Strategic Performance Report

Quarter 3 2016/17

(October to December)

Strategic Performance Report Q3 2016/17

Contents

We will ensure appropriate fire safety standards in buildings	We will seek opportunities to contribute to a broader safety, health and wellbeing agenda	We will educate people on how to prevent fires and other emergencies, and what to do when they happen	We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money	We will ensure a swift and effective response when called to emergencies	We will work with Central Government to ensure a fair deal for Royal Berkshire

Introduction

This Strategic Performance Board quarterly report presents information that is aligned to the revised performance management framework and agreed corporate measures and targets for 2016-17.

The report contains performance against RBFRS targets for 'Service Provision', 'Corporate Health', 'Priority Programmes' and 'Risk'. Descriptions of each Service Provision and Corporate Health measure are available in Appendix D. Data is correct as of **04/01/17**, unless otherwise stated.

This report has been reviewed by the Strategic Performance Board chaired by DCFO 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 Corporate Management Team (CMT) to ensure any strategic issues are addressed.

Strategic Performance Board

Below are the actions from the previous Strategic Performance Board meetings with updates on progress and also a table of actions from the Q3 Strategic Performance Board, 26th January 2017.

No	Description of Action from 28.01.17	Owner
1.	Response GM's to investigate speed and accuracy of stations inputting data onto IRS, identify trends and rectify	GM response (E&W)
2.	Ensure budgets are re-profiled	ALL budget holders
3.	Investigate best way to demonstrate risk treatments are linked to service plans	Planning and Performance Officer
4.	Follow-up missing PDI paperwork at CMT	CMT
5.	After audit reports have been seen by CMT, reports are to be passed to planning and performance officer to be included in quarterly report.	Conor Byrne

Response Standard

In August 2016 the Fire Authority agreed a new set of simplified and transparent response standards. These standards will form part of performance reporting as a corporate measure from Q1 2017/18. Performance has started to be measured and for Q3 the performance against the required standard for 'Response to emergency incidents under 10 minutes' (target 75%) was 73% in Q3 2016/17.The performance will also be reported directly to the public on our website to support the Authority's commitment to transparency and openness.

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Key Highlights

Good Performance

- There have been no fire deaths in accidental dwelling fires during 2016. This is the first time this has been achieved when reviewing performance measures. Factors contributing this are the active prevention activities undertaken and the continued effective partnership working.

- There has been a continued improvement in call handling by TVFCS during Q3 and most targets are now either being achieved or exceeded. The best improvement has been mobilising appliances in less than 60 seconds from 16.3% year to date in 2015/16 to 48.5% for this performance year.

- The percentage of HFSC's being carried out for vulnerable people, whilst still not achieving target, has increased by 14.4% since the same point last year. This demonstrates that prevention activities, particularly the Adults at Risk Programme, are being effective.

- Sickness levels continue to exceed the target at 3.36% and are an improvement on 2015/16 which saw YTD performance of 4.27%.

- Whilst there was a slight increase in the number of accidents in Q3, figures are still lower than 2015/16 with a reduction of 4 RIDDOR accidents and an overall 14 less injuries.

- 99.29% of eligible staff have completed a PDI.

- Seven new core skills courses underway (Mindfulness, Resilience, Managing Sickness and Crucial Conversations, Requisitioner Training , Procurement Skills and new Overview of Contract Regulations) with a new political awareness course due to be launched in Q4

- Investors in People self assessment work has been completed with the assistance of OD champions and stations with positive results.

- A FA Task and Finish group completed the IRMP service re-design proposals and consultation activity got underway on December 12th following the Fire Authority decision. Implementation of communications plan to continue to engage with key stakeholders until the consultation completion in April 2017.

Areas for Improvement

- Casualties in accidental dwelling fires, whilst within target have seen an increase in comparison to 2015/16 figures. More targeted HFSC to these at risk groups is part of the IRMP consultation. In addition the procurement of reviewed use of social demographic software will assist in targeting these groups.

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- Mobilising appliances in less than 120 seconds is still 7.8% off target, however a month by month improvement in performance can be seen and the target is performing 18% better than at the same point in 2015/16.

- Existing attendance times of appliances to incidents, both RTC's and dwelling fires, is below target but both saw an improvement in the last quarter as response managers continue to work with crews to ensure a quick and safe response to incidents. Other activities, such as RDS project and Theale Fire Station will also positively influence this measure.

- The volume of fire safety audits being carried out on premises requiring formal or informal activity has seen a decline, demonstrating that the targeted premises are not highlighting any problems. Following the IRMP process more 'at risk premises' should be identified and a new fire safety audit programme rolled out

- Proposal for an updated ESMCP project timescale received from the national programme and have been reviewed. Final transitional date has not changed. This proposed timescale has highlighted areas of concern around our resources and equipment such as our MDTs and the replacement plans for these. Potential actions are being reviewed

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Quadrant One: Service Provision

ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	2015/16 performance		
									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
1.	Number of Fire Deaths in accidental Dwelling fires	0	0	0 =		0	0	0	4	5	↑

(Source: Scorecard Corporate Measures (P&P) / IRS9.06a)

During the calendar year of 2016, there were no accidental dwelling fire deaths in Berkshire. According to our information, this is the first time this has been achieved. A number of factors have contributed to this, not least our targeted community safety work, our home fire risk assessment programme (particularly our Adult Referral Programme) and effective partnership working.
- 9662 home fire risk assessments were completed
- 13% of these were direct referrals generated by partner agencies following RBFRS's Adult Referral Programme (ARP) training.

We intend to maintain our performance in the months and years ahead by:
- Improving our data sets to target residents vulnerable from fire in the community through working with the NHS.
- Expanding the Adult Referral Programme across Berkshire

Our goal is to achieve zero fire deaths year on year and this is always a considerable challenge. A consideration must always be that a small numerical variation could have a significant negative impact on our performance.

Our Service Redesign (IRMP) prevention proposals focus our prevention activity on two groups – those who are particularly likely to die if they have a fire and those who generate the volume of fires, injuries and property damage.

ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
2.	Number of Fire Casualties in accidental Dwelling Fires	6	6	7 ↓		19	21	29	4	14	↓

(Source: Scorecard Corporate Measures (P&P) / IRS9.06a)

We continue to perform effectively against this measure and are within target.
We recognise the need for effective use of data to allow us to identify and engage the residents in our community who are in groups identified as being susceptible to fire and associated injury. We will continue to invest finance, time and effort to improve the quality and relevance of the data we use. We are working with partner agencies, particularly in connection with the NHS Sustainability and Transformation Plans (STPs) to achieve this and to support our Service Redesign (IRMP) prevention proposals

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									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
3.	Number of people killed or seriously injured on Berkshires Roads*	25 (TVP = 7 Killed & 67 S.I.)	29 (TVP= 7 killed & 87 Injured)	10 (includes 1 RTC death in Oct 16) ↑		64 (TVP Q1+Q2= 168)	216	288	17	72	↑
	(Source: TVP) Full figures for **Killed** and **Seriously Injured** people on Berkshire's roads are supplied by Thames Valley Police as requested by the Fire Authority. These are provided approximately 4 months in arrears. Therefore, the figures shown left are from RBFRS IRS (via Scorecard) and will likely increase once TVP data is available. TVP figures have now been added in brackets for Q1. A pilot key stage 3 education programme is being delivered across Berkshire and road safety is being delivered on a local basis by station personnel. Safe Drive Stay Alive and BRAKE were 2 programmes supported in the quarter. Future Road Safety prevention activity is currently under consultation within our service IRMP proposals. This will be removed as a Corporate Measure from 1 April 2017.										
4.	Number of 999 Calls answered	8,268	9,919	7,996		26,183	10,500	14,000	7,615	20,718	
	(Source: Scorecard Corporate Measures, Response – IRS 2.0a) The actual data (Q1 and YTD) is for all 999 calls received into TVFCS as RBFRS only calls cannot yet be separated from this total. Total number of calls is down by some 1900 compared to previous quarter. However this is still some 381 more than for the same period in 2015/16										
5.	Number of emergency incidents called to	2,072	2,357	2,013		6,593	5,376	7,168 (baseline from 2015/16)	New measure for 2016/17		
	(Source: Scorecard – IRS Book, IRS 1.3, including false alarms). * Note the increase in Q1 count due to post period data entry.) Emergency incidents called to has reduced slightly but not significantly different from previous quarters. However, although call rates have significantly reduced the volume of incidents attended has remained relatively the same.										

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6.	Time to answer emergency calls in 5 seconds 0.5% improvement as a 6 monthly average	86.2%	88.5%	92.9% ↑		89.1%	91%	91%	86.6%	81.3%	↑

(Source: Scorecard Corporate Measures IRS 2.0a (LP 01a) from Vision feed and for all TVFCS.)

The performance in this area has continued to improve each quarter. This good performance is due to a great deal of work undertaken by TVFCS staff. A temporary post delivering training support has been key to driving through these improvements. Upgrades to the system have been made that will also assist. Looking forward, further training will take place and management supervision will be used to maintain these high levels of performance and also to seek continual improvement.

ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
7.	Time to answer emergency calls in 10 seconds 0.5% improvement as a 6 monthly average	97.4%	97%	98.8% ↑		97.7%	96%	96%	97.9%	95.6%	↑

(Source: Scorecard Corporate Measures IRS 2.0b (LP 01b) from Vision feed and for all TVFCS.)

The performance in this area has continued to improve and to provide context, the figure for year to date 2015/16 which was 95.6%. This good performance is due to a great deal of work undertaken by TVFCS staff. A temporary post delivering training support has been key to driving through these improvements. Upgrades to the system have been made that will also assist. Looking forward, further training will take place and management supervision will be used to maintain these high levels of performance and also to seek continual improvement.

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8.	Time to mobilise within 60 seconds – 10% improvement on existing standards	37.8%	52%	53.4% ↑		48.5%	42%	42%	19.6%	16.3%	↑

(Source Scorecard Corporate Measures IRS 2.0f (LP 02) from Vision feed and for all TVFCS.)

This has shown a considerable improvement on the Q1 figure and of that of the previous year 2015/16 which was 16.3%. This good performance is due to a great deal of work undertaken by TVFCS staff. A temporary post delivering training support has been key to driving through these improvements. Upgrades to the system have been made that will also assist. Looking forward, further training will take place and management supervision will be used to maintain these high levels of performance and also to seek continual improvement.

