected that by the end of the 2019/20 year the overall target of 1658 visits will be met.</p> <p>Q2 figures are slightly below the quarterly target of 350 but this is explained by a number of contributory factors affecting the target within Q2, some of which relate to previously reported matters. Whilst not yet meeting our quarterly target for audits, our level of audit is actually much higher than this time last year (322 audits Q2 2019/20 over 235 in Q2 2018/19).</p> <p>Key issues affecting the time Fire Safety Inspecting Officers (FSIOs) had available to carry out audits during the quarter included:</p> <ul style="list-style-type: none"><li>Increased visits to premises where False Alarms have occurred to help reduce this demand. Reductions in False Alarm calls is an area identified for improvement and highlighted for attention through our HMICFRS inspection report.</li><li>Support of National Fire Safety Week. Whilst inspecting staff were undertaking less audit activity during that week there are benefits in educating and informing local businesses on compliance with fire safety regulations</li><li>Members of the team have dedicated time to respond to a number of calls for evidence from the National Fire Chiefs Council following the Hackitt Review. This work will help inform future fire safety standards and practice.</li><li>We have provided further support to High Risk Residential Buildings (HRRBs) following the Ministry of Housing Communities and Local Government (MHCLG) announcement identifying further cladding systems that do not meet Building Regulations requirements.</li><li>Changes in staffing including retirements and a leaver to start university has had a short term impact on staffing</li><li>As we steadily increase focus on higher risk buildings we see an increase in the amount of inspector time spent on individual premises as formal action can require additional investment of time (as seen in improvements in CM11).</li><li>Our fire safety teams also undertake a much wider range of reactive work, such as post fire inspections, complaints, requests for advice and statutory consultations. Positively, when you include all our reactive work it means our teams completed a total of 154 fire safety activities. This reactive work (as referenced in CM11-13 below) can have a bearing on the time available for proactive risk based inspections.</li></ul>											

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<p>In undertaking audits, staff proactively target higher risk premises through our Risk Based Inspection Methodology, whereby our Fire Safety staff balance the auditing of high risk buildings, identified through our data system, with the audit of high risk premises identified through local intelligence. E.g. restaurants with sleeping accommodation above.</p> <p>With the support and insight of the Fire Authority, we have seen significant investment in our Fire Safety Inspecting Officer capacity and skills since 2017. As highlighted in previous reports we continue to progress the development of these FSIOs . Our Protection Managers continue to support and develop those team members who are L4 Qualified but still in development. They have given clear expectations requiring them to demonstrate competence by the end of Q3, so that they can progress to the Level 4 Diploma in Fire Safety. Each member in development is producing a portfolio to demonstrate a level of competence that meets future requirements of the fire sector as identified within the Hackitt review.</p> <p>Given the additional activity undertaken, the reduction in satisfactory inspections achieved and the on-going changes and development in the workforce, the overall performance of the protection teams within Q2 is good and is focused effectively on risk. This notwithstanding, over the remaining quarters our teams will focus on attaining the required targets.</p>									
11	% of audits where the results were satisfactory	50% max	67.7%*	61.5%			65.2%	50% max	67.8%	61.7%	↓
12	The number of formal and informal fire safety activities	Monitor	141	154			295	Monitor	New measure for 2019/20		
13	Success rate when cases go to court	4:1	0:0	0:0			0:0	4:1	1:0*	1:0	↔

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance												
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD										
	Outcomes of Full Fire Safety Audits (above)	<p>It was previously reported that our Protection Managers were tasked with providing a plan to significantly reduce the number of satisfactory inspections, they have achieved a six percentage point reduction across Q2. This is encouraging given the additional workloads as reported in CM10, however, this still requires close management to see the trend continue across the remaining two quarters to deliver the CM11 target.</p> <p>There has been improvement in our formal activities from Q1 and overall there were 154 formal and informal activities undertaken compared to 141 in Q1 of this year and 99 in Q2 2018/19</p> <p>There are four cases currently lodged with the Magistrates Court which are scheduled for hearings throughout Q3</p> <p>Overall the progress within Q2 reporting period is good.</p>							<table><tr><th>Hub</th><th>% of audits where results satisfactory</th></tr><tr><td>Central</td><td>68.8%</td></tr><tr><td>East</td><td>66.4%</td></tr><tr><td>West</td><td>49.5%</td></tr></table>		Hub	% of audits where results satisfactory	Central	68.8%	East	66.4%	West	49.5%			
									Hub	% of audits where results satisfactory											
									Central	68.8%											
									East	66.4%											
West	49.5%																				
<table><tr><th>Activity</th><th>Q2 Total</th></tr><tr><td>Action Plan</td><td>7</td></tr><tr><td>Alterations Notice</td><td>4</td></tr><tr><td>Deficiency Notice</td><td>134</td></tr><tr><td>Enforcement Notice</td><td>8</td></tr><tr><td>Formal Caution</td><td>0</td></tr><tr><td>Prohibition Notice</td><td>1</td></tr><tr><td>Prosecution Notice</td><td>0</td></tr><tr><td>Voluntary Restriction</td><td>0</td></tr><tr><td>Total</td><td>154</td></tr></table>		Activity	Q2 Total	Action Plan	7	Alterations Notice	4	Deficiency Notice	134	Enforcement Notice	8	Formal Caution	0	Prohibition Notice	1	Prosecution Notice	0	Voluntary Restriction	0	Total	154
Activity	Q2 Total																				
Action Plan	7																				
Alterations Notice	4																				
Deficiency Notice	134																				
Enforcement Notice	8																				
Formal Caution	0																				
Prohibition Notice	1																				
Prosecution Notice	0																				
Voluntary Restriction	0																				
Total	154																				
14	% of statutory fire safety consultations completed within the required timeframes	95%	91.9%*	94.6%			93.3%	95%	New measure for 2019/20												
		<p><u>Data Source:</u> Internal use only - data as of 28/10/19</p> <p>Accountable Person: Area Manager Prevention &amp; Protection</p> <p>Within Q2 there were 286 consultations of which 265 were completed within target.</p> <p>It is pleasing to note that there has been an improvement in this new corporate measure when compared to Q1 and we are steadily working towards achieving the target. This is against the backdrop of increased activity for the quarter - as detailed in CM10. Much of this activity falls to our fully qualified and competent inspectors, which can have an influence on their time to conduct Building</p>																			

CM	Measure **	2019/20	Q1	Q2	Q3	Q4	Y.T.D.	YTD Target	2018/19 Performance		
		Target	Actual	Actual	Actual	Actual	Actual		Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Regulations consultations alongside those additional activities. A number of inspectors in development should become eligible to start their L4 Fire Safety Diploma by the end of Q3. On completion of this qualification these inspectors will then be able to undertake building Regulations consultations. We expect them the first of these staff to achieve these qualifications in Q1-2020/21 (breakdown of the qualifications of our current Fire Safety Team is available under Corporate Health ID 5).									
Response											
15	% of occasions where the first fire engine arrives at an emergency incident within 10 minutes, from time the emergency call was answered	75%	76.5%	73.8%			75.1%	75%	69.3%	71.1%	↑
		<p>Data Source (internal use only)</p> <p>Accountable Person: Area Manager Response &amp; Resilience</p> <p>It is pleasing that, for the year, we remain at 75% performance although we do see a slight variation in performance from Q1 76.7% to Q2 73.8%. We are still on track for the year, and it is positive to note the improvement on Q2 2018/19 performance which was at 69.3% - compared to this quarter's performance of 73.8%. Overall emergency incident numbers were up across the Service from 1839 in Q1 to 2114 in Q2. This may be reflective of seasonality where we see more fires in the open, some of which occur in more rural parts of county which can result in longer travel times.</p> <p>The RBFRS Response standard is a stretch target that was introduced based on a sophisticated modelling process in 2016 and this is refreshed every year. The model uses six years of incident data applied to a standard mobilising scenario across the county, Including a 90 second call handling time and a 90 second wholtime turnout time. The reality of the mobilising picture across the County is often more dynamic than the predicted model which presents a number of challenges in achieving the target.</p> <p>Hub teams analyse the detail underlying attendance standards at a station level to identify any local factors. Watch Based Station Managers (WBSMs) actively manage response performance at station level; conducting an ongoing and month end analysis looking for trends and discrepancies e.g. between night and day and watches. There is regular communication between watches concerning response performance including updates and recommendations for improvement e.g. advice regarding booking in attendance when arriving at the incident address even if there are no signs of the incident, more accurately representing the Service's performance.</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<p>We see substantial differences across stations performance with Slough and Langley with an attendance standard well above the 75% and others falling below. Much of this can be explained by the differences in incident profiles and travel distances those stations are likely to experience. Through local understanding Service Delivery teams will continue to work on both those factors that can speed up their response and how they can reduce demand of calls such as unwanted automatic false alarm (AFA) calls.</p> <p>Thames Valley Fire Control Service already 'Call challenge' these AFA calls and this has the benefit of reducing attendances to unwanted false alarms. However, for those calls that are call challenged but still result in an emergency response attendance the additional time taken to complete the call challenge reduces the available time for crew to reach the incident within the 10 minute response standard.</p>									
16	% of full shifts where there is adequate crewing on all wholetime frontline pumping appliances	100%	100%	100%			100%	100%	98.4%	99.2%	↑
		<p>The Service's aim is to maintain whole-time crewed appliances 24/7, 365 days a year. It is pleasing to report that on every shift in Q2 crewing was managed and maintained to ensure that 14 whole-time appliances had sufficient crewing to achieve 100% availability. This is a significant achievement given the substantial number of permanent staff movements stemming from Phase one of the Remotely Managed Station/Flexi-Duty Officer project which has impacted availability of crewing and use of prearranged overtime. As highlighted in the Q1 report we identified these impacts would continue through the summer peak leave period and through Q2 and Q3 of 2019/20.</p> <p>A range of other promotion processes have continued through Q2 as part of phase two of the RMS/FDO. Ultimately we will have less personnel in temporary roles and this reduces movement pf personnel and can positively influence crewing availability. However this will not fully take effect until later and, as we go through the delivery of phase two, we anticipated increased pressure on crewing and are working with teams to mitigate the short term impacts to support our 100% wholetime availability target in CM16.</p> <p>Looking at long term sustainability of crewing it is positive to note that recruitment for 24 new firefighters is making progress and we expect them to start their training at the beginning of 2020 and arrive on stations in the early part of Q1 2020/21.</p>									



CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance																		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD																
17	% of hours where there is adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing)	60%	35.9%	28.2%			32%	60%	27.7%	30%	↑																
<p>Our retained appliances continue to provide a cost effective and efficient resilience to our overall operational response capability. If you consider that across all the retained appliances 28.2% availability equates to two additional appliances at a cost that is far less than maintaining a single wholetime appliance on a 24/7 basis and adds operational resilience to our overall capability.</p> <p>Whilst down from Q1 availability is similar (slightly up) on Q2 2018/19 from 27.7% to 28.2%. The fall off through Q2 is reflective of the impact of the peak summer leave period when more of our on-call staff take leave from their primary employment thus impacting their availability to be on-call for RBFRS.</p> <p>As highlighted in previous reports, focused recruitment and retention activity has resulted in a net increase in overall Retained Duty System (RDS) establishment over the past year. However, it takes time for new personnel to attain the necessary operational qualifications to be part of the crew and attend incidents. Consequently there is a delay in the positive impact in availability of RDS appliances.</p> <p>Availability is also impacted by the availability of personnel with other important qualifications, such as incident command and emergency response driving. These are often undertaken by more experienced crew-members and, if personnel with these qualifications leave or become unable to work, it can have a significant detrimental effect on appliance availability.</p> <p>We recognise the value that retained teams bring to our overall operational resilience and also the importance of maintaining continual investment in recruitment, retention and training, as there is a naturally higher turnover in this staff group when compared to wholetime firefighter retention. This is because changes in personal circumstances more readily influence the ability of retained firefighters to maintain their commitment to their retained role. E.g. changes in their primary employment, moving home, changing family circumstances reducing their available time.</p> <p>The following provides a breakdown of the establishment of each of the services retained stations which Hub managers and retained management teams continue to work to improve and sustain.</p>																											
									<table><tr><th>Station</th><th>Q2 Actual</th></tr><tr><td>Hungerford</td><td>41%</td></tr><tr><td>Lambourn</td><td>14%</td></tr><tr><td>Pangbourne</td><td>4.3%</td></tr><tr><td>Wargrave</td><td>12%</td></tr><tr><td>Mortimer</td><td>24.2%</td></tr><tr><td>Crowthorne</td><td>74.5%</td></tr><tr><td>Maidenhead</td><td>27.1%</td></tr></table>		Station	Q2 Actual	Hungerford	41%	Lambourn	14%	Pangbourne	4.3%	Wargrave	12%	Mortimer	24.2%	Crowthorne	74.5%	Maidenhead	27.1%	
Station	Q2 Actual																										
Hungerford	41%																										
Lambourn	14%																										
Pangbourne	4.3%																										
Wargrave	12%																										
Mortimer	24.2%																										
Crowthorne	74.5%																										
Maidenhead	27.1%																										

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<p><b>Hungerford</b> In terms of establishment, the station is looking healthy with 15 on-call Firefighters. However, only seven of the 15 currently influence appliance availability with the remainder due to complete the necessary skills training and assessment over the next 12 months. Q2 saw one resignation of a more experienced team member who was a level 1 commander and driver. Availability is forecast to improve steadily during Q3 with four Firefighters undertaking BA training by December 2019, though they must pass the associated assessment.</p> <p><b>Lambourn</b> The stations availability was affected in Q2 with both level one commanders being on annual leave and a further impact of long-term sickness. Establishment is eight with seven BA qualified. One firefighter is due to become BA team leader qualified in November, which, if they pass, will positively influence availability. This said we do not expect to see a significant improvement until additional personnel are recruited and trained.</p> <p><b>Pangbourne</b> A number of factors have led to the decline of Pangbourne's availability and it is becoming increasingly difficult to recruit given the long-term future of the station. Availability is not predicted to improve in the medium term. Though there are five personnel in the establishment, with one on a long-term sabbatical, only four are available to crew the pump. One firefighter undertaking a fixed term contract as a wholetime firefighter combined with the resignation of a fully qualified firefighter has had an impact.</p> <p><b>Wargrave</b> As reported in Q1 the station saw the resignation of two Level One Commanders and this has significantly impaired the availability through Q2. Whilst the complement of firefighters at the station is growing, the qualifications to be achieved do take a considerable time as will progression to level one command. It is expected that availability will continue to be a significant challenge for the near future.</p> <p><b>Mortimer</b> Availability has been impacted by summer leave and the unavailability of a key member of staff. This belies an otherwise positive progression at the station following successful recruitment in recent months. Though there are 12 firefighters at the station, six cannot</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance			
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD	
		influence availability due to qualifications. Three are due to undertake BA training in November and December, which should improve availability. A further three are booked in in March 2020.										
		<b>Crowthorne</b> Whilst the stretch target for Crowthorne Fire Station of 85% has been missed by 10%, this still represents an excellent rate of availability and managers and crew continue to strive to achieve the full target in the next period. It is pleasing to see the performance figure for September rising to 81%.										
		<b>Maidenhead</b> Availability is down for the quarter with 40% availability in July but 20% in August. Summer leave combined with two leavers from the Section and a high proportion of remaining staff not yet qualified have had an impact. Whilst the team have four level one commanders currently available of 13 firefighters six are not yet BA qualified. One team member is unavailable until October whilst they complete training as a wholetime firefighter role with another service. A number of team have 'Dual Contracts' (meaning they are also wholetime firefighters with the service). Whilst positive that they also serve as RDS firefighters there are limitations on their availability to crew.										
		<b>General</b> We recognise a number of the on-call stations are limited to two Crew or Watch Managers and this combined with a growing but relatively inexperienced workforce in relation to time in the Service. As well as the focus on developing the number of trainee and development firefighters across our on-call teams, we also know it will take time to bring forward and develop the next crop of Level 1 incident commanders and the process cannot be rushed. This qualifications and experience lag will present a significant on-going challenge to availability against the otherwise very positive backdrop of recruitment and development activity and progress. We have noted a significant number of on-call firefighters have applied and are in the WDS recruitment process. Depending on success and take-up there is a potential for impact upon on-call appliance availability. This may be an interim impact whilst they complete initial wholetime training or permanent impact if they chose to leave their on-call role with the service. If they do remain in their on-call role their availability will be influenced by their wholetime rota pattern.										

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Hub managers are working with Data and Performance and ICT to develop a forecasting tool to assist managers in predicting availability. Additional measures to improve availability will continue to be explored including the potential for Whole Time staff providing cover to bring retained appliances on the run during critical periods.									
Customer Service											
18	Domestic Fire Respondents	100%	100%	100%			100%	100%	100%	100%	↔
19	Commercial Fire Respondents	95%	100%	100%			100%	95%	100%	100%	↔
20	Fire Safety Audit Respondents	90%	100%	98.5%			99.4%	90%	100%	100%	↓
21	Safe and Well visit Respondents	100%	Not available	Not available			Not available	100%	New Measure for 2019/20		
	% of Questionnaire respondents satisfied with the overall service	(Source: Owned by Data & Performance - manual calculation from results of postal surveys returned) Accountable Person: Head of Corporate Services  During Q2: 85 surveys were sent out following domestic fires and 25 responses were received. 36 surveys were sent out following fires in commercial premises and 12 responses were received. 226 surveys were sent out following fire safety audits and 66 responses were received.  The Safe and Well customer feedback surveys are still being developed and we aim to start issuing these during Q3 in order to start measuring performance in this area. Response to surveys still remains good.									

## Service Provision - Service Measures

(Data accurate as of 08/04/2019)

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
1	Dwelling Fire	Monitor	63%*	60.7%			61.8%	Monitor	50%	55.5%	↑
2	Road Traffic Collision	Monitor	55.3%*	52.7%			54%	Monitor	44.3%	49.4%	↑
	% of occasions a second fire appliance attending arrives within 2 minutes of the first appliance to arrive	<p>The time taken for a second appliance to arrive at an RTC or dwelling fire will be influenced by the same factors as those affecting the overall response time. On average, across the county, the second appliance will arrive within 2 minutes of the first, at these type of incidents, 50% of the time. This is reasonable and in keeping with our expectations in terms of how we balance the deployment of our resources to match risk.</p> <p>As with response times in general, this can be significantly higher in more densely populated areas where there are more occurrences of dwelling fires. The figures for RTCs are generally slightly lower than for dwelling fires, this is often due to longer travel distances or where incidents are on the motorway or other parts of the road network.</p> <p>Service Delivery Managers will continue to monitor this area and particularly to monitor for any impacts from changes that influence travel times - such as changes to the road network. Work to improve performance against CM15 is also expected to contribute to maintaining performance against these two service measures and Hub managers are maintaining a more detailed analysis at a Hub level to support this.</p>									
3	% of occasions where the time to answer emergency calls is within 10 seconds	97%	98.2%	97.7%			97.9%	97%	96.4%	96.9%	↑
		<p><u>Data Source:</u> internal use only Accountable Person: Area Manager Collaboration and Policy</p> <p>TVFCS continues to perform strongly against this measure, which is a reflection of the efforts made to maintain appropriate crewing levels to meet incoming demand. A drop in performance against this measure can be expected during spate conditions when high call volume is experienced, such as periods of adverse weather.</p>									

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
4	% of occasions where time to mobilise is within 90 seconds	80%	72%*	73.5%			72.8%	80%	71.3%	72.5%	↑
		<u>Data Source:</u> internal use only									
		<p>As has been mentioned in previous performance reports, the figures for the quarter do not fully reflect TVFCS performance when handling incoming 999 calls. An increasing number of requests for assistance need to be challenged by TVFCS staff to ensure that the mobilisation of appliances under emergency conditions is fully warranted. For example, calls to Automatic Fire Alarms operating in Commercial premises which are rarely the result of fires, and can be filtered out in a safe and effective fashion by TVFCS staff asking appropriate questions of the occupier of the premises when a call is received. Call challenging in this way is a key part of the overall response strategy for RBFRS, preserving appliances for deployment to incidents where they can offer real assistance to the community. This additional questioning extends the time taken to handle calls, which impacts on performance against this measure. New reporting measures agreed by the TVFCS Joint Committee, which will take effect in April 2020 will provide more context to the performance against this measure, enabling the TVFCS Management Team to provide information relating to the number of calls which require challenge before mobilisation and the number of unnecessary mobilisations prevented by applying appropriate levels of challenge to emergency calls.</p>									
		<p>The TVFCS Management Team have reviewed call handling procedures within TVFCS and have placed an increased focus on making the best use of available technology to speed up the process. We are now beginning to see an improvement in performance in this area, with an increase in performance based on the previous quarter and the equivalent period in 2018/19.</p>									
		<p>In late September, TVFCS adopted use of BT's 'Advanced Mobile Location' (AML) service, which plots the location of '999' callers using mobile phones on the map integrated into TVFCS systems at the point that the caller is connected to the Emergency Services. It is anticipated that once use of this new technology becomes fully embedded in TVFCS ways of working it will lead to faster call handling times. TVFCS have also given '999' call handlers' access to other applications which help to identify the location of callers in the event that BT AML is unavailable.</p>									

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
5	% of occasions where wholetime Duty System crew turnout time is in under 90 seconds	90%	91.9%*	93.5%			92.7%	90%	89.5%	89.6%	↑
		<p>This is now the fourth quarter in succession that Service Delivery teams across Wholetime stations have achieved the 90 second turnout time measure. This represents a significant success and the continued focus in this area provides an important contribution to meeting our attendance time corporate measure of reaching incidents within 10 minutes on 75% of occasions.</p> <p>This target is a key element of ensuring we respond swiftly to incidents, helping us to manage risk and keep the communities of Royal Berkshire safe. Service Delivery Hub managers will continue to monitor and drive performance improvement in this area, as we recognise that small incremental gains in a number of areas can contribute to successful delivery against our corporate measures.</p> <p>This performance measure is managed by the WBSMs and the wider Hub management team and they maintain a more detailed analysis by station to promote effective management of the factors that can affect turnout times and ultimately response times as detailed in CM15. Through this local monitoring and management, it is positive to note that all stations have exceeded the target.</p>									

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance																																	
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD																															
6	% of occasions where RDS crews turnout within the agreed timeframes	90%	69.4%*	73.9%			71.9%	90%	Not reported in 2018/19																																	
	<p>As described in previous reports, there are a number of factors that will affect RDS personnel attending the station within the specified 'turn out' time. Hub managers monitor and work with RDS managers to find improvements; though in many cases the situation is driven by circumstances beyond their immediate control. Equally for some stations numbers of mobilisations are relatively low and so one missed target will represent a significant percentage on performance.</p> <p>An analysis of each occurrence is carried out to understand the causes or reasons for not meeting the turnout within the agreed timeframes. Primary reasons can be non-emergency mobilisations being triggered an emergency mobilisations, traffic or roadworks affecting responders getting to the station or occasional technical issues. Actions are taken to prevent reoccurrence where appropriate.</p>						<table><tr><th>Q2</th><th>Number of times ordered to an incident</th><th>% turned out within agreed timeframe</th><th>Agreed timeframe (seconds)</th></tr><tr><td>Hungerford</td><td>27</td><td>88.9%</td><td>360</td></tr><tr><td>Lambourn</td><td>2</td><td>100%</td><td>480</td></tr><tr><td>Pangbourne</td><td>0</td><td>0 turnouts</td><td>360</td></tr><tr><td>Wargrave</td><td>5</td><td>60%</td><td>420</td></tr><tr><td>Mortimer</td><td>19</td><td>44.4%</td><td>420</td></tr><tr><td>Crowthorne</td><td>45</td><td>80%</td><td>360</td></tr><tr><td>Maidenhead P2</td><td>14</td><td>64.3%</td><td>360</td></tr></table>				Q2	Number of times ordered to an incident	% turned out within agreed timeframe	Agreed timeframe (seconds)	Hungerford	27	88.9%	360	Lambourn	2	100%	480	Pangbourne	0	0 turnouts	360	Wargrave	5	60%	420	Mortimer	19	44.4%	420	Crowthorne	45	80%	360	Maidenhead P2	14	64.3%	360
	Q2	Number of times ordered to an incident	% turned out within agreed timeframe	Agreed timeframe (seconds)																																						
Hungerford	27	88.9%	360																																							
Lambourn	2	100%	480																																							
Pangbourne	0	0 turnouts	360																																							
Wargrave	5	60%	420																																							
Mortimer	19	44.4%	420																																							
Crowthorne	45	80%	360																																							
Maidenhead P2	14	64.3%	360																																							
<p>For example, whilst the target of 90% has been missed by Crowthorne in Q2 this does in fact represent a significant improvement and achievement. As identified in the Q1 report, Crowthorne moved to a temporary location at Wellington College in April whilst the new fire station is being constructed. Turnout times have been further extended by local roadworks. With roadworks progressing and the team's adjustment to working from the temporary location they have been able to find some performance improvement on Q1.</p>																																										



	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
7	% of complaints received from the public responded to within set timescales	100%	100%	100%			100%	100%	New Measure for 2019/20		
		Data Source: Manual Calculation from Business Support Lead Accountable Person: Head of Corporate Services									
		We received 6 complaints within Q2 and all of these had initial contact made within the 7 days' timeframe. All complaints were in Service Delivery, half of them were in regards to driving issues and the others were split between conduct of a potential YFF, Fire Safety concerns at Reading Festival and an accident on the water, which has been referred to FRIC. It is worth noting that no complaints were received during the month of September.									

## Service Plans

To ensure effective delivery of our services, in line with our strategic plans and priorities, the various activities undertaken across functions are detailed and monitored through Service plans that are developed and maintained by Heads of Service. Service Plans are overseen by Heads of Service and reviewed by the appropriate Director. By exception, matters may be reported at Strategic Performance Board by the relevant Heads of Service.

By monitoring for the delivery of outputs from these activities we can assure the Fire Authority and other external stakeholders that arrangements associated with the management of financial, governance and operational matters are appropriate.

We have in place Service Plans that focus delivery and enable management of day-to-day business across the functions of:

- Business Information & Systems
- Corporate Services
- Facilities, Fleet and Equipment
- Finance & Procurement
- Health and Safety
- HR and L&D
- Collaboration and Policy
- Capital Projects and Estates
- Service Delivery – Protection and Prevention Delivery
- Service Delivery – Operational Response, Resilience and Assurance
- Thames Valley Fire Control Service

These plans set out how each department contributes to the achievement of strategic objectives and targets, aligning tasks for individuals to objectives. This provides a connection between the activities of staff and the wider strategic direction. Actions committed to will ensure delivery of services (external and internal); maintain or improve performance; deliver new capability; improve effectiveness or efficiencies within functions or; support service-wide change projects.

Service plans ensure delivery against corporate targets, and priorities, they will drive necessary actions to deliver our IRMP commitments and corporate priorities. They will consider new challenges, such as requirements stemming from Grenfell Tower or expectations of HMICFRS. We will renew our focus on the key areas that will best enable the organisation to improve delivery. This will include actions in the areas of recruitment and staff development, revision of our policy approach and evolution of our operational assurance systems.

Within the Service Delivery Hubs, there are local safety plans that provide a local focus on delivery. These are further translated into station level plans with clear outputs and targets so that delivery teams understand expectations and ensure their activity across prevention, protection and response is closely aligned to service priorities.

## Quadrant Two: Corporate Health\*

\*See appendix E for corporate health measure definitions

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
Human Resources											
1	% of working time lost to sickness, across all staff groups	3%	4.3%	4.0%			4.2%	3%	4.0%	3.7%	↓
		(Source: Data calculated and supplied by HR) (Note: RDS figures should be viewed with caution as this figure is calculated based on the average shift length and these vary considerably and many sickness episodes may be recorded as unavailable)									
		The percentage of working time lost across all staff groups this quarter is 3.98% which is an improvement of 0.32 percentage points compared to last quarter (4.3%) but an increase of 0.02 percentage points on the same quarter last year (4.0%). The RDS (On-Call) sickness has reduced considerably as a result of two long term sick cases ending. Total hours available 320,129.6 of which 12754.37 hours were lost due to sickness. This reduction has an overall impact on the percentage of working time lost. Analysis has been carried out to review the trends over the last 4 years (See appendix C)									
		The total days lost to sickness excluding RDS (On-Call) this quarter is 8.6% higher than last quarter (1180 in Q2 v 1079 days lost in Q1) in comparison to the same quarter last year it is 11.9% higher (1039 days lost in Q2 18/19).									
		Both long and short-term sickness increased this quarter compared to Q1 and have also increased compared to the same period last year (552 Short Q2 vs 464 Q2 last year) and (628 Long Q2 vs 575 Q2 last year). The number of episodes for Q2 (167) and last quarter (162) are consistent for both long and short term sickness. Q2 last year was slightly lower (152 episodes).									
Appendix D contains information on the percentage of working days lost to sickness for all staff in other fire and rescue services and indicates that RBFRS' performance during Q1 2019/20 is better than the average. The national data supplied which is reported a quarter behind this performance data, confirms the top reasons for sickness across all fire and rescue services were similar to RBFRS absence as at Q1: Mental Health, MSK, Gastro and Respiratory.											
<b>Musculoskeletal (MSK) Sickness</b> Musculoskeletal (MSK) sickness has increased by 2.5% from Q2 and remains one of the top 3 highest causes of sickness absence. MSK absences equated to 32% of total days lost to sickness this quarter compared to 30% last quarter and 39% in the same period last year.											

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<p>381 days (45 episodes) were lost in Q1 and 391 days (57 episodes) were lost this quarter. MSK absence is however 17.6% lower than the same quarter last year (475 days 49 episodes).</p> <p>Long-term MSK absence has decreased in Q2 – 134 days compared to 229 in Q1 (41% less) but short-term MSK absence increased by 40% in Q2 compared to Q1 (257 days lost versus 152 days Q1). Most short-term episodes ranged between 1-10 days lost.</p> <p>Analysis shows the top three reasons for MSK absence were: Back (134 days 24 episodes), Lower Limb (124 days 12 episodes) and Upper Limb (90 days 10 episodes).</p> <p>Five individuals on long-term sickness have now returned. 13 individuals remain absent from the workplace (11 short term 2 long-term) and are receiving support from their line manager and HR. The Movement Specialist continues to work with individuals and line managers to support rehabilitation, provide advice and prescribe exercise.</p> <p>There was one accident at work resulting in MSK absence (4 days) the individual has returned to the workplace.</p> <p><b>Mental Health</b></p> <p>The percentage of days lost to mental health absence is 1.6% lower than last quarter (476 in Q2 vs 484 in Q1) but 30% higher than this time last year (332 days lost in Q2 last year). Although days lost this quarter has reduced the number of episodes has increased for both long and short term (19 episodes in Q1, 23 this quarter). Three individuals have had more than one episode of absence in the quarter.</p> <p>The increase in sickness absence due to mental health reasons appears to correlate with an increase in health promotion on mental health, encouraging staff to be open and access relevant supports.</p> <p>Mental health absences equated to 39% of the total days lost to sickness during both Q1 and Q2 of 2019 compared to 28% in Q2 last year.</p> <p>Six individuals on long-term absence have now returned to the workplace, 11 individuals (six of which are long term) remain absent at the end of the quarter. Six individuals on short-term sickness within the period have also returned to the workplace. Return to work interviews are completed to ascertain relevant factors and determine how individuals can be supported.</p>									

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance			
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD	
		<b><u>Support and Health Promotion</u></b>										
		<b>Benenden</b> At the end of Q2 we had 434 members and 28 cases had been supported, ten of these were for physiotherapy and eleven for diagnostic services. Following recent promotion of the 24 hour GP Advice Line usage for the quarter increased. During August and September the Benenden account manager made some watch visits to help staff understand the full benefits of the scheme. This resulted in a number of people joining the scheme and several people making contact with Benenden for support.										
		<b>Employee Assistance Programme (EAP) Promotion</b> The Health Assured account manager visited some watches and HQ in July to talk to staff about the full range of services. There was an increase of 11 calls to the counselling service in Q2 and an increase of two calls to the legal helpline. Additionally there were 42 hits on the on-line portal. Health Assured's monthly newsletter is routinely published on Siren, this covers a range of topics and events in the health calendar.										
		<b>Health Promotion</b> The visits by Benenden and Health Assured were followed up by awareness messages in Shout, Cascade and Siren.  To coincide with Menopause Awareness Month in September three training sessions took place which covered what is menopause, how to manage symptoms, why it is important to talk about it in the workplace and reasonable adjustments that can be considered. A group has been set up on Workplace for female staff to support each other and share what works for them.  Sun Safety and World Suicide Prevention Day have also been supported. A post-natal guide has been published providing information on returning to exercise safely, nutrition, sleep and maternal mental health.										

I D	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2017/18 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
Human Resources											
2	% of eligible operational staff successfully completing fitness test	100%	96.6%	99.8%.			99.8%	100%	99.3%	99.3%	↑
		(Source: Data calculated and supplied by HR)									
		Fitness testing takes place in Q1 and Q3 this is an update on Q1 testing.									
		At the end of Q2 410 staff were eligible for testing and 409 have been tested (99.8%). The number of eligible staff has increased this quarter as two individuals have returned to operational duties from a period of light duties or sickness.									
		One individual remains outstanding and they will be tested as a priority in Q3 when October testing commences.									
3	% of eligible staff with Personal Development Review	100%	47.5%	81.9%			81.9%	100%	90.8%	90.8%	↓
		(Source: Data calculated and supplied by HR)									
		563 staff were eligible to have received a Personal Development Review (PDR) meeting between April and June 2019. Dual contract employees only require one PDR and therefore have only been counted once.									
		43 employees were exempt for the following reasons: <ul style="list-style-type: none"><li>25 new employees</li><li>18 employees who have been away from the workplace for the duration of the period for various reasons including maternity, career break and long term sickness.</li></ul>									
		The figures only account for those PDR meetings recorded on the system up to and including 30 September 2019. 461 staff are recorded as having had their PDR this fiscal year which equates to 81.9%. This is a 9% reduction compared to the same time last year. 102 meetings remain unrecorded on FireWatch (18%). Of the meetings that have taken place 331 PDR forms have been returned to HR. Implementation of Phase 1 of the RMS/FDO project resulted in significant organisational change with staff moving roles, this impacted the timelines for PDR completion in Q1. An electronic report is being developed to enable managers to monitor performance locally. This should be available by the end of Q3.									

ID	Measure	2019/20 0 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
Human Resources											
4	% of eligible operational staff in qualification	100%	98.8%	99.3%			98.9%	100%	99.4%	99.4%	↓
		(Source: Data calculated and supplied by L&D)									
		This corporate measure for Q2 provides overall analysis of core operational training. Further detailed analysis and discussion will be undertaken at the Workforce Planning Group, which ensures relevant stakeholders from across the Service consider workforce matters and associated impacts. Locally in the Learning and Development department, detailed analysis is undertaken and liaison with individual managers as necessary to address requirements, competence related matters and issues of attendance.									
		Training and assessment activities in RBFRS are aligned with the Fire Professional Framework, which outlines the operational core skills requirements of Firefighters and Officers. National Occupational Guidance further informs the core skill areas (Water, Working at Height, Road Traffic Collision (RTC), Hazardous Materials, Casualty Care, Breathing Apparatus (BA), Driving, Incident Command and Core Skills).									
		Our performance for Q2 is 99.33%, a slight increase of 0.58% from last quarter (98.75%) and a decrease in performance of 0.07% compared to the same quarter last year (99.4%)									
		The total number of qualifications monitored for this quarter was 1486. Out of these 2 individuals failed to reach the required standard and are on development plans, 6 individuals' qualifications have expired and 2 individuals are on courses designed to enable them to achieve the required standard.									
		Note: Immediate Emergency Care (IEC) is being reported separately as this is a new qualification with initial training being conducted over a two-year period (commenced January 2018).									
		Areas of good performance include: <ul style="list-style-type: none"><li>Incident Command- 100% (162 individuals)</li><li>Emergency Response Driving- 100% (the target of 60% of the workforce achieved with a total of 66% of ERD within Service)</li><li>RTC- 100% (This is first quarter we have achieved the 100% target in this area)</li><li>Working at Height- 100% (364 individuals qualified across WT &amp; RDS)</li></ul>									





ID	Measure	2019/20 0 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance			
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD	
5	% of Protection staff in qualification	This is a new Corporate Measure based on the number of staff within Protection that are fully qualified.12 staff members are fully qualified (57%). Due to the length of time some of these individuals have been in role, competence was achieved before the new qualification structure was introduced (seven individuals).										
		Nine individuals have completed their Level 4 Certificate and are currently demonstrating their knowledge and application in the workplace. They have been set a notional date of December to complete their development portfolios. Once completed they will complete the L4 Fire Safety Diploma during Q4.										
		No of staff in Development – working towards Level 3 Certificate						0				
		No of staff in Development - Level 3 Certificate						0				
		No of staff in Development working towards Level 4 Certificate						0				
		No of staff in Development – with Level 4 Certificate						9				
		No of staff in Development working towards Level 4 Diploma						0				
		No of staff who are competent with Level 4 Diploma or equivalent						12				
Health and Safety												
6	All injuries accidents including RIDDOR (RIDDOR AND TOTAL	6	1	0			1	1.5	1	1	↔	
		Data Source: Data calculated and supplied by H&S Accountable Person: Assistant Chief Fire Officer There have been no accidents in this quarter that were reportable to HSE under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations.  **RIDDOR is the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013. Under RIDDOR we have a duty to report certain events, those events being accidents that led to a person being unfit for their normal work for more than										

ID	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		7 days, or 'specified injuries' which are more serious types of injuries. These include injuries such as broken bones, crush injuries and amputations.									
7	% of spend subject to competition	85%	95.4%	91.4%			93.4%	85%	83.3%	91.8%	↑
8	% Compliant spend as % of overall spend	100%	100%	100%			100%	100%	100%	100%	↔
		<p>Data Source: data supplied by Procurement</p> <p>Accountable Person: Head of Finance and Procurement</p> <p><b>Spend subject to competition-</b></p> <p>The Authority now has 181 contracts in place.</p> <p>The work of the team is underpinned by the Authority's Procurement Strategy based on Compliance, Collaboration and Commerciality. This now sets the focus for the team. Broader collaboration work is enabling the Thames Valley FRS's to benefit from access to new equipment through joint working, enabling the Service to obtain better pricing and support due to scale.</p> <p>The procurement team has a pipeline of joint contract renewals and re-tenders for the next five years reducing the risk of any future non-compliant spend and enabling the service to fully understand the market before seeking requirements through competition. With better knowledge and expertise of the requirements and what the market can offer we can avoid expensive unnecessary spend and better manage our supply contracts. The Contract Management Framework is now also in place and staff are currently doing the online training course developed in-house.</p> <p>The savings from subjecting ever more expenditure to competition need to be weighed against the incremental costs of tendering to ensure procurement activity is delivering value for money.</p> <p><b>Compliant spend</b> - The buyer gateway process enables the procurement team to monitor potential requisitions, temporarily halt any non-compliant spend and subject it to competition. Currently all requisitions are subject to review by Procurement. It is intended that the new Purchase to Pay (P2P) solution will enable the service to link supplier contracts to requisitions so that only expenditure not subject to competition will need to be subject to this gateway. The new P2P process should enable</p>									

ID	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q2 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		the whole transactional end of purchasing to be streamlined making it easier for users and significantly reducing the administration related to this process.									
Information Rights											
9	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation	0	0	0			0	0	0	0	↔
		(Source: Manual Input from Information Governance)  The ICO is currently considering a Freedom of Information request complaint made by an individual subsequent to RBFRS electing to withhold the requested information based on a public interest exemption. This process is likely to conclude in Q3 and may influence statistics in that period if the ICO finds against RBFRS.									
10	Number of Information Commissioner assessments finding that the Service has breached Data Protection Legislation	0	0	0			0	0	0	0	↔
		(Source: Manual Input from Information Governance)  No reportable breaches have occurred in this quarter.									

# Budget Update

## Royal Berkshire Fire Authority

### Budget Update - Revenue Position Quarter 2 2019/20

	Annual Budget £'000	Sep-19 Outturn £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
<b>EMPLOYEES</b>				
STATIONS	16,626	8,248	16,374	(252)
NON-STATIONS	10,363	5,057	10,357	(6)
TRAINING	647	163	750	103
OTHER	224	122	237	13
	<b>27,860</b>	<b>13,590</b>	<b>27,718</b>	<b>(142)</b>
<b>PREMISES</b>				
REPAIRS & MAINTENANCE	726	299	744	18
RATES	886	528	875	(11)
CLEANING	229	106	225	(4)
UTILITIES	436	159	423	(13)
	<b>2,277</b>	<b>1,092</b>	<b>2,267</b>	<b>(10)</b>
<b>SUPPLIES</b>				
INSURANCE	325	188	325	0
EQUIPMENT	525	256	539	14
IS EQUIPMENT & LICENCES	625	319	642	17
CLOTHING/PPE	347	161	362	15
COMMUNICATIONS	1,214	404	1,210	(4)
OCCUPATIONAL HEALTH	181	110	191	10
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	161	100	165	4
HYDRANT REPAIRS	37	2	37	0
COMMUNITY FIRE SAFETY SUPPLIES	194	102	194	0
SUPPLIES OTHER	178	88	191	13
	<b>3,787</b>	<b>1,730</b>	<b>3,856</b>	<b>69</b>
<b>CONTRACTS</b>				
CONTRIBUTION TO TVFCS & COLLABORATION	857	418	843	(14)
LEGAL	60	12	65	5
CONTRACTS OTHER (incl Professional Services)	641	218	658	17
	<b>1,558</b>	<b>648</b>	<b>1,566</b>	<b>8</b>
<b>TRANSPORT</b>				
VEHICLE RUNNING COSTS	725	192	740	15
TRAVEL	233	103	226	(7)
	<b>958</b>	<b>295</b>	<b>966</b>	<b>8</b>
<b>PENSIONS</b>				
PENSIONS	422	179	424	2
	<b>422</b>	<b>179</b>	<b>424</b>	<b>2</b>
<b>INCOME</b>				
GRANTS	(2,066)	(2,048)	(2,066)	0
RENTAL INCOME	(187)	(80)	(172)	15

TVFCS RECHARGE INCOME	(295)	(147)	(295)	0
INCOME OTHER	(227)	(50)	(228)	(1)
	<b>(2,775)</b>	<b>(2,325)</b>	<b>(2,761)</b>	<b>14</b>
<b>NET COST OF SERVICES</b>	<b>34,087</b>	<b>15,209</b>	<b>34,036</b>	<b>(51)</b>
DEBT CHARGES INTEREST	392	196	392	0
INVESTMENT INTEREST	(125)	(39)	(125)	0
REVENUE FUNDING OF CAPITAL	500	0	500	0
CAPITAL CONTRIBUTIONS TO STAFFING COSTS	(41)	(21)	(41)	0
APPROPRIATION TO/(FROM) RESERVES	(1,021)	0	(1,021)	0
MINIMUM REVENUE PROVISION	289	0	289	0
<b>NET EXPENDITURE</b>	<b>34,080</b>	<b>15,345</b>	<b>34,030</b>	<b>(51)</b>
GOV GRANTS/PRECEPTS	(34,080)	(17,145)	(34,149)	(68)
<b>(SURPLUS)/DEFICIT</b>	<b>0</b>	<b>(1,800)</b>	<b>(119)</b>	<b>(119)</b>

### **Revenue Budget Monitoring position Qtr 2 2019/20**

The forecast year-end outturn for the Revenue Budget of £34.1 million is an in year saving of £119,000. Members will recall that when setting the 2019/20 budget it was necessary to utilise £458,000 from the budget contingency reserve to balance the budget. Therefore the in-year savings can help offset this, reducing the reserve usage need in 2019/20 to £339,000.

As in previous years, the Service continues to undergo organisational change to deliver Efficiency Plan savings as well as meet our commitments to the public. The main focus for 2019/20 is the delivery of the Remotely Managed Stations/Flexible Duty Officer Project (RMS/FDO) which is being implemented in two phases.

Phase One commenced on May 1st 2019 and established twenty-four Watch Based Station Managers (WBSM) on fire stations across the Service. Phase Two involves the reduction of Flexible Duty Officer numbers and introduction of some new Green Book roles.

The introduction of the new Watch Based Station Managers (WBSMs) means that a large number of individuals commenced new roles at the same time. Recognising the criticality of supporting these new managers, and to afford them the best opportunity to achieve competence in their role, we established an additional temporary Group Manager role for 12 months, dedicated to supporting the new 24 WBSMs in their development. In addition we established a new development pathway for our WBSMs that includes a number of leadership, management and command modules and assessments.

Phase Two will commence in Quarter 3 2019/20. Some of the roles in the revised structure have been filled by external candidates who are yet to join the organisation, so due to careful management of these and other vacancies in the interim period we are in the happy position of being able to invest in developing the considerable number of staff that are in new roles.

Government Grants and precept income is forecast to be £68,000 higher 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.



## Financial Position as at 21/10/19 (Capital)

Active Capital Projects	Total Project Budget £000's	Actual Spend in Prior Years £000's	Actual Spend in Qtr 2 19/20 £000's	Estimated Project Spend to Completion £000's	Total Estimated Project Spend £000's	Commentary
New fire station - Theale	6,200	851	106	5,243	6,200	<p>Main build contractor tender process continuing however due to amount of technical content of tender, extension to tender timeline of 2 weeks was requested by bidders and has been agreed. This will not delay the presentation of the outcome and full business case to Members at Management Committee on 3rd December.</p> <p>Our application for an amendment to planning has been approved by the LPA within the statutory timeframe.</p> <p>Negotiations with the site owner continue over the purchase and the outcome will be included within the full business case.</p>
Major redevelopment - Crowthorne	1,975	195	288	1,492	1,975	<p>The re-build of this fire station is continuing to progress on schedule with completion expected by Summer 2020.</p> <p>One issue currently remains unresolved - confirmation of storm water run-off strategy from site with Thames Water. Project team are working hard to agree solution to avoid impact on either timelines or budget.</p> <p>The station continues to respond from their alternative location at Wellington College and this is continuing to work well.</p>
Fire station - minor works	650	0	0	650	650	<p>Annual budget of £130k over 5 year period of phase 1. The Head of Service is currently reviewing locations and priorities.</p>



Fleet & equipment - fire appliances	4,250	0	255	3,995	4,250	Collaborative exercise with Thames Valley partners which had delivered 7 new appliances by the end of 2018/19 costing £1.6m (budget allocation and costs incurred are excluded from the figures shown). A further 2 vehicles were then delivered in July 2019 with another 2 vehicles in build which are due to be delivered in Qtr 3 2019/20. It is then planned for a further 4 vehicles to be delivered in early 2020/21, meaning that all wholetime pumps will have been renewed. Budget allocation shown covers the expected requirements for the period April 2019 - March 2024.
Fleet & equipment - aerial ladder platform	850	0	101	636	737	Project is progressing well with the vehicle currently under construction and due to be delivered in Qtr 1 2020/21.
Fleet & equipment - special appliances	1,550	0	0	1,550	1,550	The Head of Service is currently completing a review of this area and options will be confirmed once the review has been completed.
Fleet & equipment - other ancillary vehicles	460	0	0	460	460	A review needs to be undertaken to identify vehicles to be replaced / upgraded. Upon completion a report will be presented to Management Committee detailing this.
ICT - IBIS redevelopment	131	95	21	15	131	Project has been extended into 2019/20, with the aim of developing additional compatibility between IBIS and hand held devices.
ICT - helpdesk system	45	29	0	10	39	System has been re-vamped providing additional self-service portals for departments. New reporting tool released by supplier in October 2019, which will be implemented in Qtr 4 2019/20, with scope of extending licences to other departments in the organisation currently being investigated.
ICT - Sage 1000 upgrade	65	17	0	48	65	Phase 1 of the upgrade to Sage 1000 has been successfully implemented, with phase 2 to commence in Qtr 4 2019/20.