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									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
9.	Time to mobilise within 90 seconds – 10% improvement on existing standards	67.2%	76.3%	77.1% ↑		74.3%	72%	72%	52.7%	46%	↑
	(Source: Scorecard Corporate Measures IRS 2.0f (LP 02) from Vision feed and for all TVFCS.) This has shown a considerable improvement on the Q1 figure and of that of the previous year 2015/16 which was 46%. This good performance is due to a great deal of work undertaken by TVFCS staff. A temporary post delivering training support has been key to driving through these improvements. Upgrades to the system have been made that will also assist. Looking forward, further training will take place and management supervision will be used to maintain these high levels of performance and also to seek continual improvement.										
10	Time to mobilise within 120 seconds – 10% improvements on existing standards	81.7%	85.8%	87.2% ↑		85.6%	95%	95%	73.4%	67.6%	↑
	(Source: Scorecard Corporate Measures IRS 2.0f (LP 02) from Vision feed and for all TVFCS.) This area of performance has a 20% improvement on figures for 2015/16 year to date which was 67.6%. This good performance is due to a great deal of work undertaken by TVFCS staff. A temporary post delivering training support has been key to driving through these improvements. Upgrades to the system have been made that will also assist. Looking forward, further training will take place and management supervision will be used to maintain these high levels of performance and also to seek continual improvement.										
11	How often a Front Line Appliance attends a dwelling Fire with the 1st arriving in 8 and the 2nd arriving in 10 minutes as a percentage of all dwelling fires							73%			
	(Source: This measure is not currently reportable in IRS as it only permits one set of standards to be recorded. So if we needed to report this standard additional work would be needed due to configure IBIS and Scorecard. In light of the response standard consultation CMT decided not to put resources into this work.)										

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12	How often a Front Line Appliance attends a dwelling Fire with the 1st arriving in 10 and the 2nd arriving in 12 minutes as a percentage of all dwelling fires	80.3% (73.3%)	82.1% (75.0%)	85.7% ↑		78.1%	87%	87%	71.6%	64.1%	↑
	(Source: calculated using Dwelling fire incidents (accidental and deliberate - Scorecard Corp. Measures / IRS 3.1a) and then deducting attendance target failures (IRS Book section 11 / IRS 11.03) to calculate performance.) Please note reduction in reported performance for Q1&2 due to post period 'admin checks' in IBIS for 'revised incident types' and 'result codes'. The figure in Q3 shows a continued positive trend upwards, which is now only 1.3% off target. Where shortfalls remain, in most instances these are associated with lengthy travel distances in areas known to currently provide attendance time challenges, such as those 'west' along the M4 corridor and surrounding villages. Going forwards, it is envisaged that the anticipated introduction of Theale Fire Station will result in performance improvements for such areas in the county. In addition, a project is currently underway looking to improve RDS (retained duty system) recruitment, retention and ways of working. It is believed this initiative will also result in positive performance improvements for communities across the county, with an increase in RDS availability.										
13	How often a Front Line Fire Appliance attends an RTC with resources for extrication of casualties within 11 minutes as a percentage of total RTC calls	73.2% (81.8%)	71.9% (82.8%)	72.4% (77.2%) ↑		72.5% (80.3%)	94%	94%	79.6% (with extrication)	75.9% (with extrication)	↓
	(Source: Scorecard Corporate Measures (LP11) and is the measure of attendance performance for all RTC's.) Figures shown in brackets are for performance in attendance to RTC incidents where <u>extrication was</u> involved. *Data checked with SQL audit trail from IRS.* As the Q3 figure demonstrates (not that shown within the bracket), an improvement has been seen this past quarter. Contributing factors to this includes the continued good work of Response Managers reiterating the importance to crews of the need to ensure a swift, yet safe, response to operational incidents and policing this. Having checked the data, attendance time challenges are recognisable in areas where travel distances are naturally lengthy, such as those 'west' along the M4 corridor and surrounding villages. Going forwards, it is envisaged that the anticipated introduction of Theale Fire Station will result in performance improvements for such areas in the county. In addition, a project is currently underway looking to improve RDS recruitment, retention and ways of working. It is believed this initiative will also result in positive performance improvements for communities across the county, with an increase in RDS availability.										

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14	For whole time Duty system % planned availability of appliances	100%	100%	100% = (98.4%)		100%	100%	100%	99.5%	97.6%	↑
	(Source: Scorecard Central Team (CT) Book – (CTT07a) based on shifts worked at planned appliance crewing for WT (56) and a manual check of FireWatch. The Service continues to meet its target against this measure providing 14 wholetime appliances each shift. On a daily basis this is being achieved through effective absence management (leave, sickness etc), standby moves and where necessary pre-arranged overtime. The return to regular wholetime recruitment has seen the station establishment rise to the target figure of 328 providing an improved base from which to crew appliances. Work is being undertaken to investigate whether appliances are unavailable for mobilisation for periods of time short of full shifts and if so the reasons why. Results will be available for Q4. At the beginning of day and night shifts Firefighters are routinely moved from one station to another to cover shortfalls e.g. due to sickness. Station Commanders report that on those occasions Firefighters remain on-duty past the end of their own shift whilst standby moves are facilitated to keep appliances available.										
15	For Retained duty system % planned availability of appliance	45.9%	37.3%	40.1% ↑		41.1%	50%	50%	41.1%	47.1%	↓
	(Source: Scorecard CT Book) Availability was slightly up on the previous quarter with the main long term influencing factors being recruitment and retention of personnel. During the period 7 employees left the RDS establishment however there are now 14 RDS Firefighters in development with some set to become fully available to crew appliances within Q4. Issues influencing cover on a day to day basis include annual leave selection, RSO deployment to crew retained appliances and fluctuations in individual Fire fighter cover. A change in the profile of cover with more RDS personnel now dual contract with RBFRS and other FRSs (e.g. AWE) has limited the amount of total cover they can give. Following the retirement of a Retained Support Officer the unit was operating below establishment during the period whilst a selection process was conducted and development applied to the successful candidate.										

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16	% of vulnerable people receiving a HFSC compared to total number of HFSC carried out.	83.4% (*75.5%)	84.5%	84.9% ↑		80%	100%	100%	69.7%	70.5%	↑

(Source: Manual input from P&P)

*Please note change to Q1 performance due to data entry lag and effect on y.t.d. average.

We are able to report a small performance improvement in this measure compared with the previous quarter.

Wherever possible, our Home Fire Safety Checks (HFSCs) will only be conducted for those people that fit criteria associated with particular vulnerabilities to fire. The reason being we need to make the biggest difference with the resources we have available. We have to target our work and this measure is intended to show whether the targeted approach is being implemented.

At the moment the measure only relates to people who we think would be at a particularly high risk of dying if they had a fire. However, our evidence suggests there are two key categories of vulnerability – firstly, those at a particularly high risk of dying if they have a fire and secondly, those at a heightened risk of having a fire or becoming a casualty or having property damage due to a fire. These two categories are now included within our Service Redesign (IRMP) consultation proposals for prevention.

There are occasions where we provide HFSCs for people who do not fit in the category of being at a particularly high risk of dying in fire; for example, those who have had a fire or those within a list provided to us on a multi-agency request basis. If someone has had a dwelling fire they have already shown their vulnerability within the second category (more likely to have a fire and become injured or experience property damage). It is also known that people who experience a dwelling fire are statistically more likely than average to have another fire later on. Therefore, we carry our post fire home fire safety checks to reduce the risk and to help to protect them. This is one of the reasons this measure is not at 100%. In 2017/18, the corporate measure is changing and will reflect our work to protect those within both categories of vulnerability.

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									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
17	% of dwelling fires where no smoke alarm is installed	14.6% (*20.8%)	10.2%	15.5% ↓		17.8%	15%	15%	11.4%	14.6%	↓

(Source: Scorecard Corporate Measures – IRS 5.0c (P&P).) *Please note change to Q1 performance due to data entry lag and effect on y.t.d. average.

Home fire safety check (HFSC) activity is provided to residents who have a dwelling fire where we identify no installed smoke alarms in a property. We also know there is benefit from contacting residents in the neighbouring area following a property fire which identifies other residents in the locality with defective, insufficient or no smoke detection.

The two categories of people identified as vulnerable from fire in our Service Redesign (IRMP) Prevention document are also likely to have no smoke detection or detection which failed to operate correctly. Targeting these people for a HFSC visit will allow us to address smoke alarm deficiencies.

From April the measure will be expanded looking at non operation of fitted detection as well as no smoke alarm provision within a dwelling. The systems we have to target residents with no smoke detection or detection that is not functioning correctly is also being improved.

ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	2015/16 performance		
18	% of category 1 HFSC referrals completed within 3 working days	48% (*50%)	0%	66.6% ↑		22%	100%	100%	New measure for 2016/17		

(Source: Manual input from P&P)
*Revised Q1 total due to incorrect calculation of data by prevention

During Q3 there were 3 threat of arson referrals. 2 referrals were completed in 3 working days and the remaining 1 referral in 4 working days.

'Threat to life' referrals are passed to us by Thames Valley Police with the majority of the Home Fire Safety Check interventions conducted as a joint visit with Police colleagues. RBFRS has a technician assigned and available to complete the intervention on all occasions. Challenges outside the direct control of RBFRS have led to us not meeting our performance measure on 1 occasion in this quarter. We treat these referrals extremely seriously and work very hard to ensure we provide our preventative service as quickly as we can, reducing the potential risk to the members of the public identified to us.

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		It should be noted that in some instances, due to the nature of these referrals, timing and engagement are factors beyond our direct control which will continue to provide failures in our ability to meet the 3 day measure. We work with senior TVP Officers to identify areas for improvement to deliver our fire prevention service as promptly as possible and are improving our policies and procedures to meet this performance measure.										
19	Number of Fire Safety Inspections carried out	434 (*441)	443 (*445)	363 ↓		1,249	1,374	1832	557	1493	↓
		*(Source: Scorecard Corporate Measures (P&P) FSR005.) Working with IT to check data feed configuration. Also made a request to IT for a modification to IBIS to facilitate accuracy of extraction of full audit data. This work is still outstanding. There is usually a 1-3 month lag in data entries for this measure in IBIS and so numbers could be revised (upwards) in next report. *Please note change to count of inspections due to data entry lag.* Approx 110 audits are still open at the end of Q3 and therefore do not appear in the total of completed services recorded in this measure. These completed audits will eventually form part of the overall number of audits completed within the performance year. If they were counted now it would mean the number of 1249 completed audits at the end of Q3 would increase to 1359. Protection had a dedicated admin person for each of the four offices. One of the admin personnel left the service at the end of November 2016 and this post was not recruited to due to the ongoing restructure of business support. This vacancy resulted in the inspecting officers having to undertake work that would have previously been undertaken by the admin assistant role which had an effect on performance. The remaining three personnel went through the process of interviewing for admin posts within the new centralised business support structure which takes effect from January 2017. We are in a transitional process where we are utilising new technologies, focused training and development so that the fire safety officers will be able to work more effectively and efficiently with the change in the level of admin support. I am confident that once the transitional period has ended we will be able to attain the audit numbers set.										