ICT - Learning Management System	45	0	0	45	45	System specification and tender document has been issued in Qtr 2 2019/20. Evaluation of tenders submitted will take place in Qtr 3 2019/20 and contract award if successful. Once system has been purchased there will be an ongoing requirement to develop content on the platform.
ICT - Firewatch Development	60	51	7	2	60	Project has been extended into 2019/20, with system 7.7 currently in testing and due to be released in Qtr 3 2019/20. System 7.8, which will introduce a major change, is also being developed by the Supplier but has not yet been released.
ICT - asset replacement / licences	1,070	0	116	954	1,070	Rolling replacement programme of assets has commenced, with phase 1 completed in July 2019. Phase 2, which will replace all station, TVFCS admin, training and secondary site desktops is currently scheduled to complete in Qtr 3 2019/20. A contract totalling £78k has been awarded for this phase of the works. Phase 3 will then focus on replacing approximately 150 Generation 3 laptops costing £100k. Licence renewals are ongoing in 2019/20 with Office 365 due to be introduced next year, which will be based on a subscription style model.
<b>Total</b>	<b>17,351</b>	<b>1,238</b>	<b>894</b>	<b>15,100</b>	<b>17,232</b>	

# Transitions Bids Spend Summary

Cost Centre	Description	Owner	Date bid approved	Budget £	Cumulative Spend to end of Q2 19/20 (£k)	Start Date	Forecast End Date	Update
9-601	<b>Development and Assessment pathway</b> Funding for a resource for 6 months to complete a full review of the current methodology used when assessing competence at operational ranks through understanding the “as is” situation, research on potential alternative models with and final recommendation for consideration provided	Becci Jefferies	05/07/2016	30,000	14,404	01/06/2018	31/03/2020	To assist in a full review of the NVQ methodology of determining competency is required. A bid against the Transitional Fund was made to undertake research and make recommendations on how RBFRS should deliver a competency framework for the future.  <b>Delivered to date</b> <ul style="list-style-type: none"> <li>• Scope of work agreed and PID written and approved</li> <li>• Phase 1 work – research undertaken</li> <li>• Equality Impact Assessment and communication plan development project group established.</li> <li>• Research provisions in other FRS</li> <li>• Questionnaire to stakeholders</li> <li>• Stakeholder workshops took place - 30.11.18</li> <li>• Interim Station Manager (SMA) solution to support the Remotely Managed Stations / Flexi Duty Officer project developed</li> <li>• Consultation on new</li> </ul>

							<p>development and assessment pathway</p> <ul style="list-style-type: none"> <li>• Resource requirements to deliver next stage of project reviewed and Business case for additional temporary resource to support development of new watch based station managers made in April 2019.</li> <li>• Development and assessment pathway for SMs for 1/5/19 implemented</li> <li>• External quality assurance for SM developmental and assessment pathway achieved</li> <li>• Group manager and Area manager pathway developed</li> <li>• Consultation of pathways conducted</li> <li>• Development of Watch manager, Crew manager and Firefighter development and assessment pathway</li> <li>• External quality assurance of group and Area Manager pathway</li> </ul> <p><b>To be developed:</b></p> <ul style="list-style-type: none"> <li>• Consultation on new pathways</li> <li>• External quality assurance for Watch, Crew manager and Firefighter pathway</li> <li>• Design and procurement to match course content</li> <li>• Progress to be monitored via</li> </ul>
--	--	--	--	--	--	--	---

								Programme Board
K22-602	<b>Temporary accounts officer</b> Funding for a temporary accounts officer for two years starting April 2017. This is the continuation of a post in the old structure that will be required while new ways of working are embedded within the department and the wider organisation.	Conor Byrne	02/08/2016	109,000	80,965	03/04/2017	30/06/2020	<p>Prior to the Finance department restructure this post was financed from base budget. Currently, it is being funded by Transition Fund whilst business process re-engineering takes place to streamline processes and improve efficiency.</p> <p><b>Delivered to date:</b></p> <ul style="list-style-type: none"> <li>• Resource recruited to start from April 2017</li> <li>• Undertaking activities related to invoicing, accounts payable and receivable, cash management and credit control for the Fire Authority</li> <li>• Support to Trading company and dealing with invoices, carrying out credit control and cash management</li> <li>• Post to be required until the successful delivery of the P2P process</li> <li>• Tendering process will be evaluated in Q3 2019/20</li> </ul> <p><b>To be delivered:</b></p> <ul style="list-style-type: none"> <li>• Support implementation of efficient P2P processes</li> </ul>
K24-602	<b>Temporary procurement officer</b> Funding for an	Conor Byrne	02/08/2016	90,000	51,452	14/08/2017	30/06/2020	This post is required while collaborative procurement options are being put in place

	additional Procurement Officer for two years starting April 2017. This resource will assist in the change of how procurement will be delivered going forward over the next 24 months, as well as assist in the delivery of the Procurement service plan ensuring compliance, knowledge and advice							<b>Delivered to date:</b> <ul style="list-style-type: none"> <li>• Post filled in August 17</li> <li>• Contract register and work plan updated weekly</li> <li>• Contract repository review completed</li> <li>• Set up contract award process</li> <li>• Delivered range of new contracts including ALP contract, training, commodities, medical supplies as part of allocation of work within the team.</li> <li>• Supported the achievement of 90% of spend now in formal contracts.</li> </ul> <b>To be delivered</b> <ul style="list-style-type: none"> <li>• Monitor that low level repeat spend remains compliant with RBFRS Contract Regulations</li> <li>• Ongoing achievement of annual Procurement work plan and service plan</li> <li>• Deliver procurement savings as reported to the Home Office</li> <li>• Support the delivery of new collaborative contracts across the Thames Valley</li> <li>• Post vacant pending outcome of P2P tendering exercise</li> </ul>
K26-601	<b>Temporary resource to manage the introduction of a Learning</b>	Becci Jefferies	16/09/2016	69,516	0	31/12/2018	31/03/2020	Introduction of a e-learning platform required to facilitate achieving the organisational development objectives

	<p><b>Management System.</b> The system will provide the ability to develop and host flexible e-learning reducing the need, in some areas, for face to face training.</p>						<p><b>Delivered to date:</b></p> <ul style="list-style-type: none"> <li>• Resourcing and Development Manager started in mid-May and objectives set regarding the provision of a Learning Management System</li> <li>• Engagement with other organisations to understand the developments in eLearning</li> <li>• Further review of requirements completed</li> <li>• Unsuccessful attempts to secure an individual to date with alternative recruitment options being evaluated</li> <li>• Learnings from Development Assessment Pathways (DAPs) design informed need. Requirements informed specification and tender process. Explored opportunities for potential joint procurement with OFRS and BMKFRS.</li> <li>• Tender process for LMS run but unsuccessful in securing appropriate system</li> <li>• Specification reworked in conjunction with other Thames Valley fire rescue service</li> <li>• Job profile developed</li> </ul> <p><b>To be delivered:</b></p> <ul style="list-style-type: none"> <li>• Recruit temporary resource to develop learning resources and support progress with DAPs - once LMS acquired</li> </ul>
--	---	--	--	--	--	--	--

K30-601	<b>Programme Office Support</b> Supporting the Programme Office lead starting the 1st May 2019 for 2 years. This resource will assist with the effective delivery of projects across the organisation, the continuation of embedding project methodology through guidance and assurance and the monitoring of transition fund spending to achieve our strategic commitments.	Katie Mills	05/03/2019	55,470	12,051	02/05/2019	01/05/2021	<b>Delivered to date:</b> <ul style="list-style-type: none"> <li>• Gathering and collation of papers for Programme Board on 2/7/19 and 25/9</li> <li>• Meetings held for project managers dependent on the RMS/FDO project to establish and track linked tasks</li> <li>• Project governance support for the RMS/FDO project including project closure for phase 1 (RMS)</li> <li>• Produced report on transition fund spending for Q4 19 and Q1 20</li> <li>• Updated Programme board pages on Siren</li> <li>• Supported workshop for ESMCP project to obtain the tasks needed for an RBFRS outline project plan</li> <li>• Began the Business Process Improvement (BPI) programme by facilitating the mapping of Store ordering process and drafting a fact sheet for process mapping. Organised and attended mapping meetings for operational equipment and crewing. Collected and recorded user comments to feedback to the supplier.</li> <li>• Reviewed and distributed project management forms / templates with guidance where necessary: project initiation document and project</li> </ul>
---------	---	-------------	------------	--------	--------	------------	------------	---



							<p>management checklist</p> <ul style="list-style-type: none"> <li>• Provided project support to the Developmental and Assessment Pathway project when required</li> <li>• Rolled out the updated 'objective focussed' project progress report template</li> <li>• Assisted with the preparation and delivery of Project Management training on 22/7/19</li> <li>• Created a draft stakeholder management factsheet and a project challenge session guidance document</li> </ul> <p><b>To be delivered:</b></p> <ul style="list-style-type: none"> <li>• Continue to assist the Programme Office Lead on the BPI project and the project managers on the service plan projects</li> <li>• Report on transition fund spend for Q3 20</li> <li>• Conduct risk audit for live projects ensuring all entries are present</li> <li>• Delivery project management training</li> <li>• Co-ordinate closedown for the RMS/FDO project</li> <li>• Participate in the 'Getting to Know RBFRS day' on 11/10</li> <li>• Facilitate project review for Dee Road - phase 1 and</li> </ul>
--	--	--	--	--	--	--	---

								organise and attend project review for RMS/FDO - phase 2
K31-601	<b>L&amp;D resource</b> 2 general Instructors (grey or green book) for 1 year	Becci Jefferies	22/01/2019	100,000	19,566	01/07/2019	30/06/2020	Introduction of temporary additional L&D resources to support delivery of L&D activity over next 12 months <b>Delivered to date:</b> <ul style="list-style-type: none"> <li>• Job profile for green book post developed</li> <li>• Appointment of grey book instructor effective July 2019</li> <li>• Green book roles advertised</li> </ul> <b>To be delivered</b> <ul style="list-style-type: none"> <li>• Interview dates to be identified and selection process run</li> </ul>
K33-601	<b>Technical Communications Officer</b> Extend funding for the temporary position by 2 calendar years in order to provide increased resilience in provision of technical communications (radios/station end equipment/on vehicle equipment) deployment, maintenance and support.	Tony Vincent	22/01/2019	70,600	0			Position under recruitment - currently vacant

	Total ongoing (open) projects			524,586	178,438			
	Closing total for completed projects prior to Q2			1,253,730	1,253,730			
	Grand Total			1,778,316	1,432,168			
	Total budget allocated			1,778,316				
	Total budget available for allocation			221,684				
<b>Authorised Bids</b>							<b>Date bid approved</b>	<b>Budget</b>
L&D Behavioural Competency Training for all staff - supplied by Mary Foster							15/10/2019	£ 14,400.00
Asset Management Project Manager - 1 year fixed term							12/11/2019	£ 65,000.00
Quality Assurance Manager - 2 years fixed term							12/11/2019	£ 102,778.00
							<b>Total:</b>	£ 182,178.00

## TVFCS and Transition Summary Qtr 2

Royal Berkshire Fire Authority					
Quarter 2 Budget Monitoring Report 2019/20					
Thames Valley Fire Control Service (TVFCS)					
		<b>Annual</b>	<b>Outturn</b>	<b>Forecast</b>	<b>Fcast -</b>
		<b>Budget</b>	<b>to Sept</b>	<b>to</b>	<b>Budget</b>
			<b>19</b>	<b>YE</b>	<b>Variance</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EMPLOYEES</b>		1,684	822	1,640	(44)
<b>CORPORATE RECHARGES TO TVFCS</b>	<b>FROM RBFRS</b>	295	147	295	0
<b>SUPPLIES</b>		39	3	41	2
<b>TECHNOLOGY</b>		245	133	254	9
<b>NET COST OF TVFCS</b>		<b>2,263</b>	<b>1,105</b>	<b>2,230</b>	<b>(33)</b>
<b>RBFRS Share of Costs (37.8%)</b>		857	418	843	(14)
<b>Transition Fund Summary</b>	<b>£'000</b>				
Total Budget available	2,000				
Total Budget allocated	1,778				

Total Budget available for allocation	222				
Total spend:					
2015/16	411				
2016/17	515				
2017/18	176				
2018/19	259				
2019/20 to date	71				
	1,432				

## Procurement – contracts awarded in Q2

*(Data accurate as of 22/10/2019)*

The Procurement team review all the expenditure for each quarter against contracts in place to ensure that no 'off contract' spend is taking place and the value of contract award is not being exceeded.

Suppliers have been advised that they should not accept a request for work or goods from RBFRS unless they are provided with a valid Purchase Order. Any non-compliance identified is dealt with through meetings and training. In addition, all RBFRS suppliers have been advised that any invoices received by RBFRS without a valid Purchase Order will be returned to them and will not be paid. This twinned intervention of closer working with suppliers and staff is raising the profile of the importance of spending in accordance with the new RBFA Contract Regulations.

Project Number	Department	Contract Detail	Contract Status	Procurement Process	Contract Award Date	Contract Value	Awarded to	Collaboration
551	HR & L&D	Firefighter Training - Training of the New Recruits	New	Open	05/08/2019	£520,000	Red One	No
573	BIS	IT Health Check	Renewal	Framework	29/08/2019	£20,000	Aristi	No
602	Facilities/Fleet	Cleaning Services / Building Cleaning	Renewal	OJEU	02/09/2019	£940,000	Sasse	No
646	HR & L&D	Firefighter Training / Operational Training - see courses list	New	OJEU	01/08/2019	£550,000	Awarded FSC, Artemis, Peter Stanley, Exact, K P Hughes, Red One	No
705	Capital Projects	Consultant Property Value Creation	New	Framework	18/08/2019	£50,000	B N Parabis	No

709	HR & L&D	Fork Lift Instructor and LGV Vehicle Trailer Training	Extension	Extension	23/08/2019	£50,000 - no change to previous value	2 Start Ltd	No
722	Facilities & Fleet	Bodywork Repairs	Extension	Extension	14/08/2019	£50,000 - no change to previous value	Horseman Coaches	No
724	HR & L&D	WBSM Operational Assessments	New	ITT	22/08/2019	£95,000	Artemis	No
730	HR & L&D	Emerging Strategic Leaders Programme / The Windsor Leadership Team	Waiver	Waiver	01/08/2019	£20,000	The Windsor Leadership Team	No
734	HR & L&D	White Water Centre Facility for Water Rescue Training-all courses booked up until December	Waiver	Waiver	01/08/2019	£20,000	Lee Valley White Water Centre	No
735	Facilities & Fleet	Buffet and Packed Lunches	Extension	Extension	20/08/2019	£130,000 - no change to previous value	Cater UK, Chef2Table, Crumbs	No

## Human Resources Performance

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2019/20 YTD	Q2 18/19	Authorised establishment (No of authorised posts including Fixed Term and Project Posts)
STAFF IN POST	Wholetime	363	357			357	383	384
	Retained	90	89			89	74	91
	Control	40	39			39	40	40
	Green Book	152	149			149	149	184
	<b>Total Number of Staff in Post</b>	<b>645</b>	<b>634</b>			<b>634</b>	646	<b>699</b>
							<b>Q2 18/19</b>	
STAFF TURNOVER	Wholetime	6	8			14	8	
	Retained	3	5			8	5	
	Control	1	0			1	1	
	Green Book	7	12			19	9	
	Total Number of Leavers (Heads)	17	25			42	23	
	Staff in Post (SIP)	645	634			640	646	
	<b>Percentage of Leavers vs. SIP</b>	<b>2.64%</b>	<b>3.94%</b>			<b>6.56%</b>	<b>3.6%</b>	
							<b>Target</b>	<b>YTD Q2 18/19</b>
FEMALE STAFF	Wholetime	4.4%	4.2%			4.2%	4%	4.2%
	Retained	8.8%	12.4%			12.4%		5.4%
	Control	72.5%	71.8%			71.8%		70%
	Green Book	56.6%	57.0%			57.0%		58.4%
	<b>Total</b>	<b>21.5%</b>	<b>21.9%</b>			<b>21.9%</b>		<b>20.9%</b>
							<b>Target</b>	<b>YTD Q2 18/19</b>
BME STAFF	Wholetime	4.9%	4.8%			4.8%	5%	5%
	Retained	3.3%	4.5%			4.5%		1.4%
	Control	2.5%	2.6%			2.6%		2.5%
	Green Book	15.7%	14.8%			14.8%		16.1%
	<b>Total</b>	<b>7.1%</b>	<b>6.9%</b>			<b>6.9%</b>		<b>7%</b>



NB. 26 individuals hold more than one role (Dual Contract).

Staff Turnover at the end of this quarter is 3.94% with an estimated annual turnover out-turn at year-end to be around 13.12%.

There were 25 leavers and 12 new starters this quarter.

No trends have been identified following examination of the reason for leaving as the majority of staff that have left have retired, contract or internship ended or left for personal betterment. Three employees transferred to another FRS.

Ethnicity figures have decreased this quarter from 7.1% in Q1 to 6.9% in Q2 (0.19%). This decrease is due to staff in post figures decreasing, four BME employees leaving and two new BME employees joining the service. Compared to this quarter last year we are 0.03% lower. Overall performance stands at 6.94%, exceeding the current target of 5%.

The number of female firefighters employed in the Service has increased to 26 this quarter. One female left wholtime, three joined On-Call. This has increased the percentage of female firefighters from last quarter by 0.53% from 5.30% to 5.83% exceeding our target of 4% once again this quarter.

The number of staff employed by RBFRS with a disability has reduced this quarter from 6.3% to 5.7%. This is due to five employees from the Change 100 Programme leaving the service due to their fixed term placements ending in September. At the end of Q2, RBFRS employed 36 members of staff with a disability.

RBFRS did not hold any “have a go events” during Q2 due to the wholtime Firefighter recruitment campaign which commenced during July. RBFRS received 515 applications of this 57 were female equating to 11% of applicants. At the time of writing this report 11% of those being interviewed were female. Q2 also saw three female On-Call firefighters joining RBFRS this quarter. 19 females attended the Female Focused events in Q1, 13 of which went onto apply for wwholtime Firefighter Vacancies. Of the Six that did not apply, one successfully achieved employment as an On-Call Firefighter.

## Age Profile

Measure		Q1	Q2	Q3	Q4	2019/20 YTD	2018/19 Performance	
		Actual	Actual	Actual	Actual		Q2 18/19	YTD 18/19
AGE PROFILE	25 and Under	45	38			38	31	31
	26-35	163	162			162	181	181
	36-45	211	209			209	219	219
	46-55	192	191			191	180	180
	56-65	33	33			33	34	34
	66 and Over	1	1			1	1	1
	<b>Total</b>	<b>645</b>	<b>634</b>			<b>634</b>	<b>646</b>	<b>646</b>

### Ageing Workforce

By 2020, it is estimated that one in three British workers will be over 50. Nationally women are the fastest growing workforce demographic and around 75-80% of women of menopausal age are in work. Some initial training took place this quarter to raise awareness of menopause and its impact on work, to help colleagues and managers have a conversation about the workplace can support them if necessary during this life stage.

Some suggestions made during these sessions will be investigated further.

		Percentage of females within the organisation based on age group
25 and Under	17	12.2%
26 - 35	34	24.5%
36 - 45	43	30.9%
46 - 55	34	24.5%
56 - 65	11	7.9%
66 and Over	0	0%
	139	

Analysis has taken place to review the percentage of females employed from each age group. 21.9% of our employees are female. 24% of our female employees are aged between 46 and 55 which is around the menopausal age. Although most women reach menopause between the ages of 45 and 55 it can occur earlier or even later.

## Days Lost to Sickness

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2019/20YTD	2018/19 Performance	
							Q2 19/20	YTD 2019/20
DAYS LOST TO SICKNESS	Short	516	552			1068	464	847
	Long	563	628			1191	575	1107
	<b>Total</b>	<b>1079</b>	<b>1180</b>			<b>2259</b>	<b>1039</b>	<b>1194</b>
	<i>(RDS figures are not included as figures are calculated based on the average shift length and these vary considerably as many sickness episodes are recorded as unavailable).</i>							

## Disciplinary Cases and Grievances

Data is provided for year-end and in relation to those cases commencing in the quarter. This avoids the provision of information that would potentially identify individuals. 2019/20 reports will show data for each quarter and a year to date total.

	Commenced in Q1	Commenced in Q2	Commenced in Q3	Commenced in Q4	Total commenced in Year to Date 19/20	Number commenced Year to Date 18/19
Misconducts (including gross misconducts)	2	4			6	15
Grievances	3	0			3	9
Whistle Blowing	0	0			0	2

## Quadrant Three: Priority Programmes

### Priority Programmes: People Strategy Progress

The purpose of the 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 services on behalf of the RBFA, to manage all foreseeable fire and rescue related risks that could affect the people of Berkshire. In 2019/20, our key People Strategy deliverables will include:

Task	Progress to date	Progress next quarter	RAG	Issues
<b>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</b>				
A. 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.	<ul style="list-style-type: none"> <li>Feedback collection for evaluation underway to enable a project implementation review to be completed. This will cover; <ul style="list-style-type: none"> <li>Inductions / new starter process</li> <li>Recruitment Portal (managers and applicants)</li> <li>Recruiting managers support</li> </ul> </li> <li>The new Recruitment and Induction Policy and job profile template have been published.</li> <li>The recruitment portal has been successfully used for the Wholtime recruitment resulting in a significant saving of £13,400 in relation to running the front end of the Wholtime campaign.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback via Focus groups, one to one and survey monkey to be analysed and used to inform the development of ongoing improvements (qualitative feedback) <ul style="list-style-type: none"> <li>Inductions / new starter process</li> <li>Recruitment Portal (managers and applicants)</li> <li>Recruiting managers support</li> </ul> </li> <li>Review of current induction process following feedback with enhancements identified. Report to SLT on 15 October 2019 to present findings and seek approval of process improvement proposal.</li> </ul>	G	<ul style="list-style-type: none"> <li>No Issues at this time</li> </ul>

	<ul style="list-style-type: none"> <li>• The Positive Action Have a Go attendees are being monitored through each stage and will be reported on at campaign completion</li> <li>• Initial analysis shows 11% female attraction translated into 11% female applicants progressing to interview.</li> <li>• The service has recruited a number of employee advocates through the activities undertaken by Grayling.</li> <li>• Analysis undertaken of BME Applicants and successful appointees, to all roles other than Wholetime Firefighters, through use of branded on-line recruitment portal and direct advertising links completed shows. <ul style="list-style-type: none"> <li>• Attraction increase of 14%</li> <li>• Appointment increase of 6.7%</li> </ul> </li> <li>• New process rolled out for engaging Agency workers</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of translation of Positive Action attendees into recruits through the Wholetime recruitment process to be completed.</li> </ul>		
D. 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.	<ul style="list-style-type: none"> <li>• Workforce planning information planned to cover all staff and reviewed regularly as part of performance monitoring. Refining information on green book staff has commenced</li> <li>• Regularly monitoring the number of temporary positions across grey book roles</li> <li>• Ongoing monitoring of capacity in officer specialisms</li> </ul>	<ul style="list-style-type: none"> <li>• Continued monitoring of the grey book temporary roles and officer specialisms following the RMS/FDO implementation</li> <li>• Ongoing review and evaluation of RDS (On-Call) initial training delivery model</li> </ul>	G	<ul style="list-style-type: none"> <li>• No Issues at this time</li> </ul>

M. Implementing recommendations from the review of assessment of operational competence	<ul style="list-style-type: none"> <li>• Officer Learning Outcome documents finalised and uploaded to Siren</li> <li>• Ongoing work with station base specialist staff is progressing to establish station based specialisms</li> <li>• Officers have started to record their training against the new modules and are able to plan future training requirements using the new Officer OTP.</li> <li>• Project interdependency meetings have proved beneficial in identifying timescales key information will be known to inform Officer specialisms</li> </ul>	<ul style="list-style-type: none"> <li>• Further progress of station based specialisms through liaison with specialist leads on station, including ongoing consultation with rep bodies</li> <li>• Progress with known officer specialisms</li> <li>• Creation of a number of learning outcome documents to support new modules and repeat periods identified</li> <li>• Liaison with RMS/FDO project team to gain up to date information on future outcomes of project.</li> <li>• Determine new training programme for WBSM's/FDO's based upon new rota patterns</li> <li>• Further development of Operational Qualifications Planner (OQP) to provide visual guide to operational competence</li> <li>• Development of NOG aligned training resources to support operational staff</li> </ul>	G	<ul style="list-style-type: none"> <li>• No Issues at this time</li> </ul>
<b>Objective 2: Increase the diversity of our workforce to better represent and therefore serve our local communities</b>				
B. Continue to support the Leonard Cheshire Change 100 programme to work with disabled graduates on a 100-day intern programme.	<ul style="list-style-type: none"> <li>• Five Interns started in Finance, Business Support, HR and Communications &amp; engagement from June 2019.</li> <li>• Internships successfully completed in September and feedback provided to Change 100 on the process</li> </ul>	<ul style="list-style-type: none"> <li>• Plan for engagement with Change 100 in Q4 following assessment centre completion</li> </ul>	G	<ul style="list-style-type: none"> <li>• No Issues at this time</li> </ul>