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↓	Decline in performance compared to either previous quarter or same point in the previous year
=	Same performance compared to either previous quarter or same point in the previous year
↑	Improving performance compared to either previous quarter or same point in the previous year

ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	2015/16 performance		
									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
20	Fire Protection number of audits and inspections where the results were satisfactory	80.2% (348) (*353)	82.2% (*366)	78.5% (285) ↑		80.5% (1005)	76%	76% (1392)	442 (79.3%)	1123 (75.2%)	↓

(Source: Scorecard Corporate Measures (P&P) FSR006.) There is usually a 1-3 month lag in data entries for this measure in IBIS and so numbers could be revised (upwards) in next report. *Please note increase in satisfactory outcomes recorded due to post period data entry.

As this target number/measure is based on a percentage of the audit numbers achieved a possible drop in the number of audits completed will not impact on the target.

A number of pilots have been selected and are in the process of being implemented. The pilots relate to a change in focus on premises falling under the Fire Safety Order. We are looking at joint inspections regarding HMO`s (Houses in Multiple Occupation), premises designed with Fire Engineered solutions for "Means of Escape", commercial premises with sleeping above and industrial premises/recycling sites where fires could pose an environmental risk/public safety risk.

We have encountered a number of setbacks in progressing these pilots. We are providing solutions to the setbacks, including forging new partnerships with the enforcing bodies that unitary authorities will be outsourcing their regulatory responsibilities to.

ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
21	Fire Protection number of premises requiring informal activity	20.1% (87) (*88)	*13.7% (*61)	16.5% (60) ↑		16.7% (209)	23% (315)	23% (422)	107 (19.2%)	309 (20.6%)	↓

(Source: Scorecard Corporate Measures (P&P) FSR007.) There is usually a 1-3 month lag in data entries for this measure in IBIS and so numbers could be revised (upwards) in next report.
*Please note the count of informal activity has increased due to post period data entry.

16.5% (60) of audits recorded "requiring informal action" of the 363 audits carried out during Q3.

We are now confirming that the broad range of premises being audited within our existing risk based inspection programme are now regularly compliant with fire safety legislation and therefore informal activity is not required. As our new focus on identified higher risk premises, currently not audited within our existing risk based inspection programme, takes effect within the new performance year, it is highly likely that we will be issuing informal notices in higher numbers.

		Target missed by more than 10%
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ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	2015/16 performance		
									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
22	Fire Protection number of premises requiring formal activity	0.46% (2)	0.45% (2)	0.83% (3) ↑		0.56% (7)	1% (13)	1%(18)	4 (0.7%)	19 (1.27%)	↓
	(Source: Scorecard Corporate Measures (P&P) FSR008.) There is usually a 1-3 month lag in data entries for this measure in IBIS and so numbers could be revised (upwards) in next report. Please note the count of formal activity for Q1 has increased by one due to post period data entry. It is to be noted that there are currently 11 open enforcement notices against premises which will not be recorded on the performance measure until RBFRS are satisfied that the premises have put sufficient fire safety measures in place and the notice can be closed. This makes a total of 14 formal notices issued since the start of the performance year, which exceeds the current target The process of changing our focus on premises falling under the Fire Safety Order, within our risk based inspection programme, will have an impact on the numbers of premises requiring formal activity following the audit. This change in focus is part of a wider IRMP process so is currently only being implemented as a number of limited pilots. The number of formal notices issued is likely to increase as we move towards the end of the performance year.											
23	% success rate when cases go to court	100%	100%	100% =		100%	95%	95%	100%	100%	=
	(Source: Scorecard Corporate Measures (P&P). Pending potential prosecution cases are now being progressed following the departure of the existing fire safety legal prosecution specialist in November 2016. No performance data to report at this time.											
24	% of domestic respondents satisfied with the overall service	Data not yet available. The previous 3rd party survey contract has been cancelled at the end of 2015/16 as it was not procurement compliant. An in-house manual survey process has been developed and aims to be				n/a	100%	100%	98%	98%	
25	% of commercial respondents satisfied with the overall service					n/a	95%	95%	94%	94%	

Strategic Performance Report Q3 2016/17

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ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	2015/16 performance		
									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
26	% of respondents satisfied with the services with regards to Fire Safety Audits	implemented by the end of Jan 2017 when surveys will start to be sent out. Results will be published when available.				n/a	97%	97%	97.5%	97.5%	

Service Plans

Service Plans have been created to outline the management of day-to-day business. They set out how each department contributes to the achievement of strategic objectives and targets by aligning tasks for individuals to objectives. This provides a line of sight between the activities of each member of staff and the wider strategic direction. The following reports on the currency of existing Service Plans:

Service Plan	Q1 update provided	Q2 update provided	Q3 update provided	Q4 update provided
HR and L&D	✓	✓	✓	-
Corporate Services	✓	✓	✓	-
Health & Safety, Facilities and Stores	✓	✓	✓	-
Response	✓	✓	✓	-
Prevention and Protection	✓	✓	✓	-
Finance & Procurement	✓	✓	✓	-
Business Information and Systems	✓	✓	✓	-
Risk & Performance	✓	✓	✓	-

Information Management Report (October to December 2016)

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

Information Requests…	October 2016	November 2016	December 2016	TOTAL
New Information Requests Received	9	6	8	**23**
Total Information Requests Actioned	19	12	9	**40**
IGT - Hours Spent on Information Requests	36.50*	22	13.50	**72**
Others - Hours Spent on Information Requests	31.25	19.25	4.50	**55**
Timeframes not met (figures relate to request due date)	0	1	0	**1**
Internal Reviews (figures relate to request due date)	0	0	0	**0**
Complaints made to the Information Commissioner's Office (ICO)	0	0	0	0

*In October, an additional 60 hours were spent on training

Incident Reports

Incident Reports…	October 2016	November 2016	December 2016	TOTAL
New IRS/FI requests received this month	13	16	12	**41**
IRS/FI requests confirmed *(includes not charged for)*	8	7	4	**19**
Total IRS/FI requests actioned *(incl. still in progress)*	18	21	17	**56**
Total ££ so far this year	£2369.42 (IRS £2369.42) (FI £00.00)	£3232.03 (IRS £3232.03) (FI £00.00)	£3232.03 (IRS £3232.03) (FI £00.00)	**£3232.03 (IRS £3232.03) (FI £00.00)**

Incident Recording System (IRS) Reports are charged at £94.61 for those initiated in 2015/16, and at £96.00 for those initiated in 2016/17.

Fire Investigation (FI) Reports (where produced) are charged at £331.72+VAT for those initiated in 2015/16, and at £334.00 for those initiated in 2016/17.

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

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Grey	Data accuracy issues make judgement not possible	

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Quadrant Two: Corporate Health

ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	2015/16 performance		
									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
1.	Establishment Planned vs. Actual (the planned establishment for each RDS station against the actual number of RDS employees)	66 (34.13 FTE)	66 (34.05 FTE)	61 (31.57 FTE) ↓		61	65	65	64 (34.95 FTE)	63 (44.8 FTE)	↓

(Source: manual input from HR)

STATION	Staff in post	Full Time equivalent	Establishment	Staff In Post v Establishment	Full Time Equivalent V Est.
05 Hungerford	10	5.13	13	76.92%	39.46%
06 Lambourn	5	3.03	13	38.46%	23.29%
07 Pangbourne	9	5.03	13	69.23%	38.69%
09 Wargrave	8	3.99	13	61.54%	30.68%
11 Mortimer	6	3.53	13	46.15%	27.15%
15 Crowthorne	10	5.83	13	76.92%	44.83%
19 Retained	13	5.04	13	100%	38.76%
Grand Total	61	31.58	91	67.03%	34.69%

7 Retained Firefighters retired/resigned during the quarter however 2 Firefighters were recruited and immediately started their initial training and induction on their respective stations.
The exit interviews of those that left are being analysed to establish the reasons for leaving/retiring.
The new approach to recruitment and initial training, which reduces the waiting time for applicants during the recruitment phase and immediately starts their basic training, is having a positive impact with 14 trainee Firefighters now undergoing initial training. Recruitment campaigns focused in the areas of particular need continue to be facilitated by the Retained Support Unit and Human Resources.

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Amber	Target missed by 10% or less		=	Same performance compared to either previous quarter or same point in the previous year
Green	Target met or exceeded by less than 10%			
Blue	Target exceeded by more than 10%		↑	Improving performance compared to either previous quarter or same point in the previous year
Grey	Data accuracy issues make judgement not possible			

ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	2015/16 performance		
									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
2.	% of working time lost to sickness across all staff groups	3.86	2.99%	3% ↓		3.36%	4%	4%	4.59%	4.27%	↑

(Source: manual input onto Scorecard from HR)

Quarter 2 and 3 traditionally turn out a higher sickness absence levels than the other quarters mainly due to seasonal trends however we continue to see an overall further decrease in sickness levels. This demonstrates continued and sustained overall improvement in sickness levels. We continue, over the year to make good progress in promoting health and wellbeing at work and reducing sickness absence, with a decrease for operational staff being seen this quarter. In comparison to the same quarter last year (4.59%) performance has substantially improved. Seasonally we would expect to see an increase is sickness over the winter months and although there has been a slight increase compared to Q2 this year, this is minimal at 0.01%. This major improvement in the health and wellbeing of our staff results in a reduction to the number of shifts required to be covered.

Improving health and wellbeing remains a high priority for the Service, a number of considerations and initiatives continue with the aim to further reduce sickness absence and sustain the improved levels.

Musculoskeletal illness has show a significant decline supporting the ongoing investment in this area. Comparing Q3 data from 2015/16 to Q3 Data 2016/17. There has been a decrease of approximately 50% in both the days lost and episodes. The Movement Specialist has targeted specific staff with MSK illness and tailored individual programmes to give individuals the tools to support their own recovery and thus return to the workplace sooner. A functional fitness programme is in place for operational staff with the aim of further reducing MSK related injuries and improving the fitness, health and wellbeing of staff.

The dedicated HR Case Officer continues to provide support with sickness absence and ill health cases to reduce the working time lost. Attention is also given to those on light duties to expedite their return to full duties.

A new Occupational Health provider has been identified and an implementation plan is in progress to smoothly transition to the new provision. The integration of support facilities both within and external to the Service will be a key objective to support ongoing improved performance.

RBFRS managers have been actively focusing on addressing individuals with a high level of absence, in line with the revised more stringent sickness policy. Improved management information and direct involvement of the senior team together with specific objectives for managers to reduce absence in their areas are contributing to improved performance.