C. Deliver the 2019/20 requirements of the RBFRS Equality, Diversity and Inclusivity (EDI) Objectives and Action Plan	<ul style="list-style-type: none"> <li>Ambassadors have been used to promote the Service and roles within the organisation</li> <li>RBFRS attended Reading Pride in August to promote the service</li> <li>EDI Forum Member attended the annual Stonewall conference</li> <li>EDI Co-ordinator funding was approved, interviews conducted and appointment made.</li> <li>EDI Forum agreed EDI related PDR objectives for SLT</li> <li>Volunteer appointed as RBFRS representative on the National Executive Committee for Women in the Fire Service</li> <li>A pilot for Menopause training was offered to all staff and two sessions took place in October</li> </ul>	<ul style="list-style-type: none"> <li>Further EDI training to be implemented</li> <li>EDI Co-ordinator to commence role in Q3</li> <li>Further Menopause training to be rolled out</li> <li>The Grievance, Bullying and Harassment policy was updated</li> </ul>	G	<ul style="list-style-type: none"> <li>No Issues at this time</li> </ul>
<b>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</b>				
B. Undertake a review of Reward and Recognition	<ul style="list-style-type: none"> <li>Planned for activity to start during Q4</li> </ul>			
C. Review and develop talent management systems to support succession planning	<ul style="list-style-type: none"> <li>Work due to start during Q4</li> </ul>			
E. Develop career pathways across all staff groups across the organisation.	<ul style="list-style-type: none"> <li>Invitation to tender for a Learning Management System released in Q2, working with BMKFRS, a high volume of tenders received.</li> <li>Recruitment of a LMS Learning Specialist to be undertaken once profile evaluated</li> </ul>	<ul style="list-style-type: none"> <li>Fire Fighter, Crew Manager and Watch Manager pathways to be submitted to SLT and if approved to be subject to consultation. Application for external assurance for the three pathways. Expected to be implemented between January - March 2020.</li> </ul>	G	<ul style="list-style-type: none"> <li>No Issues at this time</li> </ul>

	<ul style="list-style-type: none"> <li>• Design of development and assessment pathways for AM and GM completed and agreed by SLT.</li> <li>• Consultation completed for GM and AM pathways External assurance for AM and GM pathways endorsed</li> <li>• Implementation of GM and AM pathways on track to be delivered aligned to RMS/FDO timescale from Oct 19.</li> <li>• Work on the SM pathway in Control has commenced</li> <li>• Work on Firefighter, Crew Manager and Watch Manager pathways has commenced</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt pathways for control staff in relation to operational / technical elements.</li> <li>• Design and roll out communication around the endorsed pathways</li> <li>• Development pathways for Green Book staff will be reviewed from April 2020</li> </ul>		
F-L. Increase opportunities to gain new skills by broadening existing schemes and training options we have in place	<ul style="list-style-type: none"> <li>• Successful pilot and review of the Supervisory Leadership Development Programme (LDP)</li> <li>• Review of Supervisory LDP and Middle Manager LDP content</li> </ul>	<ul style="list-style-type: none"> <li>• Scope and design transition from course delivery to qualification delivery.</li> </ul>	G	<ul style="list-style-type: none"> <li>• No Issues at this time</li> </ul>
<b>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</b>				
C. Implement a Behavioural Competency Framework	<ul style="list-style-type: none"> <li>• Trial has been completed with various teams using the Behavioural Competency Framework (BCF) in the Personal Development Review Framework.</li> <li>• Feedback has been used to inform the finalisation of the BCF.</li> <li>• A work plan has been devised for the implementation of the</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out of BCF awareness training by 31 March 2020</li> <li>• Development of the BCF based Line manager recruitment / job design workshops to commence during Q4</li> </ul>	G	<ul style="list-style-type: none"> <li>• No Issues at this time</li> </ul>



	Behavioural Competency Framework <ul style="list-style-type: none"> <li>Behavioural training has being developed and roll out planning commenced.</li> </ul>			
E. Review the Communications and Engagement Strategy to support effective internal communications	<ul style="list-style-type: none"> <li>Planned for activity to start during Q4</li> </ul>			
<b>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</b>				
C. Working with external suppliers, to undertake programme of process improvement, which will ultimately lead to a culture of continuous improvements within teams.	<ul style="list-style-type: none"> <li>Methodology to enable prioritisation of internal work created and reviewed by Sponsor. Report to be taken to SLT in Q3 for review and agreement on the way forward</li> <li>Work continues to look at crewing and operational equipment processes with process mapping sessions completed by Libreea</li> <li>Issues associated with crewing and operational equipment recorded in Brief to be used in conjunction with process analysis</li> </ul>	<ul style="list-style-type: none"> <li>Agreement on methodology to enable prioritisation of internal work needed</li> <li>Process analysis to be completed and next steps for crewing and operational equipment processes and plan to be agreed with Sponsors</li> <li>Following review and where required, commission to-be process mapping with Libreea</li> </ul>	G	<ul style="list-style-type: none"> <li>No Issues at this time</li> </ul>
D. Initiate development of additional core skills courses on continuous improvement and business process improvement	<ul style="list-style-type: none"> <li>Review requirements in Q3</li> </ul>			
<b>Objective 6: Continue to support both the physical and mental health and wellbeing of our people.</b>				
C. Deliver the requirements of the 2019/20 Health,	<ul style="list-style-type: none"> <li>Analysis of respiratory sickness absence completed and agreement to provide flu</li> </ul>	<ul style="list-style-type: none"> <li>Fitness testing is taking place throughout October and</li> </ul>	G	<ul style="list-style-type: none"> <li>No Issues at this time</li> </ul>

Safety and Wellbeing Action Plan	<p>vaccination vouchers to TVFCS and Safe and Well Technicians for the 2019/20 season</p> <ul style="list-style-type: none"> <li>• A post-natal information guide was published covering appropriate return to exercise, nutrition to eat healthily and to support breastfeeding and post-natal depression and where to find help.</li> <li>• Menopause awareness training took place to open up conversations around the subject in the workplace. A Workplace group has been set up for colleagues to support each other and share advice and experiences.</li> <li>• Health promotion activities took place around sun protection and Men's Health Week.</li> <li>• In advance of the Cycle to Work window opening in October the limit was increased from £1,000 to £2,000.</li> <li>• Manual Handling &amp; Working at height mandatory training continues to the whole organisation</li> </ul>	<p>November. This includes a trial of the strength tests.</p> <ul style="list-style-type: none"> <li>• The Cycle to Work window is open during October, a number of applications have been received to the higher limit of £2,000</li> <li>• World Menopause Day to be promoted in October with Siren content, Shout articles and posters to all workplaces</li> </ul>		
E. Deliver the requirements of the 2019/20 Mental Health Action Plan.	<ul style="list-style-type: none"> <li>• 6 new trauma support team members recruited and trained. The total number of volunteers is now 15.</li> <li>• Managing Mental Health training is underway building on the awareness training all staff have received.</li> </ul>	<ul style="list-style-type: none"> <li>• Work continues to raise the profile of and recruit blue light champions across all RBFRS workplaces</li> <li>• Managing Mental Health training continues with positive feedback being received</li> </ul>	G	<ul style="list-style-type: none"> <li>• No Issues at this time</li> </ul>

	<ul style="list-style-type: none"> <li>• International Suicide Prevention Day was supported encouraging staff to find out more about suicide.</li> <li>• Campaign ran internally to promote World Mental Health Day and raise awareness of Obsessive Compulsive Disorder to coincide with national campaign</li> </ul>			
F. Ensure that our workplaces meet health and safety requirements and the design and refurbishment of buildings wherever possible meet access, gender and religious needs, together with the ability to support flexible working arrangements.	<ul style="list-style-type: none"> <li>• Processes in place to ensure full consideration is given when designing new facilities and refurbishments.</li> <li>• Incorporated into the design phases by Capital Projects</li> </ul>		C	

## Priority Programmes: Integrated Risk Management Plan

RBFA is required to publish an Integrated Risk Management Plan (IRMP). In 2018, we consulted on and published an IRMP for 2019-2023, which reflects the priorities and requirements of the Fire and Rescue National Framework for England. In 2019/20, our key IRMP deliverables will include:

Task	Progress to date	Progress next quarter	RAG	Issues
<b>Project 1: Risk Analyses</b>				
We will further develop our existing Risk Methodology and Risk Modelling capability to incorporate further prevention and protection information to ensure we have an even better understanding of all foreseeable fire and rescue related risks.	<ul style="list-style-type: none"> <li>SLT agreement spring 2019 to develop model/web maps to support Prevention, Protection and Response.</li> <li>To be delivered through new ways of working projects for Protection &amp; Prevention</li> </ul>	<ul style="list-style-type: none"> <li>Continue close working between project leads (Prevention &amp; Protection), Data and Performance, IRMP and end user – Service Delivery to further progress this work.</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
We will ensure that any changes to our Risk Methodology are independently validated.	<ul style="list-style-type: none"> <li>Risk Methodology to be scheduled for a potential review during 2021</li> </ul>		G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
We will work in collaboration with our Thames Valley fire partners to complete work on a theoretical Thames Valley response model.	<ul style="list-style-type: none"> <li>Project close down report accepted by TV Exec Board. Maintenance of model absorbed to BAU</li> </ul>		G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
We will participate in the National Fire Chiefs Council's (NFCC) Community Risk Management Group.	<ul style="list-style-type: none"> <li>Engaging in discussions being held via Workplace</li> <li>Attendance at Geoplace conference</li> <li>IRMP project officer in communication with NFCC CRP lead</li> </ul>	<ul style="list-style-type: none"> <li>Continued interaction on online groups and Workplace</li> <li>Continued contribution to CRP from IRMP project officer</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
<b>Project 2: Prevention</b>				
We will review our Young Firefighter programme to	<ul style="list-style-type: none"> <li>Scope of work being developed to inform the project plan</li> </ul>	<ul style="list-style-type: none"> <li>Project plan to be created</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>

ensure alignment to the National Cadet Programme.	<ul style="list-style-type: none"> <li>• SLT paper agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Establish costings for NFCC Fire Cadet Uniform</li> <li>• Establish costings for wrapping four Cadet appliances</li> </ul>		
We will extend the reach of our Adults at Risk Programme.	<ul style="list-style-type: none"> <li>• The new version of the training package has been successfully trialled and is now being delivered by the Safety Education Team</li> <li>• Recording number of agencies booked onto the training to monitor how many Safe and Well referrals they create. This will allow us to evaluate the programme and target agencies that are under referring</li> <li>• CSA's, Safeguarding Leads and the new Prevention Managers will be advertising ARP to increase the number of agencies attending the ARP training</li> </ul>	<ul style="list-style-type: none"> <li>• Full review of the project to be completed to align to the Prevention (Safe and Well) Project</li> <li>• Internal Comms plan to be created</li> <li>• Create an ARP Working Group to review the project and establish data recording. The working group will meet on a monthly basis over a period of six months</li> </ul>	G	<ul style="list-style-type: none"> <li>• No issues</li> </ul>
We will work in collaboration with other stakeholders and blue light partners to deliver our water safety initiatives, Safe Drive, Stay Alive and pilot Biker Down.	<u>Safe Drive, Stay Alive</u> <ul style="list-style-type: none"> <li>• The Safety Education Team support and operational presentations have been arranged for Safe Drive Stay Alive 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Safe Drive Stay Alive 2019 delivery is to be held at the Hexagon on Monday, 4 and Monday 11 November 2019</li> <li>• Await outcomes of NFCC Working Group who are reviewing format</li> </ul>	G	<ul style="list-style-type: none"> <li>• No issues</li> </ul>
	<u>Biker Down</u> <ul style="list-style-type: none"> <li>• SLT Paper agreed</li> <li>• Locations and dates programmed and confirmed</li> <li>• First Biker Down has been delivered</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to trial and evaluate the programme</li> <li>• Biker Down will be delivered from RBFRS venues</li> <li>• Biker Down will be delivered six times a year</li> </ul>	G	<ul style="list-style-type: none"> <li>• No issues</li> </ul>

	<u>Water Safety initiatives</u> <ul style="list-style-type: none"> <li>Road and Water presentation have been rolled out by crews</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation process for service users to be written</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
We will issue updated Local Safety Plans for all of our Hubs.	<ul style="list-style-type: none"> <li>Monthly performance review meetings now set up to monitor progress</li> </ul>	<ul style="list-style-type: none"> <li>Planning for next cycle of the plans will start in Q3</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
<b>Project 3: Protection</b>				
We will review and publish a new Risk Based Inspection Programme methodology.	<ul style="list-style-type: none"> <li>Specification of work discussed</li> <li>Scoping meeting held to identify actions towards creation of project plan</li> </ul>	<ul style="list-style-type: none"> <li>Structure of work to be agreed</li> <li>and project plan created</li> <li>Report due to be submitted to the Fire Authority in Q4</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
We will publish a new suite of protection policies.	<ul style="list-style-type: none"> <li>Working to agree next steps for the project</li> </ul>		G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
We will support two staff members to complete their Masters in Fire Engineering.	<ul style="list-style-type: none"> <li>Year two now underway</li> </ul>		G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
Dependent of the publication of any recommendations relating to the Grenfell Tower fire, we will conduct a gap analysis on those recommendations.	<ul style="list-style-type: none"> <li>Outcomes being monitored by AM Prevention and Policy</li> <li>Responded to a call for evidence to the Fire Safety Order 2005 as a result of the Hackitt review – building a safer future</li> <li>Responded to a call for evidence on competency based framework for FSIO from the NFCC</li> </ul>	<ul style="list-style-type: none"> <li>Continue to monitor, publication expected in two years following completion of inquiry</li> <li>Respond to call for evidence on sprinkler installations</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
We will work in collaboration with our Thames Valley fire partners to align protection policies, processes and resources to improve efficiency and effectiveness.	<ul style="list-style-type: none"> <li>Working to agree next steps for the project</li> </ul>		G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
<b>Project 4: Response Resource Deployment</b>				
	<u>Retained Support Unit</u>	<ul style="list-style-type: none"> <li>Project completed</li> </ul>	C	<ul style="list-style-type: none"> <li>No issues</li> </ul>

We will complete the implementation of our 2017 IRMP decisions.	<ul style="list-style-type: none"> <li>Agreement received for the project to be closed down.</li> <li>Project review report completed and reviewed</li> </ul>			
	<u>Theale</u> <ul style="list-style-type: none"> <li>Negotiations with the site owner (Network Rail) continue in order to agree the purchase of the site</li> <li>Submission of a section 73 amendment to Planning for the revised scheme has been approved by the LPA within their statutory consultation period</li> <li>Main contractor tender process continues following shortlisting of 6 bidders who were invited to submit full tenders</li> </ul>	<ul style="list-style-type: none"> <li>Completion of the site purchase with Network Rail</li> <li>Completion of main build contractor tender by mid-November</li> <li>Full business case will be presented to Officers of SLT and Members at Management Committee for approval to proceed</li> </ul>	A	<ul style="list-style-type: none"> <li>Negotiations with the site owner (Network Rail) continue in order to agree the purchase of the site.</li> </ul>
	<u>Aerial Ladder Platform (ALP) Replacement Project</u> <ul style="list-style-type: none"> <li>Project team visited Finland and signed off the boom and chassis, with the ALP now in the UK ready for the remaining work</li> <li>Delivery date still expected in May 2020 with a fully operational date of June 2020.</li> <li>Second stage payment now made of the 4 stage payment framework.</li> <li>Project risks reviewed</li> <li>Bi-monthly meetings have now been set up</li> </ul>	<ul style="list-style-type: none"> <li>Review and updated project plan to be circulated once plan received from Angloco.</li> <li>Regular updates to continue with manufacturer on progress.</li> <li>Project team to visit Angloco to agree inventory, locker configuration and review progress with manufacturer</li> <li>Attend regular meeting with manufacturer</li> <li>Comms plan to be updated with OFRS to inform staff of progress</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
	<u>Remotely Managed Stations and Flexi Duty Officer Project</u> <ul style="list-style-type: none"> <li>Project review held to capture learnings from phase 1</li> </ul>	<ul style="list-style-type: none"> <li>Project evaluation work</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>

	<ul style="list-style-type: none"> <li>Initial work on timeline dependencies completed with regular reviews being set up</li> <li>Phase 2 consultation completed with Phase 2 outcomes delivered or absorbed into directorates</li> </ul>			
We will complete an analysis of housing and infrastructure development to determine that these do not significantly impact our risk-based model.	<ul style="list-style-type: none"> <li>Once a property built, this is automatically included within the OS Address Base and our risk analysis for properties are calculated on the number of fires, fatalities, casualties, rescues in each property type</li> </ul>	<ul style="list-style-type: none"> <li>Continue to analyse for impacts on our risk based model</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
<b>Project 5: Response Safe Systems of Work Development</b>				
We will work in collaboration with our Thames Valley fire partners to align our systems of work and training to National Operational Guidance and National Operational Learning.	<ul style="list-style-type: none"> <li>Governance structure in place providing closer working networks across the Thames Valley FRS</li> <li>Agreement to move to the national PPE contract with Bristol and agreement for same uniform</li> <li>Casualty care aligned with all staff working towards Immediate Emergency Care Standards (IEC)</li> <li>Water rescue and RTC training packages aligned</li> <li>Shared deployment of assets agreed for DIM, drone, MTA and USAR</li> <li>Shared welfare arrangements at operational incidents</li> <li>Cross border mobilisation of NILOs in place</li> </ul>	<p>To review</p> <ul style="list-style-type: none"> <li>Agreement on level 4 expectations on the Fire ground</li> <li>Thames Valley relief crew procedure</li> <li>Alignment of TVFCS actions for all incident types and align enhanced Pre determined attendances (PDA) for specific premises</li> <li>Alignment of operational crews in Breathing Apparatus in respect of searching techniques, different ways of working for BAECO's and agreeing alignment of positive pressure ventilation use</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>






We will review our four-wheel drive capability.	<ul style="list-style-type: none"> <li>PID approved by Programme Board on 2<sup>nd</sup> July to commence a trial of additional 4x4 Land Rovers</li> <li>A business case was approved by SLT in September to seek resource to undertake a full risk based review of all specialist appliances and 4x4 capabilities</li> <li>The risk based review will form the foundation of subsequent specialist appliance and 4x4 capability and inform our replacement programme</li> </ul>	<ul style="list-style-type: none"> <li>First quarterly trial update</li> <li>Recruit a suitable person to commence risk based review</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
We will continue to procure standardised pumping appliances and work towards the standardisation of Breathing Apparatus.	<u>Standardised pumping appliances</u> <ul style="list-style-type: none"> <li>Two appliances successfully delivered to Wokingham and Windsor. Vehicles have been on the run since August</li> <li>A further two appliances are in build and are due to go to Dee Road and Whitley Wood at end of Q3</li> </ul>	<ul style="list-style-type: none"> <li>Two appliances to arrive Q3 into the Service and expected to be on the run by end of Q3 subject to satisfactory testing and training being completed</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
	<u>Standardisation of Breathing Apparatus</u> <ul style="list-style-type: none"> <li>Current technical specifications for BA equipment are being refreshed and relevant frameworks need to be updated accordingly prior to the work being started</li> </ul>	<ul style="list-style-type: none"> <li>Work to start in Q4 to provide time for the technical refresh and framework updates to be completed</li> </ul>	G	<ul style="list-style-type: none"> <li>No issues</li> </ul>
We will review any NFCC outcomes on Safer Systems of Work.	<ul style="list-style-type: none"> <li>To be monitored</li> </ul>		G	<ul style="list-style-type: none"> <li>No issues</li> </ul>


## QUADRANT FOUR: RISK

Corporate Risks as of 15<sup>th</sup> January 2020

### Key to 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

	No risk movement
	Risk decreasing
	Risk increasing

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
<b>Capital Investment Strategy (Risk: 233) Risk Owner: Assistant Chief Fire Officer</b>					
<b>Inherent Score: 23</b>					
If we fail to effectively manage our property assets to ensure they are in the right locations and fit for purpose, which may become increasing likely given the level of skills and experience and capacity within our estates team and the increasing age of our fire stations, then we can expect our	<p>Ensure a Property Asset Management Plan is developed</p> <p>Ensure maximum use of memorandum of understanding and ensure compliance with Statutory duty to collaborate by positive engagement with blue light and other partners.</p> <p>Ensure effective project management through procurement of professional services and management through the</p>	<p>Being developed. In service plan as work package for completion by 21.1.2020 Progress is being made now fit for purpose project has been completed. This work will need to align closely with revised IRMP to ensure operational alignment. Possible delay to plan due to resourcing issue within Capital Projects team. Monitoring and review to be undertaken W/c 6.1.20.</p> <p>Considered as business as usual now. All collaborative opportunities explored at outset of each project and engagement documented. Strategic opportunities explored at TV Collaboration Board workstream and Collaboration</p>	13	14	


Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
expenditure to increase, our services to be less effective and our stations to further decline which would be significant in respect to our objective to ensure value for money and ensure fire stations are at the heart of communities	<p>programme board.</p> <p>Additional personnel added when required for resilience. Flexible staffing model to scale up when required.</p> <p>Annual update to Strategic Asset Investment Framework</p> <p>Develop partnerships and opportunities for potential income generation through joint venture and co-location opportunities</p> <p>Ensure sufficient flexibility in project plans to accommodate any extension to the statutory planning application process</p> <p>Ensure good and effective communication on all property capital projects</p> <p>Establish a fifteen year asset plan through the Strategic Asset Investment Framework.</p> <p>Establish clear processes for the development of each projects business case with gateway review at key stages</p> <p>Improve capital budget monitoring and forecasting through closer</p>	<p>Estates Operational Group. Update: single contract to be completed with SCAS, updated to be provided in January 2020.</p> <p>Professional services team fully integrated into Property Capital Projects team to bring schemes forward through the planning process. Highlight reports and project updates to Programme Board and Fire Authority. Finance department to assess previous</p> <p>In-house team must remain scalable in order to deliver programme under SAIF; note delay in bringing new staff up to required project knowledge level. Replacement PCPA appointed. Resource must be balanced with SAIF and annual development plans. Resource review delayed awaiting SAIF review outcomes in Feb 2020</p> <p>Now business as usual and the review of the SAIF is programmed into the work programme. Next review scheduled for Feb 2020. Delayed to starting this work due to financial planning uncertainty and absence of HoS.</p> <p>Completing procurement process to appoint consultant. Project team will be established to pursue suitable opportunities for income generation and value creation from property portfolio. Project includes disposal of surplus assets linked to Theale. Update: Initial report findings suggests simple disposal of targeted assets (Dee Rd + Pangbourne)</p> <p>Forward Planner sets out entire programme of</p>			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
	<p>working with RBFRS finance department</p> <p>Ensure value for money and resilient operating model aligned to the volume and complexity of ongoing and approved project demand.</p> <p>Where delays are likely against current SAIF timeframes, greater collaboration between Cap Proj and Estates is required to ensure appropriate maintenance and investment of existing estate is undertaken.</p>	<p>works across entire property portfolio to identify key milestones, ensure sufficient time is allocated to the planning process ahead of tenders and to avoid pinch points across the programme. High level SAIF review scheduled for Oct 19. SAIF review delayed due to £ uncertainty and unplanned absence of HoS.</p> <p>Communication through SLT and Programme Board with updates to staff through Cascade, Lead member, Property Development Working Group and Management Committee. Update: Greater involvement of RBFRS comms team with specific Comms plan for key projects.</p> <p>The plan will be reviewed on an annual basis in line with the medium term financial plan.</p> <p>Now business as usual. All projects follow Treasury business case format. Outline business cases presented at completion of Concept design with full business case at completion of design, planning and main contractor procurement.</p> <p>Resource identified within Finance department. Improved financial scrutiny and forecasting across departments.</p> <p>Business case in development for technical level resource, with possibility to offset some specialist 'agency cost'. Dependent on future commitment to SAIF timelines. Review post Theale BC decision (Dec 19) Update: Review delayed awaiting SAIF review Feb 2020.</p>			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
<b>HR &amp; L&amp;D Staffing (Risk: 353) Risk Owner: Head of Human Resources and Learning &amp; Development</b>					
<b>Inherent Risk Score: 18</b>					
<p>If we do not maintain adequate staffing levels and monitor the activities and commitments of the HR and L&amp;D teams, which is becoming increasingly 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 to 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</p>	<p>Review and recruit to vacant and soon to be vacant posts</p> <p>Ensure regular one to one and team meetings, clearly outlining objectives</p> <p>Consider work that does not need to be undertaken, limit duplication of activity</p> <p>Ensure project work is commissioned with a view to importance, urgency and availability of staff</p> <p>Use transition funded project officer to assist with key projects as directed</p> <p>Monitor hours of work, absence and presenteeism</p> <p>Identify succession arrangements and skill requirements</p>	<p>HR Manager post advertised closing date 6 Jan 20. GM L&amp;D post to be advertised early January . Budget bid to be considered for R&amp;D. Temp extension to L&amp;D support though existing budget.</p> <p>CLOSED - BAU ongoing activities to assess impact of work through discussion including management team meeting. Increased managerial time to offer support, seek temp resources where practical</p> <p>Considered and addressed as able. Discussions over priorities required regularly to achieve required activities. Some rescheduling to accommodate priorities.</p> <p>Attendance at PB assists - projects commissioned through SLT/ PB. Monitor project timeframes for variation, additional temp arrangements to assist in change projects but backfill requirements in progress. Additional resources in place until end March 20</p> <p>Contingency HR support to FDO/RMS from HR team in place back fill until 31 March 2020</p> <p>In place discussion and hours monitoring, increased pressure on staff to do extra as a result of mounting workloads to be managed accordingly, individual meetings to address individual issues in place</p>	16	17	↑


Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
	<p>Undertake development opportunities</p> <p>Buy in support</p> <p>Create business case to retain fixed term staff as permanent</p>	<p>Meetings &amp; 121s identify problems/ skills gaps. Business cases made, considering challenges of leavers from department and end of fixed term arrangements</p> <p>Identified through 1 2 1 and PDR , some attending SLT, SPB , FA &amp; other forums to widen understanding &amp; knowledge and scope through project work and exposure. Development of apprentices. Attendance at other forums</p> <p>Temporary HR resource in place until 31 March 2020. Need to consider pension remedy requirements.</p> <p>R&amp;D business case to be considered by SLT in new year (2020)</p>			
<b>Collaboration, partnership working &amp; shared service (Risk: 410) Risk Owner: Assistant Chief Fire Officer</b>					
<b>Inherent Risk Score: 22</b>					
<p>If collaboration, partnership working and shared service opportunities are not considered, developed and embedded which may become increasingly likely with the complexity and volatility in the current political and financial landscape. Then we can expect impacts on the effectiveness of our service provision and</p>	<p>Actively drive and engage with the Thames Valley strategic collaboration board seeking greater influence and assurance in projects aligned to RBFRS strategic commitments</p> <p>Continue to manage/highlight projects through programme office processes and report on updates.</p> <p>A number of events have created capacity issues such as the HMI inspections of services, the changes in senior team members</p>	<p>Wider collaboration governance arrangements are being refreshed to provide greater clarity and discipline in the agreed approaches. Buy-in from CFO/CC level. Further workshop arranged for Jan 20 to develop and agree. Review of interface between RBFRS governance and collaboration led to introduction of temp' Collab' Co-ordination Group (CCG). First now delivered and ToR agreed.</p> <p>Project challenge sessions taken place identifying areas for improvement. PMO to support future CCGs as well as Interop' and Exec boards. A review of Projects tools and process has been requested in early 2020 to support a delivery</p>	16	14	↓

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
<p>on our financial position which would then affect the delivery of our legal duties and the Authority's strategic objectives</p>	<p>and the FDO/RMS project, which has slowed progress. To inject impetus the project leads need to re-evaluate the resource needs</p> <p>There is likely to be a gap in dedicated programme support as the incumbent has secured a permanent role with RBFRS Capital projects team</p> <p>A key obstacle to effective collaboration has been identified as incompatible IT systems. Currently there is currently an over reliance on face to face meetings and issues with secure document sharing and version controls</p> <p>identified gaps within decision making governance across partners led to misalignment of objectives and insufficient/inequitable resource allocation. A review of live projects resulted in reduced scope of projects.</p> <p>Specific Project risk registers to be developed when resource and supporting project tools/processes are in place (Jan 20&gt;). This should provide a greater level of relevance and risk management and negate</p>	<p>focused and simplified approach.</p> <p>Key collaboration roles now substantively filled. Should result in consistency &amp; sufficient capacity to increase work stream delivery. Some capacity gaps remain following FDO phase 2 project, but these should be largely addressed by Jan 20. Further resource is likely given new direction of key projects. Specific Collab project risk registers to be developed via Prog' support officer role</p> <p>Agreement of an appropriate replacement now approved at exec board. Role will be permanent with increased responsibilities. JD reviewed and increased to reflect greater responsibility and comms coordination. Position now filled as of (9.12.19)</p> <p>Exploration of a suitable IT system is underway to improve this which is aligned to the RBFRS IT Strategic objectives. Update: MS O365 Evaluation in service plan for 2020-21.</p> <p>Sponsors now updated. New PIDS (where required) requested including review of resourcing. RBFRS now Sponsor and/or lead key projects including Protection, Procurement with chair and oversight via the interoperability board.</p> <p>New treatment - awaiting project resource to be in place</p>			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
	the need for a single collaboration risk.				
<b>Firefighter Safety (Risk: 417) Risk Owner: Deputy Chief Fire Officer</b> <b>Inherent Risk Score: 25</b>					
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.	<p>Monitoring experience levels on RDS stations</p> <p>Operational assurance framework processes, ensuring firefighter risk management, are being monitored for effectiveness and changes implemented as necessary.</p> <p>Monitor operational competency</p> <p>Monitor operational refresher training.</p> <p>Alignment of RBFRS Operational Policy and Guidance with the National Operational Guidance (NOG)</p> <p>OPAS to provide quarterly reporting to SPB on all OA activity</p> <p>monitoring access necessary courses (BA1, BA2, ICS L1 etc) to ensure operational staff have undertaken in support of operational competence and confidence</p> <p>Targeted work to ensure that all</p>	<p>Data refreshed Q2 2019-2020- to be reviewed at SPB 6th November. Reviewed at SPB T&amp;F group set up to look at RDS DAPs and training, monitored through OPAS reporting fed back to the Hub's. Reviewed at RDS working group 27/11/2019. Completed through Hub Management meetings in December. SM P Thomas new in role for RDS in the West Hub to continue the good work</p> <p>Progress reported to SLT May 2019. AM Binyon reviewing policy (as per 12 month review) and will be proposing improvement plan based on learning and identified gaps. The OPAS action plan drafted and will be reviewed at SLT on 15 Oct. Action plan agreed. New style report went to SPB Q 2, good evidence available on Service performance. Work to continue in 2020</p> <p>Percentage of eligible staff in qualification monitored through SPB, SLT and A&amp;G. Performance measured against core areas of the Fire Professional Framework. WP Group considering qualification requirements and specialisms.</p> <p>Oversight through SDMT monthly, SD managers ongoing checks. Progress updated to SLT as part of OA review. Generally good compliance. Next SDMT review due 22.10.19. Email to WBSM/Hub</p>	19	19	



Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
	<p>watch's are complying with reading operational bulletins and H&amp;S bulletins and that records are accurately maintained to confirm this has happened.</p> <p>New method for recording Ops and H &amp; S bulletins</p> <p>To monitor the number of development staff in RBFRS currently</p>	<p>Managers stating requirements of monitoring and individual responsibilities sent Feedback gained from WBSM's on ops training planner knowledge and accessibility by FF's</p> <p>New WM Ops policy starts in post 13 Jan 2020. Recruitment process for GM Ops guidance completes 10 Jan. NOG progress review to start Jan 2020.</p> <p>Regular reporting to be commenced for quarterly SPB. A new process for O/A feedback is now in place and working including a new mobilising procedure for monitoring/mentoring. SDMT to review progress on 22.10.19. SPB Q2 reports gave clearer view of completion rates. This is now an on-going activity</p> <p>Records maintained. L&amp;D courses scheduled for 2019/20 year, with those individuals acting up / temp promoted having been booked on to available courses. Review of any changes in those requiring ICL1 course to be undertaken by R&amp;D and L&amp;D. Review of BA2 to BA1 underway and nearing completion subject to SLT decision. External Standards Verifier visit for ICL1 course scheduled for 23/01/2020.</p> <p>Communication issued to all watch's for compliance with current process. Action plan in development to consider process and compliance. Station Audits to incorporate review of compliance. Ops bulletins completion monitored by RSG monthly. Report to SPB Q2, good progress being made. This is now monitored through SPB</p>			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
		<p>PAS have created a easier to use recording system on Firewatch for Ops and H&amp;S bulletins, and these has been sent to all the staff. This is accessible on SQL reports to drill down to watch level. This forms part of the OPAS review. This has been completed</p> <p>To work with workforce planning and L&amp;D to monitor the number of staff in development and their progress towards competency. Workforce planning fully aware of the number of development ops staff and monitoring. Currently going through DAP inductions for the GM's. DAPS inductions for GM's completed.</p>			
<b>ESMCP (Risk: 418) Risk Owner: Deputy Chief Fire Officer</b>					
<b>Inherent Risk Score: 18</b>					
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.	<p>Service level project board to oversee RBFRS delivery across national programme workstreams and SC partners.</p> <p>Representation on SC Programme Board with funded programme support and appointed staff within each regional workstream group.</p> <p>Representation on National Fire Customer Group by DCFO for SC Region</p> <p>Established relationships with 3ES partners across region to ensure sharing of information and</p>	<p>Head of BIS internal sponsor. RBFRS project Board in place. Board tasked with developing RBFRS options under new ESN. RBFRS/BFRS &amp; OFRS mobilising to create joint detailed planning approach. Update: project team will restart progress meetings imminently</p> <p>Current commitments remain sufficient. Monitoring commitment to workstreams in context of incremental approach to ESN delivery and on-going uncertainty. Queries over spend of grant funding being resolved with NP with monitoring of spend reported quarterly and bus case required for 2020/21 grant funding.</p> <p>Continue to attend FCG for updates and input to National Programme. Next attendance 10.01.20.</p>	14	14	

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
<p>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.</p>	<p>collaboration opportunities identified.</p> <p>Preparation of systems (e.g. TVFCS ICCS) being completed with national programme funding already secured</p> <p>Regular reporting to Audit and Governance Committee to ensure transparency in service and national programme progress</p> <p>Detail resource requirements to ensure all workstreams are successfully delivered</p> <p>Development of delivery options and plan to support ESMCP take on by ESMCP indicative date of Dec 2022</p> <p>Regular reporting to TVFCS Joint Committee to ensure alignment of approach and awareness of NP progress and risk</p>	<p>Provides opportunity to coordinate FRS position, offer constructive challenge and share COP across services</p> <p>Contact continues to be maintained through SC Board. Police regularly attending with better alignment with Police Region and SE and SC Fire Regions. SCAS less connected and this reflects differing national approach by ambulance. Work underway to coordinate network assurance activity with Police and SE Region.</p> <p>DNSP and ICCS upgrades are complete. Not yet known if incremental approach to delivery will create any further upgrade needs and consequently funding. Introduction of KODIAQ interface creating potential change and remains unclear if NP will fund. Clarity is being sought.</p> <p>Quarterly reports being made as standard practice. NP reps attended service and presented to FA members on 04 July. Update report presented to A&amp;G on the 27 January 2020.</p> <p>Incremental approach being worked to (subject to FBC now delayed until Spring 2020). Workstreams leads provided deployment plan for TV services though this came with low confidence and a number of assumptions. RBFRS leads are looking at feasibility of early adoption of ESN Direct product for more cost effective station end solution.</p> <p>Work in progress through project board but subject to FBC by national programme - further delayed to end of 2019. Output from joint planning session to</p>			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
		<p>feed into updated PID for programme board. Update: PID review dependant on project team meetings restarting.</p> <p>Update report presented to TVFCS Joint Committee Dec 2019. Committee noted response from Sir Phillip Rutnam, Perm Sec, to joint letter sent Sept 2019 registering their concerns as to ESMCP NP progress and risks. Next update due to cmmt Spring 2020.</p>			
<b>Operational Availability, Crewing and Capabilities (Risk: 419) Risk Owner: Deputy Chief Fire Officer</b> <b>Inherent Risk Score: 21</b>					
<p>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</p>	<p>Focus on RDS recruitment, training, succession planning and retention</p> <p>RDS management and training support</p> <p>Watch management accountable for management of leave policy, maintaining an accurate crewing forecast and ensuring appropriate level of qualifications on watches</p> <p>Hub managers accountable for ensuring leave policy adhered to, watch levels are managed across stations and vacancies are managed.</p> <p>OPAS accountable for monitoring and reporting on crewing levels across the service (WDS, RDS and</p>	<p>Recruitment, HAGs and training proceeding as per existing plans and forecasts as expected. Monitored through RDS working Group and Workforce planning. The success of recruitment is creating additional pressure and burden on training demand. Training overview provided at workforce planning, RDS is progressing well. SM Paul Thomas now in place for the West Hub, possible extension to his role across the other On Call stations in Central Hub to provide consistency</p> <p>Ongoing and increased support from WDS hub stations. Review of assessor support underway with R&amp;D. Pressures in L&amp;D capacity noted and to be monitored to assess additional investment needs. New GM A Hub roles will assist with managing this risk, GM A's now in role and starting to manage the training. GM A's making progress on managing this area</p> <p>T&amp;F established to review PAOT use (met 25.06.19) to id efficiency and effectiveness</p>	14	14	↔

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
organizational reputation.	<p>FDO).</p> <p>On-going proactive management of service delivery workforce planning needs through the Workforce Planning Group</p> <p>RDS Working Group and RDS User Group established post RDS project to maintain focus on recruitment, retention, training and succession to build and maintain sustainable RDS capability</p> <p>Completion of process mapping and improvement planning of systems and processes supporting availability, crewing and succession planning.</p> <p>R &amp; R are are drafting a new leave policy to reflect the changes to staffing levels across the Service. This should ensure that RBFRS do not go below minimum crewing (due to leave). The leave policy is under consultation with the FBU.</p>	<p>opportunities. Qualification levels being maintained well at station level. Performance issues to be addressed through SDMT. Revised leave policy agreed Nov 2019. Revised optimisation of crewing policy now in consultation with the FBU. Combined with new hub roles emphasis is on managing PAOT within agreed 2020/21 budget</p> <p>SD monitoring and managing at Hub level to drive compliance. Recent changes (RMS/FDO etc) will create some localised leave impacts. A new leave policy in place following engagement with the FBU. Optimisation of crewing revised and shared with the Rep Bodies over Christmas for comment</p> <p>FW/Vision used for oversight of crewing. ID and raise concerns for SD Hub managers to address if not already in hand. Reporting through Workforce Planning in place for consideration against establishment and PAOT. Hub managers to be responsible for crewing. This has been raised at the individual Hub Meetings. New Firewatch report allows easy view of staffing with all impacts such as sickness or training counted. Hub Managers requested to check pinch points due such as Feb half term</p> <p>Long term forecasting and reporting for establishment, crewing and PAOT now in place and overseen by WPG to understand competing pressures. FF Recruitment for 2019 underway. Promotion process linked to RMS/FDO project complete. RMS/FDO Phase Two now complete, this will lead to a revision of staffing. Development of Firewatch system is progressing which will stop</p>			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
		<p>the ability to book leave below a defined number of FFs, Optimisation of crewing policy out for consultation with the Rep Bodies</p> <p>RDSWG meeting regularly. Primary issues currently around training and support to convert recruitment to fully qualified crew for appliances and support retention. SD managers working with L&amp;D to progress. Hub managers and On Call understand the travel in relation to competency timelines. Work on the timeframes for BA being completed. Proposal for BA competency is going to workforce planning 06/12/2019. At December RDSWG it was agreed to re-focus on retention, development and contract hours.</p> <p>Awaiting Librea report for 'As is' work and need to commission Librea 'To be' work within the confines of the recent business case for engaging Librea for further process improvement work. Outcomes factored into new post to provide Business Support. B/support now in place and working towards more effective reporting and processes. New GM in post and will do a review of the work activities</p> <p>Revised Leave policy agreed Nov 2019 following engagement with the FBU. Work commissioned on an upgrade for Fire Watch staffing system to block the granting of leave when on minimum crewing (60). Optimisation of crewing policy being updated to reflect changes in leave and new RMS/FDO structures. Currently with RB's for consultation</p>			
Capacity, Capability and resilience (Risk: 422) Risk Owner: Director of Support Services					



Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
<b>Inherent Risk Score: 21</b>					
<p>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 of the workforce reform programme and vision 2019, then we can expect to fail to deliver against our statutory requirements and broader organisational development objectives</p>	<p>strengthen workforce planning information to cover all staff and regularly review as part of performance monitoring</p> <p>Increase flexibility of recruitment policies to enable RBFRS to attract and retain the best staff</p> <p>Review reward and recognition arrangements for all staff</p> <p>in terms of resilience we have a number of grey book staff who have been in temporary positions for a considerable then of time and through the workforce planning group we need to determine a plan to substantiate position where possible</p> <p>Ensure sufficient capacity in officer specialism before, during and after implementation of phase 2 RMS/FDO</p> <p>Increase capacity for RDS training and development resource</p> <p>Review L&amp;D Delivery Model</p>	<p>We have now established a number of workforce monitoring reports that enable us to assess capacity, capability and resilience across the majority staff groups. We still need to develop a process for monitoring and managing green book specialisms i.e. FSIOs</p> <p>The next stage of the recruitment project will be training for managers on writing job descriptions to include behaviours. We have made good progress with the remaining recruitment project actions but this has now been paused until a new project manager is appointment</p> <p>a review of Reward and recognition has not yet started but scheduled to commence before the end of Q4 19/20</p> <p>We have now significantly reduced the number of stations based staff in temporary position and by the 1st Jan we expect this to be in single numbers. We will continue to monitor through workforce planning (WFP) This treatment will now be closed.</p> <p>This area continues to be scrutinised at workforce planning (WFP) and monitored by OPAS. We have a plan in place to manage FI in the short and medium term with new ways of working for protection to identify a longer term solution. We need to train an additional NILO and 2 additional HEMPA officers to support the 6 officers lines, Service Delivery to identify suitable officers, training has been sourced and funded. Water and Animal rescue options are out for informal</p>	18	15	↓


Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
		<p>consultation.</p> <p>The close down of the Retained Support Unit and the increase in number of RDS staff in development has had an impact on the overall training capacity. L&amp;D and R&amp;D are working with SD to find ways to manage the increase in demand. The implementation on the new hub structure will see a single officer focus on RDS support and management and the new LMS will help support 'on demand' training provision. The TV collaboration project is still at the scoping stage.</p> <p>The initial scooping work has been completed and a picture of current demand has been established. Further work has been put on hold enable the implementation of phase 2 RMS/FDO</p>			
<b>Management of Corporate Data, Information and Knowledge (Risk: 482) Risk Owner: Head of Business Information Systems</b> <b>Inherent Risk Score: 17</b>					
<p>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</p>	<p>Create a data classification framework to ensure that appropriate departments and individuals are sighted on the data classes their role(s) demand, and which defines the management and handling of specific record types.</p> <p>Review and update email distribution lists to reduce unnecessary exposure to information</p> <p>Establish a set of procedures,</p>	<p>Draft framework accepted. Work has begun to draft the business case for necessary resourcing to progress. Update: Work restarted - business case due for SLT review in January 2020</p> <p>Treatment Completed. Initial scope identified and tangible deliverables documented. Ongoing examination on lists in action Update: distribution lists now under BAU review on a monthly basis.</p> <p>Will be incorporated into revised business case for presentation and approval in January 2020</p>	16	16	↔




Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
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 our strategic objectives	methodologies and measures to provide assurance of ongoing compliance to information management policy.				
<b>Volatility of funding (Risk: 506) Risk Owner: Chief Fire Officer</b>					
<b>Inherent Risk Score: 24</b>					
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.	<p>Political engagement with Central Government to ensure new burdens are matched with new funding</p> <p>Political engagement with Government to remove precept cap and referendum requirements which will allow additional flexibility in local funding</p> <p>Engagement with Central Government, through Political lobbying, Fire Finance Network and NFCC, on new Fire Funding proposals</p> <p>Engagement with fire minister and Home Office Officials to explain and clarify RBFRS pressures and</p>	<p>Responded to Central Government on 2020/21 Local Finance Technical Consultation. Engagement with Berkshire MPs has been encouraging and engagement continues.</p> <p>Currently being considered for Fire sector but not for 2020/21</p> <p>Will input into consultations via NFCC if generic or through the Chairman if specific to Berkshire.</p> <p>Meeting with Jonny Bugg on 3 July to explain funding shortfalls and unavoidable cost pressures. Lobbying continues.</p> <p>Chairman has written to all local MPs to canvas support for flexibility in precept funding. Chairman wrote to local MPs on Comprehensive Spending Review and Fire funding 2020/21 on 27 August 2019.</p>	22	22	↔


Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
	<p>risk/ demand methodology.</p> <p>Write to all Berkshire MPs to gain support for our return to Government for the Local Finance Technical Consultation</p> <p>Respond to the one year settlement that was announced on 4/9/19</p>	<p>RBFA response built on general NFCC response on behalf of the fire sector</p>			
<b>Management of Resources (Risk: 507) Risk Owner: Assistant Chief Fire Officer</b> <b>Inherent Risk Score: 24</b>					
<p>If we fail to manage resources tightly which is more likely in the short term given that the organisation has undergone substantial restructuring then we can expect that resource utilisation will be sub-optimal which will negatively impact on our ability to deliver an efficient and effective service to the public.</p>	<p>Robust internal budget monitoring and management processes</p> <p>Initiate budget setting process for 2020/21 in September</p> <p>Agility in internal planning processes to ensure delivery plans are matched to Medium Term Financial Plan</p> <p>Effective and flexible Treasury and Reserves management</p> <p>Established relationships with 3ES partners across region to ensure sharing of information and collaboration opportunities identified.</p>	<p>Additional resource has been allocated to enhance budget monitoring of capital projects.</p> <p>Budget setting timetable presented to SLT Aug 2019 with detailed work commencing September 2019. Savings targets have been issued to heads of service and responses received</p> <p>Regular forecasting in place to ensure resources being effectively utilised and to identify and address variances at an early stage (this includes new WBSM's). Cross departmental working established through Workforce Planning Group.</p> <p>15 year capital strategy presented to Fire Authority in February 2019. Annual refresh work has commenced and will meet with relevant Members in January</p> <p>On-going treatment. Work with Police , regional FRS's and SCAS through range of forums</p>	18	15	↓


Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
		(ESMCP, SEORRG, LRF, BRG TV Collaboration and Partnership etc).			
<b>Property Capital Projects - Theale (Risk: 516) Risk Owner: Head of Property Capital Projects and Estates</b>					
<b>Inherent Risk Score: 22</b>					
If the site remediation works are more extensive than surveys indicate, which is possible on this site, then we could see an increase in the costs to carry out the remediation works.	<p>Site remediation is part of a separate tender to the main build contract. Contractor will be nominated by RBFRS and will be a sub-contractor to the main contractor. Site will be remediated in line with requirements for build contract and planning.</p> <p>Close engagement with nominated remediation contractor will identify any additional risk factors that may impact on cost of remediation.</p> <p>Working with remediation contractor to seek opportunities for cost reduction.</p> <p>Land acquisition agreement includes up to 90k cost recovery for JKW removal and treatment. NR intend to do some removal prior to land purchase.</p>	<p>Specialist contractor nominated and now forms part of main contractor tender process. Main contractor tender will complete in November, at which point, both contractors will move forwards with this project together in full alignment.</p> <p>All risks are being identified to ensure that they can be removed or mitigated to avoid any financial impact. Any impact is now expected to be time based, not financial, therefore contingency will be built into project programme.</p> <p>Early indication suggest a potential cost reduction of up to 60k</p> <p>Agreement in writing received 18.10.19</p>	18	18	
<b>Employer Pension Contribution Increases (Risk: 559) Risk Owner: Assistant Chief Fire Officer</b>					
<b>Inherent Risk Score: 24</b>					
If RBFRS fails to receive sufficient government funding to pay for increases in the	Political engagement with Central Government to ensure new pension burdens are matched with new funding	Issue continues to be highlighted via responses to consultation on Fire Funding. Grant secured for 2020/21 but uncertainty after that.	24	21	