			Decline in performance compared to either previous quarter or same point in the previous year
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Amber	Target missed by 10% or less	=	Same performance compared to either previous quarter or same point in the previous year
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ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	2015/16 performance		
									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
		The 'Core Skills' training includes a module on Sickness Absence management, which has already been well received and will further contribute to empowering managers in managing sickness within their remit. The number of individuals having no sickness this year (2016) has increased to a staggering 38% of staff compared to 28% in 2015. Managers have been provided details of their staff demonstrating this commitment to allow them to thank them for their personal commitment and achievement. The sickness working group continues to identify and analyse causes of sickness absence and put appropriate measures in place to tackle them e.g. producing quarterly sickness posters to raise awareness and developing the MIND Blue Light Pledge action plan which forms part of a national campaign to improve the mental health of those working in 'Blue Light' services. RBFRS is committed to challenging mental health stigma and promoting positive wellbeing throughout service. In January 2017 a poster campaign will promote the facilities of the Fire Fighters Charity provided for rehabilitation to support the health and wellbeing of our employees									
3.	% of Eligible operational staff successfully completing fitness test	96.6%	96.7%	97.6% ↑		97.6%	100%	100%	96.5%	96.5%	↑
		(Source: Manual input required from HR.) Not achieving the standard: 7 individuals did not meet the required standard. 4 were required to undertake the drill ground assessment. Reasonable adjustments are made where necessary e.g. under the Equality Act. The remaining 3 are at Station Manager role or above and not subject to the drill ground assessment. These individuals are supported to improve their fitness and are retested every 4 weeks. As there is only 1 wholetime member of staff not meeting the required standard on the treadmill test at the current time, there does not appear to be a problem with maintenance of fitness amongst this staff group.									

Strategic Performance Report Q3 2016/17

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Red	Target missed by more than 10%
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Symbol	Meaning
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ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	2015/16 performance		
									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
4.	All injury accidents including RIDDOR	0 vs. 12	2 vs. 14	2 vs. 15 ↓		4 vs 41	3 vs. 41	6 vs 82	4 vs 22	8 vs 56	↑

(Source: Manual input from H&S)

During quarter 3 there were 15 work related accidents, two of which were RIDDOR* reportable due to the injured individuals being unfit for work for more than 7 days. (see explanation below for RIDDOR). Therefore quarter 2 has seen an increase of one accident overall. YTD performance stands at 41 accidents of which four were RIDDOR reportable.

Of the 15 accidents, four were classified as medium severity, two of those being the RIDDOR reportable incidents. The remaining 11 were classed as minor. Compared to the previous quarter the number of minor accidents has remained the same at 11, whilst the moderate accidents have increased by one.

Examination of the trends and follow up action is taken in all cases as appropriate. Learning from accident investigations are highlighted accordingly and opportunities taken to inform and improve working practices. There are no identifiable trends over performance year to date and the top five reasons for accidents remain consistently the same and comparable to others in the fire service sector.

*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 7 days, or 'specified injuries' which are more serious types of injuries. These include injuries such as broken bones, crush injuries and amputations.

ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
5.	% of eligible staff with PDIs	85%	98.94%	99.29% ↑		99.29%	100%	100%	94.7%	94.35%	↑

(Source: manual input onto Scorecard from HR)

The performance reported in this period is 99.29% which is an increase on performance in the same period last year which was 94.70% and a slight increase of 0.35% from last quarter. As at 3 January 2017 - 4 individuals remain outstanding and do not appear to have had a PDI, their managers have been chased individually to confirm the position and to forward the relevant paperwork.

An audit is currently underway to look at the standards of PDI completion to enable us to effectively target any specific changes to the documents or additional training or guidance required.

Strategic Performance Report Q3 2016/17

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ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	2015/16 performance		
									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
6.	Number of capital projects whose forecasted outturn has a variance of more than 10% compared to the annual budget	0	0	0 =		0	0	0	*Reported annually in 15/16*		
	(Source: Manual input from Finance & Procurement) The Q3 forecast spending for all capital projects is on target or within 10% of the approved budget.										
7.	Number of revenue cost centres whose forecasted outturn has a variance of more than 10% compared to the annual budget	0	0	0		0	0	0	Reported annually in 15/16		
	(Source: Manual input from Finance& Procurement) As at Q3 the forecast outturn position for all cost centres are within a 10% variance of the approved budget. There are a number of restructures ongoing but overall budget will have a variance of less than half a percent.										
8.	% of expenditure less than 10K	11.93%	10.32%	9.53% ↑		10.59%		8%	11.9%	13%	↑
	(Source: Manual input from Finance& Procurement) This target is calculated using the supplier spend below £10k where no formal competitive process has been carried out The expenditure below £10k mainly consists of low value specialist commodities and parts and other adhoc repairs often with local suppliers. The new framework being put in place in this quarter for consumables, cleaning materials and consumables may reduce the need for some of this expenditure. In Q1 of 2017/18 the full years spend of all low value items will be reviewed for any opportunity to aggregate this into a single commodities call off contract to include the payments being made by Purchase Card. This will help to reduce the internal cost of processing the transactions. Low value transaction spend is not always an indication of poor procurement management. Every organisation will have a small % of low value transactions based on the nature of the business. It is however important to seek to streamline and minimise the cost of processing transactions and will be a focus of new work for the procurement team in the first quarter of 2017/18.										

Strategic Performance Report Q3 2016/17

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ID	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016/17 Y.T.D.	Y.T.D. Target	2016/17 Target	2015/16 performance		
									Q3 15/16	YTD 15/16	15/16 vs 17/18 ytd
9.	Contracted spend as a % of overall spend	74.05%	73.7%	80.15% ↑		77.38%		70%	76.5%	67.8%	↑
	(Source: Manual input from Finance& Procurement) This target measures the % of expenditure with suppliers who have contracts with RBFRS as a % of total spend both for each quarter of 2016/17 and for the nine months to December 2016. Between October and December 2016 seventeen new contracts were put in place. Ten of these were for new expenditure categories. The remaining new contracts were re tenders to ensure the category of spend remained compliant with the RBFRS Contract Regulations and continues to deliver best value. As further categories of spend are put into a new contract this achievement will further exceed the target. The current target is an excellent benchmark compared to other public bodies and the performance achieved demonstrates our commitment to achieving value for money from our suppliers.											
10	Total expenditure per head of population	To be reported annually				35.74	35.74		Reported annually in 15/16		
	(Source: Manual input from Finance & Procurement) To be reported annually once all entries have been made in Sage										
11	% FOI requests referred to the Information Commissioner	0%	0%	0% =		0%	0%	0%	0%	0%	=
	Source: Manual input from Information Governance No FOI requests were referred to the ICO this quarter. However it is worth noting that, a request being referred to the ICO does not necessarily mean a failure of our process – that would be indicated by the ICO deciding there is a failing and issuing an improvement notice. We will continue to try to ensure requests are answered on time and satisfactorily.										

Financial Position as at December 2016-17 (Revenue)	Annual Budget £'000	Outturn £'000	Forecast to YE £'000	Budget to YE Variance £'000
EMPLOYEES				
UNIFORMED	20,125	14,891	19,944	(182)
NON-UNIFORMED	5,831	4,226	5,836	5
TRAINING	274	158	288	14
OTHER	118	73	115	(4)
	26,349	**19,348**	**26,183**	**(166)**
PREMISES				
REPAIRS & MAINTENANCE	761	537	767	6
RATES	694	623	692	(2)
CLEANING	224	133	224	0
UTILITIES	375	229	381	6
	2,055	**1,522**	**2,065**	**11**
SUPPLIES				
INSURANCE	292	173	300	9
EQUIPMENT	423	373	434	11
IS EQUIPMENT & LICENCES	436	484	441	5
CLOTHING/PPE	339	254	343	4
COMMUNICATIONS	1,080	353	1,069	(11)
OCCUPATIONAL HEALTH	152	97	152	0
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	130	80	135	4
HYDRANT REPAIRS	63	17	45	(18)
COMMUNITY FIRE SAFETY SUPPLIES	46	28	45	(1)
SUPPLIES OTHER	260	182	256	(4)
	3,221	**2,042**	**3,220**	**(1)**
CONTRACTS				
LEGAL	80	14	79	(1)
CONTRACTS OTHER	274	181	280	6
	354	**196**	**359**	**4**
TRANSPORT				
VEHICLE RUNNING COSTS	778	383	744	(35)
TRAVEL	279	208	257	(22)
	1,058	**591**	**1,001**	**(57)**
PENSIONS				
PENSIONS	418	216	418	0
	418	**216**	**418**	**0**
TRANSITION FUND PROJECTS				
TRANSITION FUND PROJECTS	862	606	862	0
	862	**606**	**862**	**0**
INCOME				
FEES & CHARGES	(124)	(40)	(83)	41
CO-RESPONDING INCOME	0	(35)	(74)	(74)
INCOME OTHER	(1,777)	(952)	(1,701)	77
	(1,901)	**(1,026)**	**(1,858)**	**43**
NET COST OF SERVICES	**32,416**	**23,493**	**32,250**	**(166)**
DEBT CHARGES				
DEBT CHARGES INTEREST	392	214	392	0
	392	**214**	**392**	**0**
INVESTMENTS				
INVESTMENT INTEREST	(23)	(17)	(33)	(10)
	(23)	**(17)**	**(33)**	**(10)**
NET OPERATING EXPENDITURE	**32,785**	**23,690**	**32,609**	**(176)**
REVENUE FUNDING OF CAPITAL				
REVENUE FUNDING OF CAPITAL	500	0	500	0
	500	**0**	**500**	**0**
APPROPRIATION TO/(FROM) RESERVES				
APPROPRIATION TO/(FROM) RESERVES	(877)	0	(877)	0
	(877)	**0**	**(877)**	**0**
MINIMUM REVENUE PROVISION				
MINIMUM REVENUE PROVISION	362	0	362	0
	362	**0**	**362**	**0**
(SURPLUS)/DEFICIT	**32,770**	**23,690**	**32,594**	**(176)**

Financial Position as at December 2016-17 (Capital)

CAPITAL SCHEMES	Latest Budget £'000	Actual Spend to December £'000	Additional Spend To Year-End £'000	Estimated Total Spend £'000	Variance From Budget £'000	Budget To Be C/fwd £'000	Notes
Ascot Fire Station upgrade	40	40	0	40	0	0	**COMPLETE**
Fire Station Refurbishments minor works - Appliance bay door replacement programme	250	146	30	176	-74	76	The next phase of bay door installation is due to commence in Quarter 4. Phase 2 of the works will commence in quarter 4 and will be completed in Q2 2017/18.
Replacement storage building at Caversham Rd Fire Station	150	0	0	0	-150	150	This project will now not proceed as originally envisaged and may now form part of a larger scale capital refurbishment project for the entire site.
Fire Station Refurbishments - Caversham Rd	50		50	50	0		Professional Services for preparatory work for Caversham Rd Fire Station
Fire Station Refurbishments - Hungerford Community Fire Station	900	41	288	329	-571	440	Includes Hungerford Station works £769k. Works at Hungerford are progressing well with works being completed as per the original timeline of June 2017. The high level of spend in Q4 reflects work on the next phase of the refurbishments at other Fire Stations, to support Vision 2019.
Fire Station Refurbishments minor works - kitchens	224	12	74	86	-138	59	The majority of this budget has been set aside to replace kitchens at Bracknell, Maidenhead and Langley Fire Stations. This work has been completed at Bracknell during Q3, and will be started at Maidenhead and Langley during Q4 and will complete in Q1 2017/18.

CAPITAL SCHEMES	Latest Budget £'000	Actual Spend to December £'000	Additional Spend To Year-End £'000	Estimated Total Spend £'000	Variance From Budget £'000	Budget To Be C/fwd £'000	Notes
Fire Station Rebuild - Theale Fire Station	1,100	130	0	130	-970	970	Site acquisition works continuing with the submission of a detailed pre-app and preparation of a thorough feasibility report to support the purchase decision. The slight delay in the timetable is wholly due to the land owners marketing of their site. This will be followed by a 6 month design phase in order to submit a full planning application in the summer of 2017 and then an estimated 15-18 months build phase. The continuing development of the detailed project plan would suggest delivery of this new station by end of May 2019, subject to planning permission progressing as expected. The unspent budget during this financial year needs to be rolled forward to support the revised timetable.
ICT - Microsoft Licensing	149	172	0	172	23	0	**COMPLETE** -There is no further expenditure expected. This project is overspent as more licences were necessary than allowed for in the budget. The original budget was reduced by £100k, which was transferred to the virtualisation project. The virtualisation project is now underspent by £13k, so that underspend should be returned to offset this overspending.
ICT - IBIS redevelopment or replacement	45	19	26	45	0	0	To complete the IBIS works a specialist programmer has been engaged. The project is expected to be completed by March 2017 and it is anticipated that the full value of the bid will be used.
ICT - Firewatch phase 2 implementation	10	7	0	7	-3	0	**COMPLETE** Project will complete in line with the original projects plan. The modules will be rolled out between Jan and June 2017 after the implementation on version 7.6. A new bid for phase 3 was approved in September.
ICT - Virtualisation Project	68	55	0	55	-13	0	**COMPLETE** The project is complete with an underspend of £13k
ICT - Software licensing update to Office 2016	239	0	151	151	-88	0	We have now received the final quote and purchased licences to the value of £151k at the end of Q3. The reduced figure is a better price and more accurate determination of licences required. There will be no further spend against this project. £88k can be returned to reserves.
ICT - Helpdesk System	45	1	0	1	-44	44	Currently out to tender expected to place order in Q1 2017/18.

CAPITAL SCHEMES	Latest Budget £'000	Actual Spend to December £'000	Additional Spend To Year-End £'000	Estimated Total Spend £'000	Variance From Budget £'000	Budget To Be C/fwd £'000	Notes
ICT - Sage 1000 upgrade	65	41	24	65	0	0	The bulk of this work is complete but go live has been moved to early January 2017.
ICT - Learning Management System (LMS)	45	0	0	0	-45	45	Spend for this project may slip to Q2 17/18 as L&D are currently recruiting a project lead to manage this project and therefore the specification is not yet complete. Final timescales will be linked to the appointment of the project lead.
ICT - Firewatch Development	30	0	15	15	-15	15	We expect to spend around half of the bid in Q4 but work will continue into 17/18 in line with the original project plan.
Fleet & Equipment - Light Vehicles	96	108	0	108	12	0	**COMPLETE** 5 technician and Prevention team vehicles have been delivered and liveried.
Fleet & Equipment - Fire Appliances x 4	1,000	0	400	400	-600	500	4 new Fire appliances have been procured and awaiting delivery during June 2017. This is a shared exercise with Thames Valley partners which will see RBFRS procure 11 vehicles over the next 3 years. All vehicles will have standard stowage across the Thames valley, which is part of a wider Operational Alignment exercise. Negotiation has reduced costs of initial quotes, some of which will be initially reinvested into locker storage, equipment and communications fit-out to support further Thames Valley collaboration. The figures show the savings from 4 appliances in year one, 3 appliances in year two and 2 appliances in years three and four.
Fleet & Equipment - Special Appliances - Operational Support Unit	250	19	0	29	-221	150	The 2 curtain sided support vehicles are reaching end of life. Replacement costs for the OSU were £188k Partnership working with Hampshire has facilitated the acquisition of a 5 year old replacement at a cost of £19k, with additional fit out costs of £10k. These savings have allowed capital provision of £150k towards the potential replacement of older, high mileage fire appliances with lower mileage second hand units.
Fleet & Equipment - Other Ancillary Vehicles	75	0	46	46	-29	0	The Fleet strategy has identified a number of vehicles which are beyond serviceable use (for example 4 Landover's which are over 22 years old). These will be reviewed and replaced either through redeployment internally of under-used vehicles, or with new as appropriate.
Total (Under)/Over	**4,831**	**791**	**1,104**	**1,905**	**-2,926**	**2,449**	

TOTAL BUDGET AVAILABLE	2,000,000
TOTAL BUDGET ALLOCATED	1,602,916
TOTAL BUDGET AVAILABLE FOR ALLOCATION	397,084

Transition Bids Spend Summary as of End December 2016

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Actual spend to end Q3 £k	Update
K01-601	**Staff Survey** Full staff satisfaction survey to inform areas of priority for the OD Programme.	Anne-Marie Scott	12/05/2015	9,000	9,000	**PROJECT COMPLETED - CLOSED** **Delivered during project:** • Staff Survey completed • The agreed action plan will support the delivery of 'Transform 2019' and the corporate vision • Survey results have enabled the OD programme to prioritise the key projects to be delivered and be used as baseline information for IIP.
K02-601	**Engagement Lead** 2 year fixed-term post for Staff Engagement Lead. Effective staff engagement is critical to the delivery of the OD Programme. The capacity to deliver the level and breadth of intervention required does not currently exist within the organisation. This resource will lead on developing/deploying a range of communication and engagement interventions to increase the likelihood of successful delivery of the 4 key projects in the programme and the desired cultural, structural and process changes.	Anne-Marie Scott	28/04/2015	30,335	30,335	**PROJECT COMPLETED - CLOSED** **Delivered during project:** • Engagement survey completed with results used to support planning of initiatives. • Communication strategy written and approved to support the organisational development programme • Improvements in the frequency and quality of communications • Cascade started in March • The Shout content and format reviewed and now being published monthly. • Support provided to the OD and IRMP programme boards to ensure key messages are communicated. • Driving staff activities and engagement towards the achievement of the Investors in People accreditation Bid closed as completed and work now covered within Corporate Services
K03-602	**Finance Capability Project** The purpose of this bid is to put in place sufficient staffing resource both to support programme management from a finance perspective as well as to deliver efficiencies within the Finance Department.	Conor Byrne	28/04/2015	17,890	17,890	**PROJECT COMPLETED - CLOSED** **Delivered:** • Post filled to assist with transition to outsourced payroll function which has completed successfully.
K04-601	**Functional and PES Training** To fund a programme of equipment replacement over the next two years with the aim of improving health and fitness of fire fighters. The provision of quality equipment will be to support this	Becci Jefferies	28/04/2015	45,000	45,000	**PROJECT COMPLETED - CLOSED** **Delivered:** • Training and delivery of equipment completed at end of March. • Expecting to see the anticipated performance benefits by way of improved fitness, improved measurements or improved recovery around October 2016 once test and results analysis has taken place.

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Actual spend to end Q3 £k	Update
K05-601	**Programme Office and Business Process Improvement** For two Programme Officers. Peer review identified improvement required to project and programme management. This resource will help change the way RBFRS manages projects by providing a mechanism to support the successful delivery of the strategic commitments. Business Process Improvement work aimed at achieving savings and efficiencies along with the delivery of training to improve knowledge and application internally by existing staff	Nikki Richards	28/04/15 12/04/16	212,000	147,670	**Delivered to date:** • Project Management training courses started in February 2016 and will be held monthly with 81 people attended to date • Smaller modules for project planning, Equality Impact Assessments and risk have been published online • Mentoring and support provided to project managers • Project process developed for using in smaller pieces of work that require structure • Improvements completed on the intranet pages used by internal staff • Project templates reviewed and implemented • Ongoing support and structure provided to the IRMP and OD Programme Boards with regular reporting and meetings in place. • OD Programme Lead now resourced from within the Programme Office. • Business Process improvement support to Procurement where procurement templates reviewed and standardised. • Savings implemented in transition to emailing remittances rather than posting • Following tender process, Business Process Improvement Partner (Results) appointed for training course design and method to support internal work on process improvements • Project support for the ESMCP project • Project support for SAGE upgrade project **To be delivered** • Project process designed for smaller items of work is being utlised where necessary for project work fitting the specific criteria • Project management of the new Intranet and content management system to replace Trove document management system • Process improvement actions following the review of the new starter and leaver processes
K06-602	**Transformation Manager** RBFRS are in the process of translating the new strategic policy direction of RBFA into a structured programme of work. At present, RBFRS does not have the necessary structures to ensure the projects associated with the programmes are properly set up. This Resource would ensure appropriate structures and processes are put in place and to enable successful delivery of the three programmes	Trevor Ferguson	01/03/2015	36,771	36,771	**PROJECT COMPLETED - CLOSED** **Delivered:** • New organisational risk framework • New performance framework • Revised corporate plan • Foundations of the Project process and Programme Office • Delivery of the staff engagement plan. • Structured programme of work to ensure the projects associated with Vision 2019 were prioritised and resourced properly Bid closed as work completed
K07-602	**IRMP Project** Working closely with IRMP team, funding for a post to ensure our consultation processes and procedures are compliant with the latest Government codes of practice on transparency, stakeholder engagement and consultation	Trevor Ferguson	13/10/2015	46,736	46,736	**PROJECT COMPLETED - CLOSED** **Delivered:** • Consultation plan, timelines and strategy developed with stakeholder mapping carried out. • Engagement activities have been undertaken with Unitary Authorities and communities. • Increased use of social media and the website has helped to improve the engagement with stakeholders and communities. • Significant increase in responses to consultations • Staff focus groups set up and held. • Two successful robust consultations covering the new IRMP 2019 and new response standards have been completed No further spend on this bid as resource costs are now covered from within a BAU cost centre

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Actual spend to end Q3 £k	Update
K08-601	**HR Advisor Projects** To support the HR Department address workload/demand, provide support to organisational projects, IRMP projects and case work	Becci Jefferies	17/03/2015	43,313	43,313	**PROJECT COMPLETED - CLOSED** **Delivered:** • Support to HR team in reviewing key HR policies to support the new ways of working and address changes to delegated responsibilities • Support to Ad-Hoc HR Advisor in the delivery of the Health and Safety and Facilities and Business and Information Systems departments to achieve their departmental restructures. • Re-structure work concentrated on production of contracts, changes to pay • Management of the leaver processes for the individuals affected by the re-organisation. Bid closed as work completed
K09-601	**OD Programme Lead** Effective Programme Management will be critical to the delivery of the OD programme and requires a dedicated, professional resource to lead on embedding core elements of the programme, co-coordinating cross functional departments and building credibility to ensure programme can progress in line with planned timescales	Anne-Marie Scott	18/08/2015	26,981	26,981	**PROJECT COMPLETED - CLOSED** **Delivered:** • Programme management support to the OD programme in project co-ordination, setup and delivery • Structure provided to the OD programme board. • Staff engagement for investors in people Bid closed as completed and remaining budget moved to K05 as role being covered by resources from the Programme Office
K10-601	**Core Skills Training Programme** Core skills development is a key plank of the OD programme and central to delivering new behaviours. This bid will support early delivery of key core skills and a long term core skills development and refresher programme, mapped to the Investors in People standard, leadership development and embedding into the L&D function	Becci Jefferies	01/09/15 26/04/16	104,000	37,791	**Delivered to date:** • Project management training - 81 people attended to date • Procurement framework skills – 10 people attended to date • Procurement overview – 12 people attended to date • Raising requisitions – 35 people attended to date • Finance for budget holders – 58 people attended to date • Appraisal training on new PDI process -112 people attended to date • Appraisal (new PDI process) + corporate objectives + vision 2019 from Jan 16 – 23 people attended to date • Crucial conversations - 33 people attended to date • Contracts awarded in May to four suppliers for new development courses • New intranet page set up so people can view information on and book the courses. • New courses started with first sessions held in September • Mindfulness course - 40 people attended to date • Resilience – 29 people attended to date • Managing Sickness course –27 people attended to date • Crucial Conversations course - 26 people attended to date • New course Working with Members being created for delivery from Q4 **To be Delivered** • Working with Members course designed and first course set to run in February • Review of core skills requirements being undertaken with any new training being considered for inclusion in the training plan for 2017/18 • New dates to be set up for existing core skills courses.