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
employer contribution rates of firefighter pension schemes, which is likely given the squeeze on public finances, 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.	<p>Political engagement with Government to remove precept cap and referendum requirements which will allow additional flexibility in local funding to meet pension burdens</p> <p>Engagement with Central Government, through Political lobbying, Fire Finance Network and NFCC, on new Fire Funding proposals to take account of pension burdens</p> <p>Write to all Berkshire MPs to explain pension pressure</p>	<p>Met with Jonny Bugg, Deputy Director responsible for the Fire Strategy and Reform Unit at the Home Office on 3 July. Further engagement with local MPs ongoing</p> <p>NFCC has written to the Chief Secretary to the Treasury to lobby for additional funding to cover the pension increases</p> <p>Continue to inform MPs of pension pressures impacting on Revenue Budget</p>			
<b>Firefighter Pensions (Risk: 563) Risk Owner: Head of HR and L&amp;D</b>					
<b>Inherent Risk Score: 21</b>					
If we do not comply with the various pension regulations and keep up to date with pension arrangements; which is becoming increasingly likely given the complexity, frequency of changes and limited pensions expertise and capacity within the HR department, then we can expect to be in breach of the regulations, subject to	<p>Pension Audit -Audit activity by the Pension Administrators and RSM to ensure application of regulations and accurate records exist</p> <p>Pension Board - Pension Board to ensure the Employer is responding to legislative changes and requirements e.g. various surveys</p> <p>Technical Expertise - Engage in Pensions forums and workshops to access up to date information and share learning</p> <p>Scrutiny - Provide six monthly</p>	<p>Audit undertaken - substantial assurance received - one low action identified in relation to succession plans for WYPF - completed. New 2019/20 audit scope defined. Audit completed 19/20 Q3</p> <p>PB reviewed comms. Bulletins examined and checks to ensure both the employer and Administrator complete activities to deadlines - reg reviews. Case outcomes to have impacts TBC and additional treatment added.</p> <p>Engage in regional meetings &amp; via WYPF. Finance &amp; HR reps attend LGA conferences. Data conference 3/4/19. Tech updates via WYPF &amp; bulletins. Further LGA training for PB and others. Latest meeting Oct 2019</p>	18	18	

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
scrutiny from The Pensions Regulator, potential enforcement and penalty notices and adversely impact employees and pensioners, which are significant in respect to our financial security, employer duties and our reputation.	<p>performance reports to Audit and Governance Committee from the Pension Board</p> <p>Administrator - Ensure Pension Administrator provides regular monitoring reports indicating performance against SLAs and legislative changes and other administration requirements</p> <p>HR team - Regular review of bulletins and communications to ensure action is directed to the correct place and timelines can be met. Regular engagement with Finance department.</p> <p>Finance Team - Monthly reconciliation of Pension Account</p> <p>Review position on split pensions following FPS bulletin 18</p> <p>Case law impacts individuals tapered out of 1992 scheme and application of modified scheme - FRSs awaiting guidance on how to manage - Resources to address to be identified</p>	<p>Six monthly reports now provided to A&amp;G - last March 2019. Change to Employer reps to go to FA Feb 2020. presentation to go to A&amp;G in Jan 2020</p> <p>Monthly reports provided and updates on specific actions arising from Pension Bulletins confirmed and shared with Pension Board for scrutiny. - Completed and ongoing</p> <p>Review of bulletins issued each month - actions and progress recorded on HR pensions action plan. Await guidance following outcomes of cases - modified/1992.</p> <p>Monthly reconciliations completed by Accounting Manager, any discrepancies raised with HR, payroll provider and made known to WYPF as necessary</p> <p>WYPF confirmed applying rules correctly. Review of historic records completed WYPF completing calculation with view to finalise by end of March 2020 and notify by end June 2020</p> <p>Consider additional resources (HR/WYPF) req'd to support administration of pension changes (not currently clear). Reviewing requirements in relation to other staffing challenges. Interim remedy highlighted / awaiting HO guidance</p>			
<b>Asset Management (Risk: 565) Risk Owner: Deputy Chief Fire Officer</b> <b>Inherent Risk Score: 21</b>					
RBFRS needs clear visibility of assets and	We are maintaining existing mechanisms for recording assets	Tranman in place for vehicles; Firewatch in place for equipment requiring on-going maintenance or	18	18	

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
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.	<p>and equipment to support maintenance regimes.</p> <p>Established maintenance schedules for vehicles and equipment and PPM for Buildings.</p> <p>Roles in place for operational management and improvement of assets and equipment (vehicles, equipment and buildings).</p> <p>New ways of working and revised policy and processes to improve visibility and on-going lifecycle management of assets.</p> <p>Consideration of existing and potential alternative management systems and tools to underpin and improve any renewed ways of working, policies and practices.</p> <p>Ensure any asset management process improvement or system developments align with finance asset register to ensure it is maintained accurately and in a timely manner</p> <p>All new property builds will have asset marking built into the requirements specification ahead of tender.</p>	<p>managed lifecycle. Facilities asset list for compliance and maintenance items are to be refreshed and reviewed by new contractors as they come on board as part of the transition away from Kier. Transitions will start from end of November.</p> <p>Fleet and equipment being managed to planned schedules. Statutory compliance near 100% for buildings. Compliance reported on a monthly basis. Reporting procedures to be reviewed as part of facilities transition to different contractors after end of November 2019.</p> <p>Fleet manager and Team ensuring compliance with servicing schedules; REO, Supplies and Assets mgr and equip. techs ensuring Ops. Equip. recorded, managed and serviced. Facilities Mgr. &amp; team managing facilities and overseeing compliance. Work now in development to ensure team structure appropriate post new facilities contracts.</p> <p>Job profile evaluated. Advert to go out w/c 09/12.</p> <p>No new systems will be considered until further work has been completed on improving ways of working and processes for management of assets. Recent stakeholder meetings with finance and IT suggest current internal systems offer potential to facilitate new process improvements in asset management without the need for new systems or significant additional spend.</p> <p>Finance are now an active stakeholder in improvement process work and a base</p>			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
		<p>understanding of finance requirements is now clear. Continued work and engagement required as this project progresses.</p> <p>Once established, HoCPE will include within new build/ refurb build specs.</p>			
<b>High Rise Evacuation Management (Risk: 570) Risk Owner: Deputy Chief Fire Officer</b> <b>Inherent Risk Score: 18</b>					
<p>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</p>	<p>Provide training to TVFCS staff and officer lines on learning outcomes from Grenfell</p> <p>Provision of assurance through testing and exercising</p> <p>Set up a task and finish group to look at Policy, procedures, tactics and equipment required.</p> <p>To complete a project that assesses RBFRS High Rise policy and procedures and implement any agreed changes</p>	<p>Completed.</p> <p>A high rise operational exercise is being planned by Central Hub in conjunction with Richie Hamilton / Tim Rickard to test policies and procedures. This didn't go ahead due to operational activity, Central Hub to re-book. Central Hub have completed a High Rise exercise and they will feedback the outcomes. Slough Borough Council have given permission to use one of their old buildings for training purposes with training events already taking place. Ops Assurance forms have been completed</p> <p>Paul Binyon to discuss availability of staff with Policy and Collaboration to free time up to support a Task and Finish group. Once populated the group will be established and T.O.R. agreed. Agreement from ACO to utilise SM Rickard T&amp;F now set up. This is superceded by the below.</p> <p>A task and finish group has been set up with the relevant members and a monthly meeting is now in diaries. Tim Rickard to create a project plan for this High Rise review. SLT agreed to change the evacuation strategy. Tim Rickard to complete.A</p>	18	14	

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
		PID to be completed to set up a small project team and is now in draft. Further meetings have been held and a project team met on 26/11/2109, second meeting is on 4th November. This has now been superceded by a project team sponsored by ACO Mark Arkwell			
<b>Facilities Contractors (Risk: 575) Risk Owner: Deputy Chief Fire Officer</b>					
<b>Inherent Risk Score: 23</b>					
If our main facilities contractor cannot provide maintenance and repair services to our estate, which is increasingly likely given the wider industry landscape involving similar service providers then we can expect that our statutory compliance, preventative maintenance schedules and defect repair capability will be severely affected. This impact could affect our ability to respond effectively from our stations and have adverse effects on our financial position by having to source alternative service providers.	<p>Monthly contract meeting in place to discuss overall performance and company landscape.</p> <p>Establish alternative ways to provide the services required.</p> <p>Facilities team to develop a more comprehensive understanding of future supplier contracts across multiple disciplines.</p>	<p>Contract ended on 29/11. Compliance information handed over. Still in contact to cover outstanding invoice and personnel queries.</p> <p>Most of the contracts are now awarded or in the final stage of tender process. Where contracts are yet be awarded, interim contractors will be in place to provide a service as required until final contracts are awarded. Recent out of hours calls have been dealt with by new contractors.</p> <p>Plan to distribute management of contracts across the team once new ways of working and new contracts are established.</p>	21	15	



Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
<b>Failure in Delivery of ESMCP National Programme (Risk: 576) Risk Owner: Deputy Chief Fire Officer</b> <b>Inherent Risk Score: 22</b> This is a new risk, replacing a previous National ESMCP risk due to developing circumstances.					
If the ESMCP National Programme fails to deliver a new Emergency Services Network (ESN) or key component parts of ESN that properly enable FRS mobile communications, then the service risks degraded reliability of the existing airwave system; significantly higher costs for airwave; limited scope for improvements to ways of working as would be enabled by ESN, and potential impact to dependant technology projects, directly impacting delivery of services and consequential negative public confidence and reputation	<p>Formally highlighting and recording the Fire Authority's concerns with the Home Office to ensure they recognise the impacts on RBFRS as a user organisation.</p> <p>Communicate service and wider South Central regional concerns through established routes to engage with the National Programme (Fire Customer Group and NFCC Lead)</p> <p>On-going consideration of ESN National Programme timeline and delivery model</p> <p>Development of an RBFRS outline delivery plan to assess viability to deliver within timescales of Airwave Shutoff (currently Dec 2022)</p> <p>Monitoring and challenging National Programme as to timeline for delivery of ESN products and whether those products will meet original expectation or provide capability within current cost constraints for Airwave.</p> <p>Close monitoring of the National Programme approach to Airwave</p>	<p>National Programme have been formally and jointly written to by Chair of A&amp;G and Fire Authority Chairman. National Programme Team attended to present to FA members on 04 July 2019. Concerns of FA are voiced through Fire Customer Group. TVFCS Joint Cmmt wrote to Perm Sec Sept 19 response received Nov 19</p> <p>Attending or dialling into monthly Fire Customer Group meetings. Regional NFCC ESN team attend South Central Programme board. Monthly and other updates from National Programme shared with key staff for impacts and feedback. Quarterly updates now provided to NP on spend of Transition Grat funding. SC outline deployment plan provided to NP (no assurance given)</p> <p>NP aware we have low confidence in current Airwave shutoff date and NP timeline. Through deployment planning work NP aware early decision on extension. Update: Airwave shutoff date position being driven by FRS (and other 3ES planning returns. Feasibility of early adoption of ESN Direct for stn end equipment being undertaken. May provide more simple and cost effective solution.</p> <p>Outline plan in place which provides indicative view of implementation window from when Prime available to when Airwave shutoff. Used to provide indicative view to programme of delivery dates. Caveated that we have very low confidence</p>	New	18	n/a

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
	sustainability, reliability and costs impacts	<p>levels. FBC remains under review no update on extension of Airwave shutoff date at Jan 2020</p> <p>On-going challenge through SC Programme Board, workstream leads and at national Fire Customer Group. Regular reporting now being made to TVFCS Joint committee who have written jointly to NP registering their concerns and received response from the permanent secretary</p> <p>Monitoring feedback from FCG, NP and other users for indications on extension of airwave. Update: Shutoff position appears may be negotiable based on FRS planning returns and is subject to National Programme FBC findings. No change up to end of 2019.</p>			
<b>Management of Cyber Security (Risk: 629) Risk Owner: Head of Business Information and Systems</b> <b>Inherent Risk Score: 21</b>					
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	<p>Carry out annual IT Health check exercises, to be delivered by independent and accredited external organisations</p> <p>Ensure action plans arising from annual health checks are expedited to minimise exposure</p> <p>Carry out annual Cyber Security Audits, to be delivered by an independent and accredited audit organisation to ensure exposure to RBFA and appropriate sub-</p>	<p>2019 ITHC completed, remedial action plan in progress. 2020 ITHC to be scheduled for Q2/3 2020. Significant risks mitigated w/c 6/1 through old server retirements</p> <p>Progress against action plan tracked weekly. Good progress made against critical and high actions, with the bulk of these expected to be fully remediated in mid December following key server decommissioning.</p> <p>Next audit scheduled for Mid January 2020</p> <p>Biweekly meeting focussing on IT Security, in</p>	New	18	n/a

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
reduced availability, integrity or currency of our data and systems.	<p>committees</p> <p>Ensure that ongoing improvements in IT Security processes are embedded and executed as business as usual activities.</p> <p>Certify and renew against government and industry accreditation schemes where available.</p> <p>Establish and execute an ongoing communications and education campaign focussing on Cyber Security in the workplace to be delivered across RBFRS.</p> <p>Ensure adequate expert resource is available to RBFRS to carry out IT Security activities</p>	<p>particular patching, updates and antivirus, are in place. This may move to monthly once initial action plan remediation is complete. Meetings ongoing.</p> <p>Support for Cyber Essentials &amp; Cyber Essentials Plus certification already procured through Aristi. Schedule TBD, but likely soon after remediation plan is completed.</p> <p>Investigation into mechanisms for ongoing education and testing of Cyber Security arrangements underway with two vendors.</p> <p>Incorporate into planned organisational review of ICT in Q4 19/20</p>			
<b>LGPS Increased Pension Contributions (Risk: 632) Risk Owner: Assistant Chief Fire Officer</b>					
<b>Inherent Risk Score: 21</b>					
If RBFRS fails to receive sufficient government funding to pay for increases in the employer contribution rates of the Local Government Pension Scheme, which is likely given the squeeze on public finances, we can expect to face further	<p>Political engagement with Central Government to ensure new pension burdens are matched with new funding</p> <p>Political engagement with Government to remove precept cap and referendum requirements which will allow additional flexibility</p>	<p>Awaiting audited accounts from the Berkshire Pension Fund before taking further action.</p> <p>Responded to the Government technical consultation on Council Tax principles.</p>	New	18	n/a

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr Risk Score	Current Risk Score	Direction of travel
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.	in local funding to meet pension burdens				

## Risks closed since last report

<b>No deal EU exit (Risk: 561) Risk Owner: Deputy Chief Fire Officer Inherent Risk Score: 21</b>	
If a 'no deal' EU exit happens, which is becoming more likely given the political uncertainty surrounding the governments proposed deal the we can expect potential disruption to goods, services and finance and personnel which is significant in managing and delivery our core services	Reason Risk Closed: Closed post-election. No longer a current risk. Situation will be kept under review and a new risk written if required.
<b>Capacity to respond to Subject Access Requests (Risk: 556) Risk Owner: Head of Business Information Systems Inherent Risk Score: 18</b>	
If we receive a significant volume of Subject Access Requests, which is increasingly likely due to recent introduction of new rights under GDPR/the data protection act 2018, we may be unable to respond within legislative timescales due to the complexity of subject data searches within RBFRS	Reason Risk Closed: No longer a Corporate risk – managed by Head of Service

## Accident Investigations

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2019/20 YTD
Accidents Requiring Investigation	Minor	4	11			15
	Moderate	5	5			10
	Major	0	0			0
Near Misses Requiring Investigation	Minor	2	8			10
	Moderate	5	5			10
	Major	1	0			1
*Accident Investigations Outstanding	Minor	0	0			0
	Moderate	0	2			2
	Major	0	0			0
*Near Miss Investigations Outstanding	Minor	0	0			0
	Moderate	0	0			0
	Major	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, with little pain or discomfort, 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 that causes a death or a specified injury as defined under; or a near miss event, including Dangerous Occurrences as defined under RIDDOR, which had the 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.

## Audit Recommendations

Ref:	Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Open / Closed	Date of Audit Report	Allocated to
156	<b>Procurement Advisory Review</b>	Recommends RBFRS considers investing in contract management software which may serve as a repository of documents alongside providing other information such as key trigger dates within contracts.	31/12/2018	31/03/2020	n/a	The Authority is currently planning to purchase an additional Sage module that will encompass this information and link this to the scanned copies of live contracts on the S drive. Current processes have been reviewed and a specification which incorporates a requirement for contract management software will be issued to the market in Q3 2019/20.	<b>AMBER</b>	<b>Open</b>	07/12/2017	Procurement Manager
198	<b>Firefighter Pension Administration</b>	Implement written succession plans for 'Fire'	30/09/2019	31/1/2020	Low	Delays to the sign off of the organisational review by the	<b>RED</b>	<b>Open</b>	15/03/2019	WYPF Business Manager

		clients with reference to specific RBFRS workarounds where appropriate.				Council has resulted in the delay of the development of a formal written succession plan for WYPF. Interim measures have been put in place to address the risk identified through the recruitment of additional resource.				
199	Key Financial Controls	The authority will ensure all reconciliations are conducted in a timely manner and ensure account information is obtained promptly to set up banking codes within the finance system. Furthermore, relevant comments will be documented	01/04/2019		Medium	Reconciliation timetable and procedures are in place. New codes are only required when new investments are placed with counter parties not previously used. This has not occurred again since the audit was completed, but will be requested as a matter of priority in future.	GREEN	Closed	01/03/2019	Deputy Head of Finance



		within the Excel spreadsheet to easily and clearly explain variances.				Supporting explanations for variances have now been enhanced.				
200	<b>Key Financial Controls</b>	The authority will ensure the debt spreadsheet is reviewed in line with the Accounts Payable and Accounts Receivable daily tasks to chase debt in a timely manner	01/04/2019		Low	Accounts Officers have been regularly maintaining the debt records throughout 2019/20 with debt being chased in a timely manner.	Green	Closed	01/03/2019	Exchequer and Systems Manager
201	<b>Key Financial Controls</b>	RBFRS are planning a Purchase to Pay project and will build secure method for sign off requirement into the project.	31/03/2020		Low	A tender specification will be issued to the market in Qtr 3 19/20, with a new system implemented in Qtr 4. Secure sign off will be incorporated into this.	Green	Open	01/03/2019	Deputy Head of Finance

202	<b>Business Continuity</b>	The authority will clearly identify the Strategic, Tactical and Operational Roles in response to sudden incidents. This will be reviewed on a frequent basis ensuring it captures individuals/job titles appropriately.			Medium		Green	Closed	31/07/2019	Area Manager Response and Resilience
-----	----------------------------	---	--	--	--------	--	-------	--------	------------	--------------------------------------

## Appendix A: Update on Progress of the ICT Strategy Year One

### Tony Vincent, Head of Business and Information Systems

This ICT strategy is intended to build upon the foundations of the previous strategy and add value to RBFRS through application of the principles of **Simplification**, **Collaboration** and **Virtualisation**. This is a high-level update for items agreed as part of the action plan and reflects the period June to September 2019.

Task	Progress	RAG
Help Desk ticketing and service catalogue system update	vFire has been reformatted to allow contextual access to service request and trouble ticket menus. This was to reduce the complexity in the original service catalogue menu and make it faster and easier to locate specific service requests for end-users. This activity is in support of the <b>Simplification</b> principle.	C
Networking technology refresh	RBFRS wide area network (connections between stations and HQ), Internet Connectivity, Internal WiFi and Local Area Networks (internal connections between PCs and other infrastructure) are under review with the goal of reducing complexity, increasing resilience, removing single points of failure, improving user experience, and reducing costs. Initial work associated with both WiFi, Internet and Wide Area Network design and contracts is underway with further focus on local area networks expected later in this year. This activity is in support of the <b>Simplification</b> principle.	G
Information Lifecycle Management pilot	RBFRS has completed a highly successful pilot in implementing information management lifecycle tools that will facilitate the creation and enforcement of information and data management practices across RBFRS. Benefits of the full rollout will include better management of access and permissions to data, identification of data owners, identification of stale or out of date data, more efficient ways to fulfil GDPR based searches; Identification of business critical information and semi-automated enforcement of retention schedules. Together these benefits will ensure that the principle of data minimisation is introduced to RBFRS and paves the way for introduction of more robust information management and data classification policies and procedures. The pilot has been completed and SLT approval to go to full deployment has been granted. This activity is in support of the <b>Simplification</b> principle.	C
Data Classification Framework	Work is underway to establish a standard set of primary record types and their relationships to each other in order to formalise how RBFRS documents primary business processes, their inputs and outputs. Ultimately, each business process will be documented using the standard framework and	G

Task	Progress	RAG
	associated document templates to ensure consistency of understanding across the business. In addition this work will enable opportunities for business process improvement, highlighting process interdependencies that may currently be opaque to the organisation, reveal gaps and duplication of effort and support the preparation work necessary to manage digital transformation of key business process going forward. A draft has been created and a fully costed project plan and business case is in development for SLT review later in the year. This activity is in support of the <b>Simplification</b> principle.	
Workplace Upgrade	Workplace by Facebook is the default collaboration tool currently used by the NFCC in facilitating pan-sector information sharing. RBFRS internal uptake has been significant, with multiple groups now well established within the organisation. In order to manage the workplace environment (known as the tenant) effectively, RBFRS will be upgrading to the premium level of service during the 2019-20 strategic year. Negotiations with Facebook and 3 <sup>rd</sup> party resellers are underway to accomplish this. RBFRS will be able to take advantage of more advanced collaborative capabilities like video training, video-blogging, remote group meetings, event streaming and broadcast, and group document collaboration using this tool. This activity is in support of the <b>Collaboration</b> principle.	G
ICT Laptop peripheral Evaluation	RBFRS requires additional standard issue ICT equipment if we are to expect individuals to take advantage of some of the more advanced collaboration capabilities being brought by software services such as workplace or office 365. These peripherals will enable audio and video communication capabilities for users regardless of location, in turn, improving the ability for the organisation to reduce reliance on face-to-face meetings and discussions with the attendant inefficiencies and costs involved in these type of activities. Currently under field trials are portable webcams, USB speakerphones, and USB headsets that will enhance the user experience for all participant in remote meetings. Additionally we are equipping meeting rooms with displays capable of wireless connection to Laptops for display purposes. This activity is in support of the <b>Collaboration</b> principle.	G
Vision Upgrade	Initial conversations with TVFCS and Capita are currently underway to understand the product roadmap and contractual constraints and to establish RBFRS/TVFCS path to Vision upgrade over the coming period. This activity has dependencies and places dependencies on RBFRS transition to ESN and is likely to be a multi-year project in its own right.	G





## Appendix B: Update on Progress of Fleet

**Andrew McLenahan, Head of Facilities, Fleet and Equipment.** The 2019-2023 Fleet and Equipment Strategy is intended to set out the intent to continuously improve the Fleet and Equipment Department, which will result in assisting the implementation and ongoing delivery of the Strategic Commitments. This is a high-level update for items agreed as part of the action plan and reflects the period July to September 2019.

Task	Progress	RAG
Fleet and Engineering Management structure designed to meet future needs Fleet Strategy and principles agreed and Partnership with HFRS implemented	The Joint Working Agreement with our partner Hampshire FRS to maintain our red fleet vehicles is established and working well. The Vehicle Fleet & Equipment Strategy for 2019-2023 has driven our service plans for the coming year. This strategy forms a basis from which to build upon the progressive work already undertaken to ensure RBFRS have a modern, efficient and fit for purpose fleet.	G
Agree 4 year Main Pumping Appliance renewal plan - Commence Procurement exercise with TVFRS's	As of July, two new Volvo pumping appliances located at Windsor and Wokingham, are now in fully operational. Work has started on our procurement approach for appliance provision for 2021 onwards. We will continue with the principle of doing this in collaboration with our partners in Oxfordshire and Buckinghamshire Fire and Rescue Services.	G
Review Equipment notes and technical information and create appropriate reference database	The delivery of equipment notes in the new tri service format is continuing. The work is continuing on a priority basis focused on the Thames Valley Appliance, with older notes converted as part of the review process. Other technical documentation (presentations, reports etc.) are now being prepared in a tri service format and shared across the Thames Valley.	G
Fleet Investment plan is created to align to medium term financial plan - Fleet and Equipment Asset Management plans established	The revised Strategic Asset Investment Framework (SAIF) and the new Vehicle Fleet & Equipment Strategy, identify a path of continuous improvement for the coming years in relation to fleet and equipment. The financial plans and fleet strategy show the planned programme of replacement of fleet and equipment assets. Further detailed work around our white fleet utilisation will be on-going with a view to look for more efficiencies in this area. Work to establish an agreed asset management process is continuing. The team are exploring opportunities for further collaboration with other FRS' in regards to any potential procurement that may be identified during the course of this process. As part of recent work, internal stakeholders have now	G

Task	Progress	RAG
	established a set of base requirements which are to be prioritised and explored in further detail so that required process improvements can be made.	
Agree replacement programme for Special Appliances	As per the revised SAIF and the new Vehicle Fleet and Equipment Strategy, the programme to replace Special Appliances is underway. Early work has captured some end user requirements focussing on the Operational Support Unit (OSU), Hazardous and Environmental Response Unit (HERU) and 4x4 appliance at Maidenhead. A broader risk based review of all our specialist appliance and 4x4 capabilities is to be conducted to inform our future procurement and challenge existing ways of providing these capabilities with a view to maximising utilisation and increasing efficiency and effectiveness of our resources	G
Determine multi-use vehicles requirements, available to provide off road access, flexible and effective back-up vehicles	As part of the above, a clearer picture of our options around 4x4 capability and multi-use vehicles should develop. This also is linked to the impending white fleet review and will help identify and shape our future white fleet vehicles in order to maximise fleet utilisation and efficiency.	G



## Appendix C: Information Governance Report

### Information Governance Report (July to September 2019)

**Information Requests** (under Freedom of Information Act (FOIA), Environmental Information Regulations (EIR) and Data Protection Act (DPA)).