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Actual spend to end Q3 £k	Update
K11-603	**Redundancy and Exit Packages**	Trevor Ferguson	Various	144,154	144,154	**Delivered to date:** • Senior Management Restructure complete saving £162,000 per annum • Various departmental restructures complete saving on average 10% of staff costs within each department
K12-601	**HR Advisor Support** To ensure an HR resource with appropriate skills and knowledge is available until end March 2018 to support Managers to execute necessary staffing restructures and re-organisation to effect organisation change.	Becci Jefferies	02/02/2016	162,500	51,244	**Delivered to date:** • Role/support is working with Heads of Service and departmental managers to assist with restructure activity including planning, reports design and consultation • Reviewed the operational leave policy • Role to assist with TVFCS transition plan activities as per the agreed plan and as appropriate **To be delivered** • Support and consultation to be provided for Risk and performance and Service Delivery restructures. Work includes supporting consultation meetings, consultations and the selection processes
K13-601	**Leadership Development Programme** Provision of a structured leadership programme designed to support SMT to deliver Vision 2019. Provision of Core Skills in Procurement, contract management and Finance to enable manager to take on increased responsibility for managing their service. Provision of a range of tools/techniques/skills to support staff to be part of change programme to deliver Vision 2019	Nikki Richards	26/04/2016	25,000	21,595	£45k additional Core Skills budget approved and will be managed via the K10-601 cost centre to cover the new courses with a total of approx 750 training days expected. **Delivered to date**: • Leadership development sessions booked for CMT and SMT with the overall aim to embed a one team approach across all services • Personality colour profiling of leadership team now delivered **To be delivered** • Leadership development being considered by SMT at February 2017 meeting and further leadership development to be rolled out during Q4
K14-602	**Procurement resource** Request for additional resource to assist in the change of how Procurement will be delivered going forward over the next 12 months	Conor Byrne	19/01/2016	35,000	16,208	**Delivered to date:** • Supporting the delivery of the procurement work plan to ensure all major contracts are in place and expenditure is compliant • Delivered training on compliant purchasing and the new procurement framework • Working to deliver savings from improved third party spend
K15-601	**Benenden Healthcare** To secure corporate membership with Benenden Healthcare for one year to provide discretionary private healthcare to RBFRS employees with the aim of reducing sickness absence. This will be subscription based.	Becci Jefferies	12/04/2016	55,000	0	**Delivered to date:** • Approved by the Management Committee in July. • Aligning introduction to the provision of new occupational health arrangements • New occupational health provision from 1st January 2017 **To be delivered** • New occupational provision available from 1st March 2017. Benendon arrangements to align to ensure good integration from Q4. • Contracts agreed and implementation to be planned and underway.

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Actual spend to end Q3 £k	Update
K16-602	**Systems Business Partner - resource** Two year temporary post – systems business partner, a customer facing role to deliver and rollout Firewatch upgrades, IBIS improvements and support development of other service applications from an end user perspective	Nikki Richards	07/06/2016	76,720	13,238	**Delivered to date:** • Post filled and started on 29/08/16 • Activity to understand role requirements and current system • Working on Firewatch 7.6 testing prior to implementation • Providing FireWatch 7.5 support **To be delivered** • Provision of FireWatch 7.6 support and testing on FireWatch Phase III deliverables
K17-602	**Data & Performance Analysis Manager** Resource for a 24 month period to rectify issues with data assurance emerging because of linkages and feeds between systems	Simon Jefferies	05/07/2016	92,000	8,905	• Recruitment completed and resource due to start 24/10/2016 • Audit of data flows for Corporate measures and development of SQL reports **To be delivered** • Development of new reporting systems for intranet • Scoping of replacement for Scorecard with full Business case to CMT in April/May • Development of links to TV FRS for greater collaboration – work stream through TV Strategic Collaboration Programme Board
K18-601	**Facilities Project Manager Resource** Resource to work on the creation of a contemporary, customer focused infrastructure in facilities to produce effective systems and processes	Katie Mills	05/07/2016	50,000	25,200	**Delivered to date:** • Post filled and started on 12/09/16 • Review of contract provisions and improvements identified • Defect process review • Review of key facility processes • Finalised specifications for building maintenance and M&E contracts
K19-601	**Review of competency assessments** 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	2,645	**Delivered to date** • Scope of work agreed and PID written and approved • Phase 1 work – research undertaken **To be Delivered:** • Phase 2 to be integrated with outcomes of HR and L& D restructure.

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Actual spend to end Q3 £k	Update
K20-601	**Interim Collaboration Programme Manager** Funding to cover a 1/3 share of the costs of an interim programme manager for the Thames Valley collaboration programme	Trevor Ferguson	16/08/2016	60,000	11,875	**Delivered to date** • Thames Valley Collaboration Programme Manager appointed and working to get up to speed with programme • Management of the Collaboration event with senior managers • Standardised procedures: Workshop held to develop change project in more detail. 142 procedures standardised • Standardised type B appliance procurement: 100% of vehicle equipment across TVP agreed as standard items for future purchases. 90% of tech comms also agreed as standard. **To be delivered** • Establishing a TV Collaboration Programme Board to allow formal programme management principles/practice to be set up with a work programme aligned to Home Office 'three pillars' of reform • To finalise procedure standardisation by end March • Programme Manager to continue supporting the three Thames valley senior teams in collaboration across Collaboration Programme and TVFCS Phase 2 planning
K21-601	**TVFRS collaboration development programme** Funding for a joint development programme with RBFRS, BFRS and OFRS aimed at leadership team and managers with aim of creating shared knowledge and skills to use collaborative working models	Nikki Richards	16/08/2016	15,000	0	**Delivered to date** • Collaboration Practitioner 3 day course identified involving attendees from Bucks, Berkshire and Oxford shire • Three separate dates booked during December and January • Attendees identified and first day of course held at Berkshire Headquarters • Collaboration event held on the 28th November involving senior managers and Councillors from Thames Valley. This event provided attendees with an overview of the collaboration work completed to date **To be Delivered** • Final parts of the Collaboration Practitioner course to be held in January with a day held in Oxford and one day in Bucks • Following course completion, attendees to practice and utilise new skills learned with lead in collaboration projects
K22-603	**Temporary accounts officer** 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	74,000	0	**Delivered to date:** • Resource recruited to start from April 2017
K23-602	**Temporary project accountant** Funding for a Project Accountant to Manage the SAGE upgrade and delivering and embedding a more streamlined requisition and purchase order approval experience. Responsible for streamlining the chart of accounts and developing functionality in Sage to speed up the year-end closedown process	Conor Byrne	02/08/2016	52,000	0	**Delivered to date:** • Resource started working in November • Working on planning the SAGE 1000 upgrade and migration of data to the new version • Training of individuals using the new SAGE • Writing of updated instructions on raising a purchase order **To be Delivered** • Implementation of SAGE 1000 upgrade during January • Budget monitoring activities

Cost Centre	Description	Owner	Date bid approved	Latest budget £k	Actual spend to end Q3 £k	Update
K24-602	**Temporary procurement officer** Funding for an 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	Conor Byrne	02/08/2016	90,000	0	• Recruitment underway with interviews being carried out
K25-601	**Temporary Resource to manage the introduction of a Learning Management System.** The system will provide the ability to develop and host flexible e-learning reducing the need, in some areas, for face to face training.	Becci Jefferies	16/09/2016	69,516	0	• Recruitment underway for resource
	Month Total			1,602,916	736,551	

Status	BID Description	Owner	Date decision agreed	Original Value Requested £k	Reason for decision
Rejected	**Procurement Department** Additional resource for the Procurement department to help with additional workload. Anticipated to ensure compliance, a strategic approach to delivery of procurement solutions. Allow for SAGE requisitions to be regulated and PO compliance	Billy Allen	Reviewed by CMT 28/04/15	£125,000	Bid request rejected
Fund from existing budget	**Employer Excellence** Carry out an independent piece of work to review and analyse our pay policy	Anne-Marie Scott	Reviewed by CMT 09/06/15	£4,000	Bid request to be funded from existing budgets
Fund from existing budget	**Fitness Equipment Replacement** Request to fund a programme of equipment replacement over the next two years	Becci Jefferies	Reviewed by CMT 28/04/15	£44,555	Bid request to be funded from existing budgets

Quadrant Three: Priority Programmes

Integrated Risk Management Plan (IRMP)

Programme Highlight Report								
PROGRAMME TITLE :	**IRMP**						**PROGRAMME SPONSOR**	**DCFO Ferguson**
Reporting Period	**Oct – Dec 2016**						**PROGRAMME MANAGER**	Simon Jefferies
Programme RAG Status (Red/Amber/Green)	Overall RAG	Time	Resource	Cost	Benefit	Stakeholders		
	G	G	G	G	G	G		
Programme Summary	To deliver an integrated risk management plan 2015 – 2019 for Berkshire in August 2016 detailing the best location and use of resources to mitigate and reduce community risk, whilst contributing to organisational savings of £1.4m aligned to current government budget reduction targets for 2019.							
General Achievements	• A FA Task and Finish group completed the service re-design proposals and consultation activity underway on December 12th following Fire Authority decision. Implementation of comms plan to continue to engage with key stakeholders until the consultation completion in April 2017. • Co-responding schemes continue to operate as expected. All FRS co-responders are due to be up skilled to Immediate Emergency Care (IEC) standard involving an additional 3 days training which will be delivered by SCAS free of charge • Following trials, the Toughbook application has now been distributed to stations. • Comprehensive planning pre-application was submitted to West Berkshire Planning Department for a new fire station with a positive response received • Groundbreaking ceremony for Hungerford refurbishment took place on 8th November with attendees from the Fire Authority, Hungerford Town Councillors, TVP colleagues and SCAS. Refurbishment works now underway • IT Healthchecks for RBFRS and Control completed and remediation reports reviewed with plans and costs submitted to the Home Office. Potential change to the start of the ESMCP transition timescales with a proposal being reviewed at Programme Board level.							