<i>Information Requests...</i>	<b>Jul 2019</b>	<b>Aug 2019</b>	<b>Sept 2019</b>	<b>Total</b>	<b>Q"18/19</b>
New Information Requests Received	14	19	13	<b>46</b>	<b>31</b>
Total Information Requests Actioned	22	27	29	<b>78</b>	<b>60</b>
IGT - Hours Spent on Information Requests	30 ½	42	47	<b>119 ½</b>	<b>122 ½</b>
Others - Hours Spent on Information Requests	13 ¼	31 ½	46 ¾	<b>91 ½</b>	<b>53</b>
Timeframes not met (figures relate to request due date)	2	0	1	<b>3</b>	<b>5</b>
Internal Reviews (figures relate to request due date)	0	0	0	<b>0</b>	<b>0</b>



## Incident Reports

<b>Incident Reports...</b>	<b>Jul 2019</b>	<b>Aug 2019</b>	<b>Sept 2019</b>	<b>Total</b>	<b>Q2 18/19</b>
New IRS/FI requests received this month	27	13	20	<b>60</b>	<b>70</b>
IRS/FI requests confirmed <i>(includes not charged for)</i>	6	3	3	<b>12</b>	<b>15</b>
Total IRS/FI requests actioned <i>(incl. still in progress)</i>	35	18	25	<b>78</b>	<b>99</b>
Income from requests	£420.00	£210.00	£315.00		<b>£1326.00</b>
Figure in brackets - total ££ so far this year	(£1050.00)	(£1260.00)	(£1575.00)		<b>(£2,240.00)</b>

Incident Recording System (IRS) Reports are charged at £102.00 (2018/19) and £105.00 (2019/20).

Fire Investigation (FI) Reports (where produced) are charged at £354.00 (+VAT) (2018/19) and £364.00 (+VAT) (2019/20).

Report costs are waived for TVP, local authorities, and other public sector agencies.

## Appendix D: Update on Progress of HMICFRS Action Plan

Improvement	Delivered via	Progress	RAG
Prevention evaluation to better understand benefits	Collaboration, Change and Finance Service Plan: Prevention new ways of working project	Evaluation guidelines to be agreed with objectives added into the project to ensure evaluation of the project delivery areas is assessed and planned in.	G
Prevention work quality assurance	Collaboration, Change and Finance Service Plan: Prevention new ways of working project	Part of the phased programme of activity included within the project with PID approved on 2 July 2019	G
Protection work quality assurance	Collaboration, Change and Finance Service Plan	Group Manager Investigation and Enforcement to deliver a quality assurance programme for the Hub protection function. This is expected to be up and running by Q1 2020/21.	G
Address the burden of false alarms	Collaboration, Change and Finance Service Plan: Protection new ways of working project	Project objectives reviewed and include objective to develop an effective and appropriate approach to reducing unwanted fire signals. Draft policy created and awaiting review and agreement before implementation.	G
Keeping the Public informed during ongoing incidents	People Strategy, Objective 4e Corporate Services Service Plan	Arrangements currently in place within Communications and Engagement Team. Review of out of hour arrangements currently underway. Review of Communications and Engagement Strategy scheduled for Q4 2019/20	G
Operational assurance to improve operational response and incident command	People Strategy Objective 1o Service Delivery Service Plan	Review undertaken with changes already implemented related to reporting, associated Mobilisation Policy and the audit form. Action plan and implementation plan being developed for presentation to SLT for agreement on next steps	G
Best use of available technology to improve operational effectiveness and efficiency	ICT Strategy People Strategy, Objective 5e	ICT Strategy and action plan aligned to improved user experience, enhanced collaboration tools and virtualisation of services. ICT critical system user group being set up to align system changes for IBIS and Firewatch amongst others covering multiple activities including the prevention and protection projects. ICT Contract landscape evaluation underway to establish opportunities for accelerated deployment of inter-FRS collaboration capabilities. Improved engagement with ICT through Programme Office to ensure digitisation opportunities are built in to business process improvement initiatives.	G

Improvement	Delivered via	Progress	RAG
Values and behaviours understood and demonstrated	People Strategy, Objective 4c HR & L&D Service Plan	Behavioural framework being developed which will form part of the PDR process. Report to be presented to SLT in November for proposal related to understanding values and behaviours training to start in Q4 2019/20	G
Effective use of competence recording system	People Strategy, Objective 1m HR & L&D Service Plan	Operational Training Programme Project has incorporated delivery and communications support to staff when using the system as well as putting in place structures within the R&D department to provide guidance	G
Effective grievance procedures in place	People Strategy Objective 5a HR & L&D Service Plan	Review of process and policy completed and changes to the process were agreed at the Audit and Governance Committee on 17 September 2019. Implementation being planned.	G
Staff are confident in using feedback mechanisms	People Strategy, Objective 4b, 4f HR & L&D Service Plan	Review of Communications and Engagement Strategy to be completed in Q4 and will incorporate engagement practices to ensure feedback mechanisms effective and clear. Communications Plan for the Staff Survey to include communications across all channels when results published.	G
Process to identify, develop and support high-potential staff and aspiring leaders	People Strategy Objective 3 HR & L&D Service Plan	Project due to be initiated in Q4 2019/20	NS

## Appendix E: Quadrant One: Service Provision Measures Definitions

CM	Measure	Definition
1	Number of fire deaths in accidental dwelling fires	The total number of deaths that occur as a result of an accidental dwelling fire. This includes a person whose death is attributed to an accidental dwelling fire, even when the death occurs weeks or months later.
2	Number of fire casualties in accidental dwelling fires	The total number of 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	% of safeguarding referrals made to local authorities within 24hours	To ensure that safeguarding referrals are made in a timely manner for the protection of individuals. This is the time taken from the Duty Officer or Safeguarding Coordinator being made aware of a safeguarding case, to the referral being made to the local authority.
4	The number of deliberate primary fires	This is the total number of primary fires, where the cause has been identified that the fire was started deliberately.
5	The number of deliberate secondary fires	This is the total number of secondary fires, where the cause has been identified that the fire was started deliberately.
<b>Prevention</b>		
6	Number of Safe and Well visits (S&W's) delivered to those who are at heightened risk of dying in the event of an accidental dwelling fire	Research has shown that certain vulnerable groups are at heightened risk of dying in an accidental dwelling fire. S&W's will be targeted towards these vulnerable groups.
7	Number of S&W's delivered to those who are at heightened risk of having an accidental dwelling fire and being injured as a result	Research has shown that certain groups of people are at heightened risk of having an accidental dwelling fire and being injured as a result. S&Ws will be targeted towards these groups.
8	% of home safety 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 home safety visit is conducted within 48-hours.

CM	Measure	Definition
9	% of priority home safety referrals, where there is a significant heightened risk of an individual dying in the event of an accidental dwelling fire, completed within 48 hours.	When RBFRS are made aware of a home or an individual who is at significantly high risk of dying in the event of an accidental dwelling fire, a home safety visit is conducted within 48-hours.
<b>Protection</b>		
10	Total Number of Full Fire Safety Audits carried out	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. 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.
11	% of audits where the results were satisfactory	This is the number of closed fire safety audits carried out in commercial premises, where the result was satisfactory and no further action or follow-up was required.
12	The number of formal and informal fire safety activities	<p>This is the total number of formal or informal fire safety activities that have been issued a:</p> <ul style="list-style-type: none"> <li>• Action plan</li> <li>• Deficiency Notices</li> <li>• Enforcement Notice</li> <li>• Prohibition Notice</li> <li>• Alternations Notice</li> <li>• Voluntary Restriction</li> <li>• Formal Caution</li> <li>• Prosecution Notice</li> </ul>
13	Success rate when cases go to court	This is the ratio of successful prosecutions following fire safety audits.
14	% of statutory fire safety consultations completed within the required timeframes	<p><i>Statutory fire consultations have a set timeframe in which they must be completed and include:</i></p> <ul style="list-style-type: none"> <li>• <i>Licensing</i></li> <li>• <i>Building regulations</i></li> <li>• <i>Building regulations approved supplier</i></li> <li>• <i>Marriage Act</i></li> </ul>

CM	Measure	Definition
<b>Response</b>		
15	% of occasions where the first fire engine arrives at an emergency incident within 10 minutes from 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.
16	% 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 fire fighters (4 personnel) on all wholetime pumping appliances (fire engines). A wholetime frontline pumping appliance is available 24/7, 365 days a year.
17	% of hours where there is adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing)	This is the percentage of hours where there is sufficient minimum qualified fire fighters (4 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.
<b>Customer Feedback</b>		
18	% 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.
19	% 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.
20	% 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.
21	% 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.

## Service Provision Service Measure Definitions

SM	Measure	Definition
1	The percentage of occasions a second fire appliance attending a dwelling fire arrives within 2 minutes of the first appliance to arrive.	
2	The percentage of occasions a second fire appliance attending a road traffic collision arrives within 2 minutes of the first appliance to arrive.	
3	% of occasions where the time to answer emergency calls is within 10 seconds	This measure uses the time taken from when the Fire Control Room system receives emergency incoming call alerts to the moment they are answered by a TVFCS Operator
4	% of occasions where time to mobilise is within 90 seconds	This measure is calculated from when emergency calls are answered to when control room staff request stations to mobilise the appliance.
5	% of occasions where wholetime Duty System crew turnout time is in under 90 seconds	This is calculated from the time control staff request wholetime stations to mobilise the appliance to the start of travel to the emergency incident. This time will vary according to the station.
6	% of occasions where RDS crews turnout within the agreed timeframes	This is calculated from the time control staff request retained (RDS) stations to mobilise the appliance to the start of travel to the emergency incident. This time will vary according to the station.
7	% of complaints received from the public responded to within set timescales	

## Appendix F: Quadrant Two: Corporate Health Measures Definitions

CM	Measure	Definition
<b>Human Resources and Learning &amp; Development</b>		
22	% 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.
23	% 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.
24	% of eligible staff with Personal Development Appraisals	This measure reflects the percentage of eligible employees who have had a Personal Development Appraisal meeting. Eligible staff are those who have completed their initial probation period before the end of the PDA 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 PDA.
25	% of eligible operational staff in qualification	This measure examines performance in the key qualifications, outlined in the 8 core areas of the Fire Professional Framework, required by staff to maintain effective service delivery .
26	Percentage of Protection Staff in qualification	This measure examines performance in the key qualifications, required by staff to maintain effective service delivery .
<b>Health and Safety</b>		
27	All RIDDOR accidents	RIDDOR( <i>Reporting of Injuries Diseases and Dangerous Occurrences Regulations</i> ) are more serious injury accidents
<b>Finance and Procurement</b>		
28	% of spend subject to competition	This measure is looking 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.



29	Compliant spend as a % of overall spend	This measure calculates the supplier spend that is in a compliant contract as a % of the total spend to external bodies and suppliers. (as per RBFA contract regulations)
<b>Freedom of Information</b>		
30	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act and Environmental Information Regulations).	Number of decision notices issued by the ICO that uphold any part of a complaint that we have breached the relevant legislation.
31	Number of Information Commissioner assessments finding that the Service has breached Data Protection Legislation (Data Protection Act and forthcoming legislation)	Number of occasions where the Information Commissioner has informed RBFRS that we have breached the legislation.



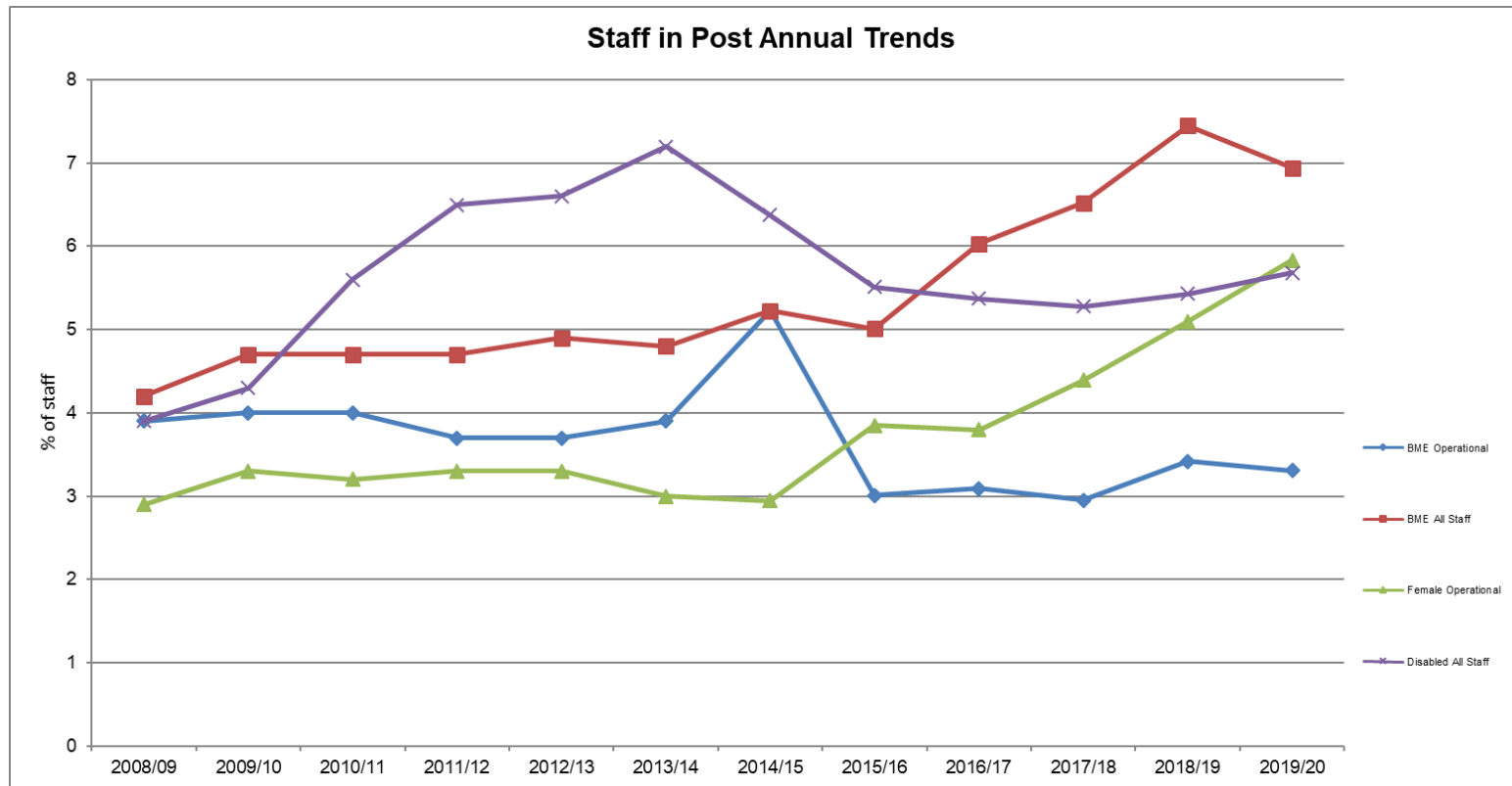
## Appendix G: RDS Establishment/ Development Trainees rates

The planned establishment for each RDS station against the actual number of RDS employees including those staff currently in development.

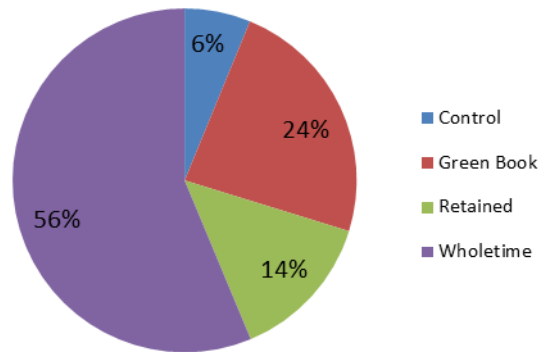
	Staff in Post	FTE	Establishment	In Development	FTE In Development/T rainee	SIP v Est	FTE v Est	% of staff In Development/ Trainee
05 Hungerford	16	7.07	13	12	5.01	123.08%	54.38%	75.00
06 Lambourn	8	3.20	13	7	2.67	61.54%	24.58%	87.50
07 Pangbourne	5	2.71	13	1	0.64	38.46%	20.83%	20.00
09 Wargrave	13	7.00	13	13	7.00	100.00%	53.87%	100.00
11 Mortimer	12	5.80	13	12	5.80	92.31%	44.64%	100.00
15 Crowthorne	15	7.91	13	7	3.64	115.38%	60.85%	46.67
19 Maidenhead	20	8.17	13	13	5.42	153.85%	62.88%	65.00
<b>Total</b>	89	41.86	91	65	30.18	97.80%	46.00%	73.03

## Appendix H: HR Supporting Charts

(Source: Data calculated and supplied by HR)



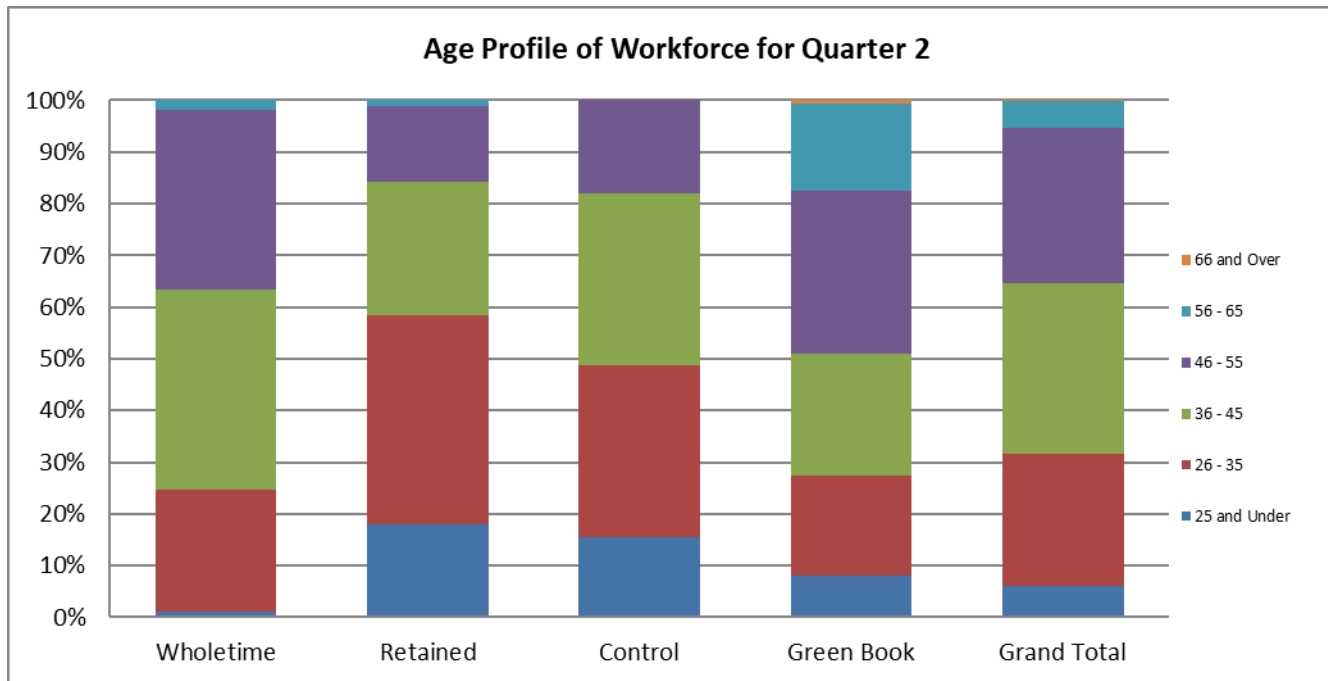
## Staff in Post



## Quarter 2 – 2019/20

Percentage of BME operational	3.31%
Percentage of BME all Staff	6.94%
Percentage of Female Firefighters	5.83%
Percentage of Disabled staff	5.68%

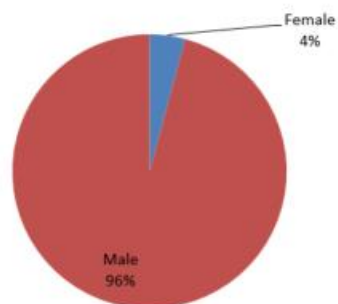
## Staff Age Profile



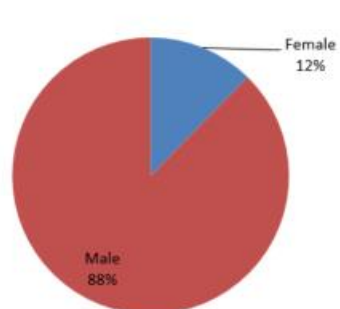
Age Group	Wholetime	Retained	Control	Green Book	Grand Total
25 and Under	4	16	6	12	38
26 - 35	84	36	13	29	162
36 - 45	138	23	13	35	209
46 - 55	124	13	7	47	191
56 - 65	7	1	0	25	33
66 and Over	0	0	0	1	1
<b>Grand Total</b>	<b>357</b>	<b>89</b>	<b>39</b>	<b>149</b>	<b>634</b>

## Gender of Staff

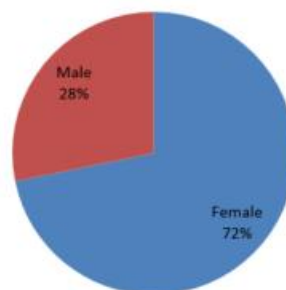
Gender Profile - Wholetime



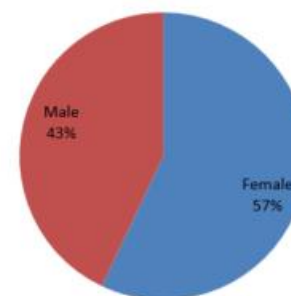
Gender Profile - Retained



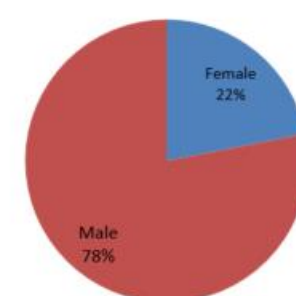
Gender Profile - Control



Gender Profile - Green Book

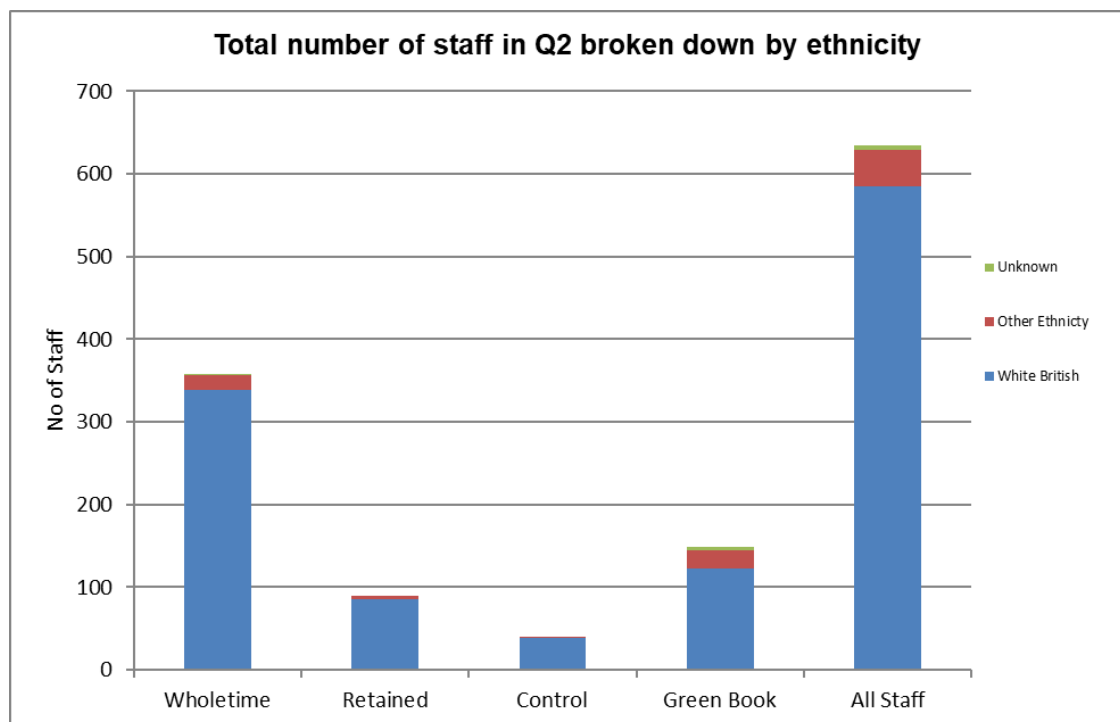


Gender Profile - All Staff



Gender	Wholetime	Retained	Control	Green Book	All Staff
Female	15	11	28	85	139
Male	342	78	11	64	495
<b>Total</b>	<b>357</b>	<b>89</b>	<b>39</b>	<b>149</b>	<b>634</b>