Work Package Title	Project Manager/ Lead	Achievements this period	RAG Status		Task/Action planned for next period
			PREV	CURR	
Project 1 – Response standards, Station location and crewing arrangements	Simon Jefferies	A FA Task and Finish group completed the service re-design proposals and consultation activity underway on 12 December following Fire Authority decision An amended timeline for consultation completion extends the project and process for 6 weeks with a completion date of mid-April 2017 Communications plan written to cover internal, external comms with an introductory video released at the start of consultation. Further activities planned to engage with key stakeholders and a social media presence to encourage responses	G =	G =	Implementation of comms plan to continue to engage with key stakeholders until the consultation completion in April 2017.
Project 2 – Use of technology	Paul Jones	Reports now completed and prepared for consultation Consultation underway on 12th December following the decision by the Fire Authority to start consultation on the service re-design options	G =	G =	Await outcome of consultation
Project 3 – Prevention	Iain Harrison	Reports now completed and prepared for consultation Consultation underway on 12 December following the decision by the Fire Authority to	G =	G =	Await outcome of consultation

Work Package Title	Project Manager/ Lead	Achievements this period	RAG Status		Task/Action planned for next period
		start consultation on the service re-design options	G	G	
Project 4 – Protection	Chris Bunyan	Reports now completed and prepared for consultation Consultation underway on 12th December following the decision by the Fire Authority to start consultation on the service re-design options	G =	G =	Await outcome of consultation
Co-responding	Neil Carter	Co-responding schemes continue to operate as expected. All FRS co-responders are due to be up skilled to Immediate Emergency Care (IEC) standard involving an additional 3 days training which will be delivered by SCAS free of charge. Thames Valley MOU is being developed and due to be ready for consultation during February. The National Joint Council (NJC) national EMR trials are due to conclude at the end of February 2017 and awaiting to hear the decision and understand impact.	A =	A =	Consider and assess the impact of announcements by the NJC regarding emergency medical response. Complete Thames Valley MOU and undertake consultation
IRMP Consultation	Jim Powell	Pre-consultation activity completed and report presented to lead IRMP member. Stakeholder mapping has been completed and working on a comms plan	G =	G =	Implementation of comms plan to continue to engage with key stakeholders until the consultation completion in April 2017.

Work Package Title	Project Manager/ Lead	Achievements this period	RAG Status		Task/Action planned for next period
		An amended timeline for project completion extends the project and process for 6 weeks with a completion date of mid-April 2017			
IBIS Development	Matt Pinto	Following trials, the Toughbook application has now been distributed to stations. The HFSC and automated Toughbook data integration items are being tested/developed Work has begun on the CRR Module integration item.	G =	G =	The HFSC and automated Toughbook data integration items to be ready for completion for go live at the end of January. Expecting a refresh of the SAFER data and Mosaic data to be available for a refresh during January 17
Capital Project – Theale new Build	Alex Brown	Comprehensive planning pre-application was submitted to West Berkshire Planning Department with a positive response received Stakeholder mapping exercise has been completed and key stakeholder engagement sessions have been held to inform the design process Multi disciplinary professional services team appointed and are developing feasibility report Negotiations with Network Rail ongoing	G =	G =	Formal bid to be submitted to purchase the site with outcome expected in February 17 Continue with the design and build specification
Capital Project – Hungerford Refurbishment	Alex Brown	Planning permission submitted with a successful outcome Contractor tender submission process has concluded and a contractor appointed and now	G =	G =	The planned refurbishment works continues to work towards the station handover in May 2017

Work Package Title	Project Manager/ Lead	Achievements this period	RAG Status		Task/Action planned for next period
		on site working. Groundbreaking ceremony took place on 8th November with attendees from the Fire Authority, Hungerford town Councillors, TVP colleagues and SCAS. A station open day was held during November to support neighbourhood engagement through the life of the project. Decent to the temporary home for the station has now completed			
Information Governance	Becca Chapman	Information Asset Register is nearing completion with an approach to risk assessment agreed with information asset owners. Project plan has been revised to enable to focus effort on meeting baseline controls and ensuring compliance with PSN. An awareness raising campaign has been written and rollout of this is underway with articles published in The Shout and Cascade. As a result, this has contributed to an increase in issues brought to the attention of the team Information Security Forum continues to run	G =	G =	Training for all staff is planned and investigations continue into suitable content Information security policy to be drafted with a review of the existing security classification policy to be completed Plans also underway to develop specific plans to address PSN IA conditions
ESMCP (Emergency Services Mobile	Dave Myers	Tender for regional programme management completed and due to start in January 17	G =	A ↓	Receive further information on proposed timescales

Work Package Title	Project Manager/ Lead	Achievements this period	RAG Status		Task/Action planned for next period
Communications Programme)		IT Healthchecks for RBFRS and Control completed and remediation reports received. These have been reviewed and outcomes of cost associated actions completed and submitted DNSP proposal submitted to the programme and mobile device workshop attended to input requirements Proposal for an updated project timescale received from the national programme and have been reviewed. Final transitional date has not changed. This proposed timescale has highlighted areas of concern around our resources and equipment such as our MDTs and the replacement plans for these. Potential actions are being reviewed			Review of resource requirements against upcoming areas of work and revise as necessary Outstanding document requirements to be reviewed and submitted where required Reporting to be started to national programme

		KEY RISK TO OVERALL DELIVERY					
Risk ID	Risk Description	Risk Treatment	Inherent Score	RAG	Risk Owner	Response Actions	Open/Close
25	If opposition from staff and FBU happens, which is quite likely given the reducing budget, then we can expect a failure or extended length of time to deliver our PPR strategy	Communicate and engage prior to formal consultation	16		Trevor Ferguson		Open
194	Failure to identify and facilitate shared property opportunities with potential partners, which is likely due to insufficient internal capacity and expertise, then we can expect to miss funding and cost rationalisation opportunities which are significant in respect to our financial security, operational and political reputation objectives	Ensure appropriate professional expertise services are engaged to protect client-side interest	21		Trevor Ferguson		Open

Organisational Development

Programme Highlight Report							
PROGRAMME TITLE :	**Organisational Development**					**PROGRAMME SPONSOR**	**CFO Andy Fry**
Reporting Period	October - December 2016					**PROGRAMME OWNER**	**Nikki Richards**
Programme RAG Status (Red/Amber/Green)	Overall RAG	Time	Resource	Cost	Benefit	Stakeholders	**PROGRAMME MANAGER**	**Angela Smith**
	G	G	G	G	G	G		
Programme Summary	The Organisational Development Programme will deliver a range of inter-linked outcomes to support cultural change across the organisation. The programme will be delivered collaboratively with representation from across the workforce and representative bodies supplemented by external expertise and capacity as required						
General Achievements	• Seven new core skills courses underway (Mindfulness, Resilience, Managing Sickness and Crucial Conversations, Requisitioner Training , Procurement Skills and new Overview of Contract Regulations) with a new political awareness course due to be launched in Q4 • Investors in People self assessment work completed with assistance of OD champions and stations with positive results • Thames Valley FRS joint collaboration event took place on 28th November. This involved the senior teams at RBFRS,OFRS and BMKFRS • New branding launched for consultation November 2016 with feedback being collated and reviewed • Uniform orders placed for new white shirts, new white T shirts, blue uniform shirts with final delivery date expected to be Q4 • Reception are now wearing their new work wear						

Work Package Title	Project Manager	Achievements this period	RAG Status		Task/Action planned for next period
			PREV	CURR	
Employer Excellence					
1. Reward and Recognition	Katie Mills	Following the Awards Ceremony held in May, work has commenced on planning the Awards Ceremony for 2017 and the timeline for the nomination process for the awards has been agreed to open earlier to allow nominations to be captured in real time.	G =	G =	A review of our approach to rewards and recognition underway with a workshop held to examine how recruitment can be strengthened. Awards Ceremony nominations process opened in October 2016,
2. Strategic narrative and employer branding	Nikki Richards	Vision 2019 underpins all activities in this programme from Phase 3 staff engagement through to the four themes of this programme. New branding has been tested and plan now being prepared for rollout of the branding to the organisation and associated communications	G =	G =	A specific programme of engagement will be developed to ensure Vision 2019 is embedded and this will also include the link to a broader collaboration agenda. New branding covering document templates, letter headed paper, email signatures etc launched in November for consultation with guidelines and toolkit being developed ready to support the launch in Q4.
3. Branding - uniforms and work wear	Lloyd Palmer	Uniform trials completed and supplier confirmed for the Officer white shirts. Orders have been placed for the white shirts with en expected delivery timescale of January. Branding agreed for the new fire fighter blue shirt. Pricing and estimate of sizes compiled ready for order	A ↓	G ↑	Order to be fulfilled for new blue shirts. Rollout plan to be compiled and agreed with sponsor

Work Package Title	Project Manager	Achievements this period	RAG Status		Task/Action planned for next period
		New supplier sourced for white t-shirts which are better suited to wearing with the white shirts. Reception works wear evaluation now complete.			
4. Investors in people standard.	Katie Mills	IiP self assessment workshops completed with CMT and OD Champions to benchmark our current position against the IiP Standard. This review produced very useful feedback and assessed at the current time as achieving "Accredited" standard. Workshops also confirmed the impact of the OD programme being felt across the service Self assessment work completed with assistance of OD champions and stations.	G =	G =	IiP action plan to be developed and implemented supported by linked projects in the OD programme that evidence achievement. This action plan will determine the timeframe for undertaking the IiP assessment which had previously been anticipated to be September 2017, although this is now likely to be later than originally planned.
Engagement					
5. Evolve and embed continuous feedback, process and mindset ensuring this reflects best practice	Katie Mills	Programme of Station and departmental visits agreed by CMT and rolled out from July. Visits from CMT and HOS now taking place twice a year. Cascade survey completed for feedback on how effectively this is being used in the service with results currently being analysed.	G =	G =	Rolling programme of visits to continue with collating feedback from Station Visits to inform communication plans and tailor messaging. Develop Cascade based on the feedback provided in the survey. Programme implementation underway