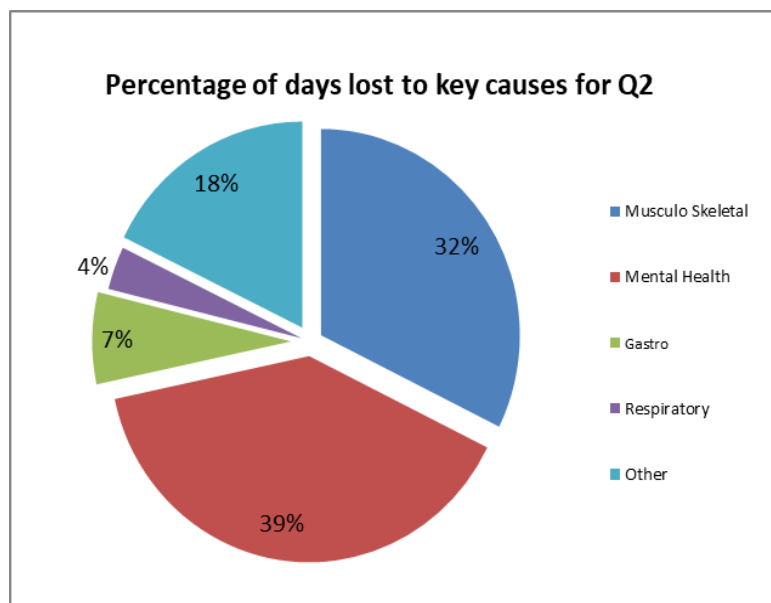
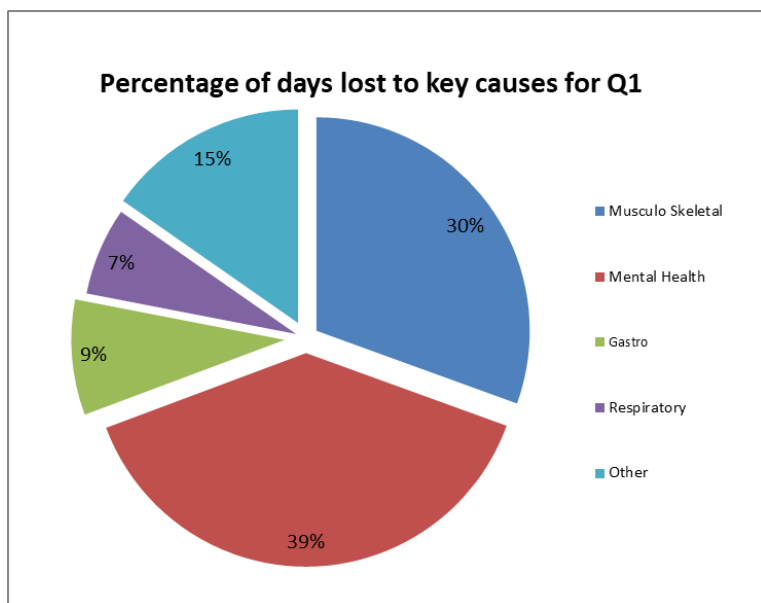
## Ethnicity of Staff



Ethnicity	Number of Staff
Asian or British Asian: Indian	4
Asian or British Asian: Other	4
Black or Black British African	3
Black or Black British Caribbean	4
Black or Black British other	1
Chinese	1
Mixed White and Asian	3
Mixed White and Black Caribbean	1
Other	1
Other Mixed	5
Unknown	5
White British	585
White Irish	5
White Other	11
Asian or British Asian: Pakistani	1
<b>Grand Total</b>	<b>634</b>

Ethnicity	Wholetime	Retained	Control	Green Book	All Staff
White British	339	85	38	123	585
Other Ethnicity	17	4	1	22	44
Unknown	1	0	0	4	5
<b>Total</b>	<b>357</b>	<b>89</b>	<b>39</b>	<b>149</b>	<b>634</b>

Day

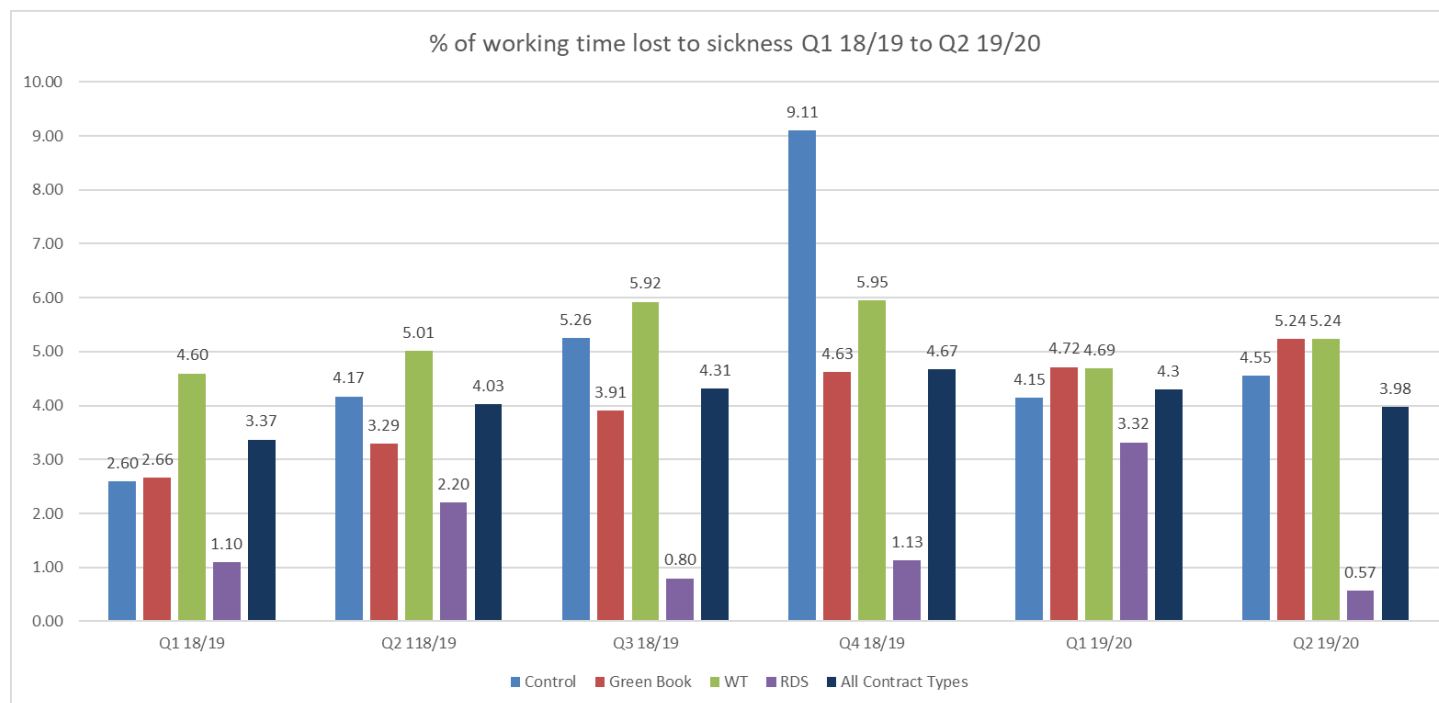


New format for Q2 onwards

Cause	Q1 19/20		Q2 19/20	
	Days Lost	Occurrences	Days Lost	Occurrences
Gastro	109	40	87	35
Mental Health	484	19	476	23
Musculo Skeletal	381	45	391	57
Respiratory	83	25	41	14
Other	191	46	215	46

The charts in this section have been changed to reflect the Corporate Measure of % of working time lost rather than days lost per employee.





### The % of working time lost to sickness Q1 18/19 to Q2 19/20

This graph shows in general sickness increase from Q1 to Q2 in both years across all staff groups with the exception of RDS (On-Call)

### % Working Time Lost To Sickness including RDS (On-Call)

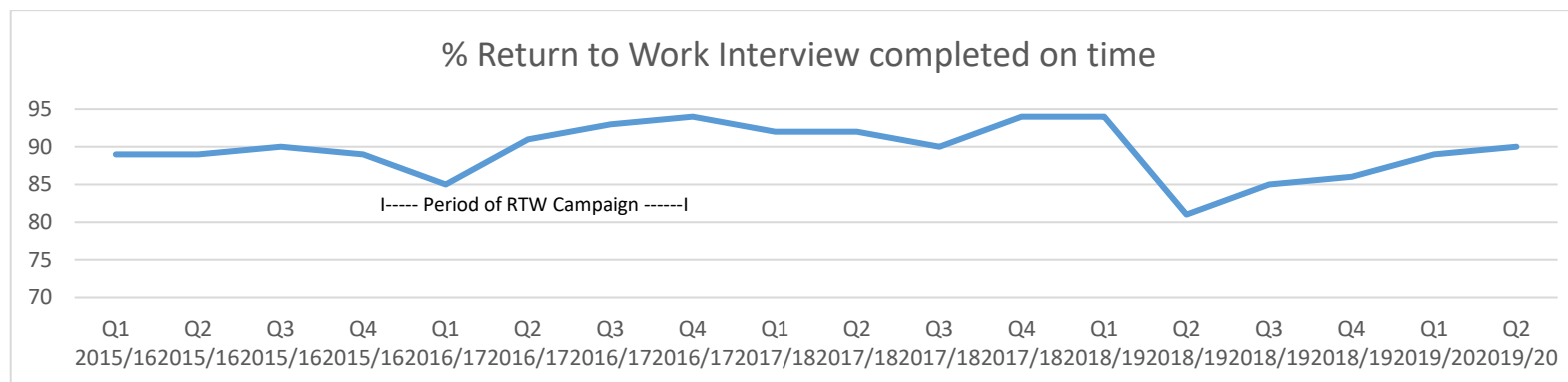
This graph shows trends over the last four years.

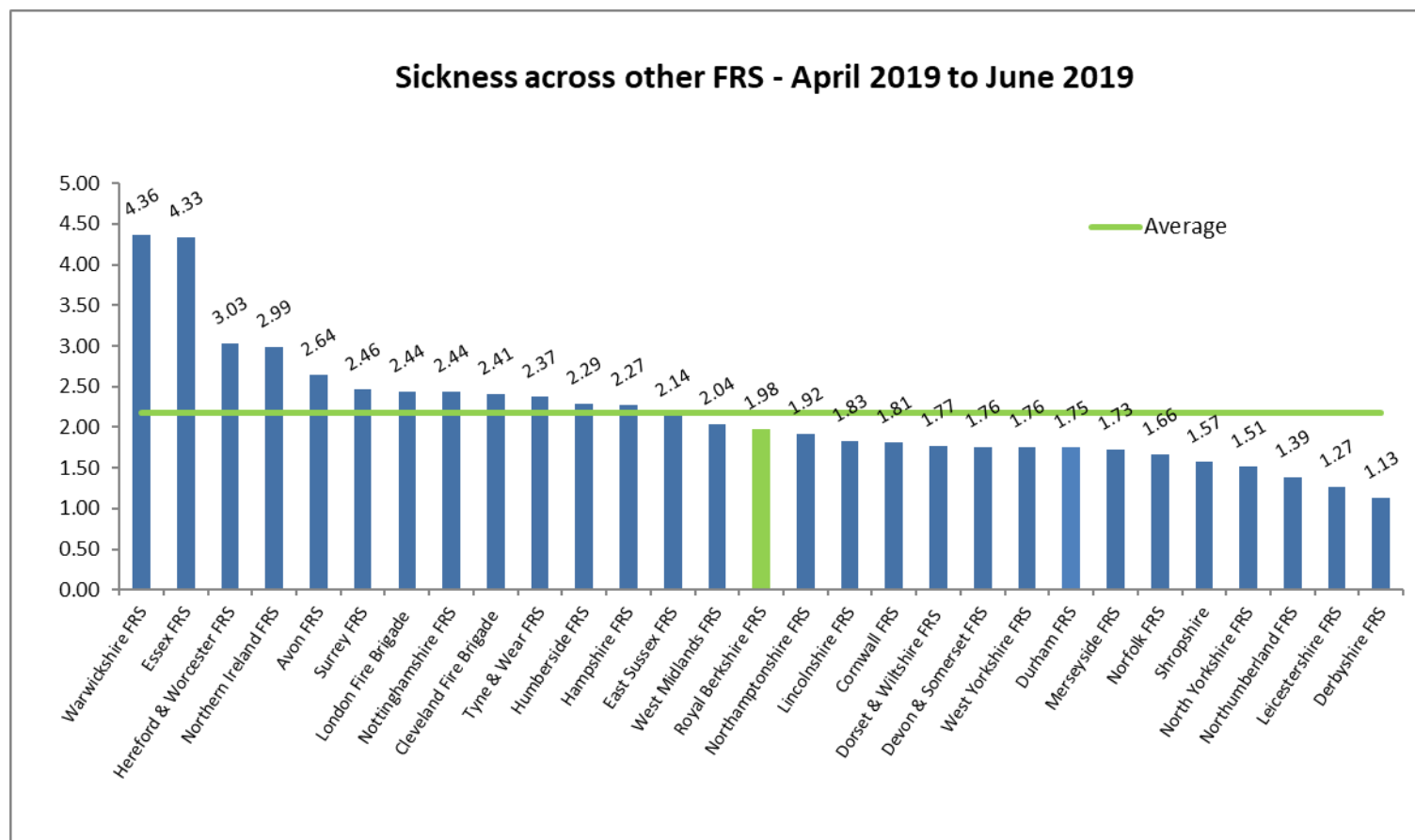
While it can be seen that there is significant deviations quarter on quarter the current year is less variant and is out turning on or around the average trend line.



### Return to Work interviews completed on time

Due to the number of factors that affect sickness levels, causation cannot be attributed to one specific initiative, however when comparing return to work (RTW) interview rates against the percentage of working time lost to sickness there is a correlation and we see, following a campaign to increase both the standard and frequency of RTW interviews, a decrease in sickness levels.





This graph (provided by Cleveland FRS) compares the percentage of working days lost to sickness for all staff in each Fire and Rescue Service. The days lost are shown as a per person figure for the period **1 April 2019 to 30 June 2019**.

*\* NOTE the data is submitted quarterly on a cumulative YTD basis, therefore these figures cannot be reported as a quarter in line with the rest of this report.*

The national data supplied confirms the top reasons for sickness across all fire and rescue services were similar to RBFRS absence as at Q1: Mental Health, MSK, Gastro and Respiratory.

## Appendix I: Abbreviations

Abbreviations	Meaning	Context
ACFO	Assistant Chief Fire Officer	
AFA	Automatic False Alarms	
AIO	Accident Investigation Officers	
ALP	Aerial Ladder Platform	
AM	Area Manager	
APB	Additional Pensionable Benefit	
AR3	Animal Rescue Level 3	Officer or team specialising in animal rescue
ARA	Additional Responsibility Allowance	
ARA	Analytical Risk Assessment	
ARP	Adults at Risk Programme	
ARU	Animal Rescue Unit	
ASB	Anti-Social Behaviour	
AWE	Atomic Weapons Establishment	
BA	Breathing Apparatus	
BAU	Business As Usual	
BFBC	Bracknell Forest Borough Council	
BME	Black and Minority Ethnic	
BMKFRS	Buckinghamshire & Milton Keynes Fire & Rescue Service	
BPI	Business Process Improvement	
CAFS	Compressed Air Foam System	Most appliances have this for extinguishing small fires quickly
CFO	Chief Fire Officer	
CM	Crew Manager	
COMAH	Control of Major Accident Hazards	Top tier and low tier sites throughout Berkshire. High risk sites.
CRP	Community Risk Programme	
CS	Community Safety	
CSA	Community Safety Advisor	
DAPs	Development Assessment Pathways	

DCFO	Deputy Chief Fire Officer	
DIM	Detection Identification Monitoring	Mobilised from Oxfordshire Fire and Rescue Service
DPA	Data Protection Act	
DRA	Dynamic Risk Assessment	One of the methods for identifying risk in the workplace and recording it for legal reasons
DSS	Director of Support Services	
DVR	Digital Voice Recorder	
EDI	Equality, Diversity and Inclusivity	
EIR	Environmental Information Regulations	
EPM	Emergency Planning Manager	One for each of the six Unitary Authorities
EPO	Emergency Planning Officer	Some of the EPM's have a EPO, such as Reading Borough Council
ESMCP	Emergency Services Mobile Communications Programme	
ESN	Emergency Services Network	
FARRG	Fire and Rescue Risk Group	
FBU	Fire Brigades Union	
FCP	Forward Control Point	A nominated point area where resources can be deployed from to meet the needs of an incident
FDO	Flexi Duty Officer	
FF	Firefighter	
FIO	Fire Investigation Officer	A nominated Officer with the skills to assess what caused a fire and why
FOIA	Freedom of Information Act	
FPS	Firefighters' Pension Scheme	
FRIC	Fire and Rescue Indemnity Company	
FRSA	Fire and Rescue Service Association	
FS	Fire Safety	Green/Grey book personnel carrying out inspections within buildings and events
FSIOs	Fire Safety Inspecting Officers	
GDPR	General Data Protection Regulation	
GM	Group Manager	
HERU	Hazardous Environmental Response Unit	
HFRS	Hampshire Fire and Rescue Service	

HGV	Heavy Goods Vehicle	
HMEPA	Hazardous Materials Environmental Protection Advisor	Was known as a Hazmat Officer. Specialist Officer with the skills to deal with chemical incidents.
HMICFRS	Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services	
HMO	House of Multiple Occupancy	
HoS	Head of Service	
HRRBs	High Risk Residential Buildings	
HRU	Heavy Rescue Unit	Attends road traffic collisions of 3 or more cars HGVs
HSE	Health and Safety Executive	
IBIS	Incident & Building Information System	The ICT system where all incident and building information is held.
ICO	Information Commissioner's Office	
ICT	Information Communication Technology	
ICU	Incident Control Unit	Large bus mobilised on 7 pump or more incidents
IEC	Immediate Emergency Care	
IRMP	Integrated Risk Management Plan	
IRS	Incident Recording System	
JESIP	Joint Emergency Services Interoperability Principles	
JO	Junior Officer	
JY	Juliet Yankee	RBFRS call sign in Control for all appliances
L&D	Learning and Development	
L1	Level 1 Officer	Incident Command Level - Crew and Watch Manager
L2	Level 2 Officer	Incident Command Level - Station Manager/Group Manager A
L3	Level 3 Officer	Incident Command Level - Group Manager A & B
L4	Level 4 Officer	Incident Command Level - Area Manager and Principal Officer
LGPS	Local Government Pension Scheme	
LGV	Light Goods Vehicle	
LMS	Learning Management System	
LPP	Light Portable Pump	
LRF	Local Resilience Forum	
LSP	Local Safety Plan	

MAPS	Multi-Agency Problem Solving	
MDT	Mobile Data Terminal	
MHCLG	Ministry of Housing Communities and Local Government	
MORRG	Management of Road Risk Group	
MRV	Multi Roll Vehicle	
MSK	Musculoskeletal-(sickness)	
NAG	Neighbourhood Action Group	
NFCC	National Fire Chiefs Council's	
NILO	National Interagency Liaison Officer	
NOG	National Operational Guidance	
NVQ	National Vocational Qualification	
OFRS	Oxfordshire Fire and Rescue Service	
OIC	Officer in Charge	
OJEU	Official Journal of the European Union	
ONR	Office for Nuclear Regulations	
OPAS	Operational Policy and Support	
OQP	Operational Qualifications Planner	
OSEP	Operational Support and Emergency Planning	
OSR	Operational Support Room	
OSU	Operational Support Unit	
OTB	Over the Border	
OTP	Officer Training Programme	
P2P	Purchase to Pay	
PDA	Pre-determined Attendance	
PDI	Personal Development Interview	
PDR	Personal Development Review	
PFI	Post Fire Inspection	
PID	Project Initiation Document	The formal document used to define project objectives, deliverables, costs and timescales for approval
PPE	Personal Protective Equipment	
PPV	Positive Pressure Ventilation	



PQA	Personal Qualities and Attributes	
PRF	Personal Record File	
QCF	Qualifications Credit Framework	
QCF	West Berkshire District Council	
RA	Risk Assessment	
RBFA	Royal Berkshire Fire Authority	
RBWM	Royal Borough of Windsor and Maidenhead	
RDS	Retained Duty System	
RIDDOR	Reporting of Injuries Diseases and Dangerous Occurrences Regulations	
RMS	Remotely Managed Stations	
RRT	Risk Reduction Team	
RTC	Road Traffic Collision	
RTW	Return To Work	
SAG	Safety Advisory Group	
SAIF	Strategic Asset Investment Framework	
SCAS	South Central Ambulance Service	
SCC	Strategic Command Centre	
SDMT	Service Delivery Management Team	
SECTU	South East Counter Terrorism Unit	
SJCC	Staff Joint Consultative Committee	
SLT	Senior Leadership Team	
SM	Station Manager	
SPB	Strategic Performance Board	
Stn 1	Station 1 – Caversham Road	Wholetime
Stn 10	Station 10 – Wokingham	Wholetime
Stn 11	Station 11 – Mortimer	Retained (On Call)
Stn 14	Station 14 – Ascot	Satellite Station (operates from 0900-1800 hours daily)
Stn 15	Station 15 – Crowthorne	Retained (On Call)
Stn 16	Station 16 – Bracknell	Wholetime
Stn 17	Station 17 – Slough	Wholetime

Stn 18	Station 18 – Langley	Wholetime
Stn 19	Station 19 – Maidenhead	Wholetime
Stn 2	Station 2 – Wokingham Road	Wholetime
Stn 20	Station 20 – Whitley Wood	Wholetime
Stn 21	Station 21 – Windsor	Satellite Station (operates from 0900-1800 hours daily)
Stn 3	Station 3 – Dee Road	Wholetime
Stn 4	Station 4 - Newbury	Wholetime
Stn 5	Station 5 - Hungerford	Retained (On Call)
Stn 6	Station 6 - Lambourn	Retained (On Call)
Stn 7	Station 7 – Pangbourne	Retained (On Call)
Stn 9	Station 9 – Wargrave	Retained (On Call)
TCR	Training Course Request	
TIC	Thermal Image Camera	
TRI	Training Records Indicator	
TRI	Training Requirements Indicator	
TVFCS	Thames Valley Fire Control Service	
TVP	Thames Valley Police	
UA	Unitary Authority	
USAR	Urban Search and Rescue	
WAH	Working at Height	
WDS	Wholetime Duty System	
WM	Watch Manager	
WRT	Water Rescue Team	
WT	Wholetime	
WYPF	West Yorkshire Pension Fund (from context)	