Work Package Title	Project Manager	Achievements this period	RAG Status		Task/Action planned for next period
		Contract awarded to Ideagen for the new content management system to replace the current intranet and website to facilitate improved communications and engagement. Engage with HoS for nominations for contacts from each area to work on the intranet content			
Leadership and Learning					
6. Leadership Development Programme	Nikki Richards	Overall aim of the leadership programme is to embed a one team approach across all services. First sessions for CMT and SMT and leadership team have taken place. Supplier is being replaced due to availability issues but new supplier has been identified. Further sessions have been scheduled for the year and will include all aspects of leadership and political awareness. Coaching support is also in place. Personality colour profiling of the leadership team has been completed.	G =	G =	Programme of future events to be planned throughout 2017. Member development strategy in production with draft being prepared for review
7. Learning Management System (LMS) and e-delivery	Becci Jefferies	LMS system has now been included with capital bids and agreed at Management committee in September. Successful transition bid for resource to implement this was secured in September	G =	G =	Post to be advertised

Work Package Title	Project Manager	Achievements this period	RAG Status		Task/Action planned for next period
8. Promotion and talent management	Becci Jefferies	Due to restructure activity and investment in core skills, work on this is focused to implementing evaluation framework and apprenticeship schemes.	NS	NS	Currently on hold whilst other projects are progressed
9. Core skills framework	Becci Jefferies	Seven new courses started during September – Crucial conversations, Resilience, Managing sickness and Mindfulness plus three procurement courses to support the new Contract Regulations These have all proved popular with places filled up quickly. Approx 445 people have now attended core skills training (59 Project Management, 53 on Procurement related courses, 58 finance for budget holders, 227 appraisal training – which from Jan 16 included corporate objectives and vision 2019) New core skills intranet page is now live showcasing the different courses and their key learning objectives.	G	G	New Working with Members course to be set up to start from Q4. Work underway to design course content. Monitor courses and continue to schedule new sessions as required Work on defining and implementing an updated course evaluation questionnaire is underway.

Strategic Performance Report Q3 2016/17

Work Package Title	Project Manager	Achievements this period	RAG Status		Task/Action planned for next period
New Ways of Working					
10. Performance management & continuous improvement		Completed and now forms part of business as usual	C	C	
11. Business process improvement	Nikki Richards	New supplier set up process review complete. Comms and training being delivered. Contract and Finance rules approved with associate procurements courses set up to train people Supplier remittance review complete saving £1k per year. Review of procurement templates is underway to provide a consistent set of documents and processes to use during the tender/contract management processes	G	G	Work to start on the definition of a simple and easy to follow BPI methodology and will include roll out of training to create internal skills for staff to understand the value of how efficient processes deliver savings and benefits. Completion of procurement templates

KEY RISK TO OVERALL DELIVERY

Risk ID	Risk Description	Risk Treatment	Current Score	RAG	Risk Owner	Response Actions	Open/Close
250	Changing Political environment	Review of Home Office requirements and formation of strategic action plan. If necessary, review of organisational objectives, regular programme board updates on impacts, incorporate changes within communication plan to all staff	16	A	Nikki Richards	Ensure all relevant consultation papers that could impact on any projects within the OD programme are raised with the Programme Sponsor	Open

KEY RISK TO OVERALL DELIVERY

Risk ID	Risk Description	Risk Treatment	Current Score	RAG	Risk Owner	Response Actions	Open/Close
261	IT capacity to support elements of the OD programme as required	Identify the requirements for a new intranet and website plus other projects as part of the PID to enable options for IT support to be considered fully.	11	A	Nikki Richards	Bids for additional capital/ revenue or transition fund Projects requiring IT support to be prioritised against other corporate priorities.	Open
323	Volume and speed of change as a result of delivery of the OD programme	Ensure all staff receive regular updates and there is clarity on each project being delivered so staff have the opportunity to be engaged	11	A	Nikki Richards	Communication with staff through IIP sessions plus regular Shout updates is receiving positive feedback	Open
324	Budget available to deliver the OD programme	Current projects funded from existing resources or Transition fund. All PIDs to consider whole life costs and benefits	11	A	Nikki Richards	Ensure that all improvements and savings achieved from the programme are captured for the MTFP	Open

Quadrant Four: Risk

Corporate Risk Register as of 20 March 2017

Risk ID	Risk Short Name	Risk Assesor	Function Programme	Directorate	Risk Description	Risk Criteria	Current Score	Inherent Score	Treatments				Treated Score	Overall Assurance	Risk Owner	Review Date
66	Effective management	Dave Myers	Response	Service Delivery	If we do not maintain knowledgeable, effective, resilient managers, provide adequate human and financial investment in terms of managerial and behavioural skills training, knowledge, development and coaching it is possible that we can expect a reduction in organisational achievement, effectiveness and performance across a range of organisational measures this directly attributable to a lack of investment and value provided by a customer focussed workforce.	Failure to manage organisational resources	19	24	**Treatments**	**Owner**	**Progress**	**Date**	17	2	Dave Myers	2017-08-14
									Service delivery restructure to consider manager roles and requirements, consultation with staff on roles and development of job descriptions to support onward development of managers	Dave Myers	draft created and to consultation in next month	18-Nov-2016				
									service restructure has identified new roles and ways of working- this will also require mangement developemnt which is being driven through the core skills programme	Dave Myers		10-Feb-2017				
									Workforce planning is managed by HR. Pool of promotable staff is being maintained and restructure is considering substantive and temporary positions and suitability of skills	Dave Myers	ongoing progress	13-Mar-2017				

148	Partnership Working and Shared Service	Trevor Ferguson	Strategic Risks	CFO	If partnership working and shared service do not continue to develop and fail to operate effectively, which may become increasingly likely given the complexities of shared arrangements and incoming legislative arrangement associated with blue light collaboration, then we can expect there to be an impact on our financial position and our service provision, which would be significant in respect to delivering all of our strategic objectives and our savings target.	Failure to manage organisational resources	17	21	Treatments	Owner	Progress	Date	16	3	Trevor Ferguson	2017-06-30
									Develop a shared service strategy to ensure we mange potential partner expectations and develop a strategic approach to building partnerships.	Trevor Ferguson	new thames valley fire collaboration structure agreed. TVP local authority and one public estate also agreed	09-Mar-2017				
									Develop a portfolio of documents clearly articulating the services RBFRS offer to potential partners	Mark Gaskarth	complete	10-Mar-2017				
									Build on existing approach to partnership building with RBFA members making introduction in both their home authorities and their local communities	Trevor Ferguson	work being progressed to establish TV startegic political group. Meetings arranged with PCC, OCC, BMKFA	09-Mar-2017				
									Build collaborative relationships with chief officers from TV FRS's, TVP and SCAS	Trevor Ferguson	DCFO/ CFO sits on and attends TV chief exec forum meeting. Blue light exec meeting including SCAS	09-Mar-2017				

| 212 | Information assurance | Trevor Ferguson | Info Man | Strategy and Performance Management | If we fail to have effective control on information assurance, which is increasingly likely given additional information and data we are handling and changes to ICT and TVFCS, then we can expect the mis-handling of sensitive or personal information which could lead to significant financial and reputational penalties and legal challenge which are significant in respect to achieving all of our strategic objectives | Failure to comply with statutory or regulatory requirements | 19 | 21 | | | | | 17 | 2 | Trevor Ferguson | 2017-04-30 |

Treatments	Owner	Progress	Date
Existing policies and procedures on information management	Nikki Richards	We do have a full set of policies and procedures in place but we are systematically working through and reviewing these, updating where appropriate.	10-Mar-2017
Gap analysis conducted and improvement plan developed	Trevor Ferguson	complete	09-Mar-2017
Implementation of improvement plan to achieve PSN compliance	Nikki Richards	Awareness across the service has increased significantly as work against the improvement plan continues. An e-learning package has recently been purchased and will be rolled out to all staff.	10-Mar-2017

| 230 | Firefighter Safety | Trevor Ferguson | Strategic Risks | CFO | If we fail to ensure the health, safety and welfare of firefighters which may become likely if we don't maintain policies, procedures and training for firefighters then we can expect breaches in health and safety legislation and/or fire fighter injury or fatality which is significant in | Failure to comply with statutory or regulatory requirements | 22 | 25 | | | | | 19 | 1 | Trevor Ferguson | 2017-08-14 |

Treatments	Owner	Progress	Date
Ensuring policies, procedures and processes are maintained and up to date	Dave Myers		

					respect of our strategic objectives to provide a swift and effective response when called to emergencies, valuing and investing in our staff and managing RBFRS in accordance with best practice and legislation		🟥	🟥	Safety Critical Training is delivered from Training centre based on The fire professional Framework core skills and assessed on appropriate frequencies	Dave Myers			🟥	
									a review between AM Myers and HHR&LD to determine what is risk critical training and have measure to confirm compliance	Dave Myers				
									Review measures to respond to Fire fighter fatality are covered adequately in the Duty Officer Handbook	Dave Myers	completed	21-Dec-2017		
									Deliver training aligned to National standards and monitor and address shortfalls in maintenance of competence	Becci Jefferies	qualification framework agreed and developing core skills and training programme for 2017/18	13-Mar-2017		

231	RDS Availibility	Dave Myers	Strategic Risks	CFO	If the RDS availability reduces which may become likely with the continued lack of investment in effective recruitment and retention processes then we can expect the number of frontline appliances to reduce which is significant in respect of our objective in preventing fires and other emergencies and providing a swift and effective response to emergencies	Failure to manage organisational resources	24	21					19	2	Dave Myers	2017-08-14

Treatments	Owner	Progress	Date
Proactive recruitment and retention campaigns	Dave Myers		
Review of reward package for RDS	Dave Myers		
More flexible and effective RDS training regime (initial and ongoing)	Dave Myers		
A consolidation audit of RDS support functions, recruitment practices and staff development to align IRMP outcomes to the structure and functionality of the RDS staffing model across RBFRS	Dave Myers		
PID endorsed at CMT - Implementation of the recommendations of the above Audit-	Dave Myers	completed	20-Aug-2016
Project plan from PID to be taken to CMT with actions to be agreed	Dave Myers	taken and endorsed, actions to follow as part of a structured plan	
Project actions linked to the IRMP outcomes, based on station	Dave Myers	IRMP options could see reduction in	27-Oct-2016

									Treatments	Owner	Progress	Date					
									profiles, risk areas and crewing arrangements		RDS stations						
									Pilot at Lambourne to trial improvements	Dave Myers	range of recruitment measures implemented	05-Jan-2017					
									Pilot ongoing- Peer review to feedback on progress and identify areas for improvement	Dave Myers		13-Mar-2017					
233	Capital Investment Strategy	Trevor Ferguson	Strategic Risks	Strategy and Performance Management	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 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	Failure to manage organisational resources	18	23	**Treatments** / Ensure a Property Asset Management Plan is developed	**Owner** / Simon Jefferies	**Progress** / Being developed with	**Date** / 10-Mar-2017	14	1	Simon Jefferies	2017-09-01
									Ensure maximum use of memorandum of understanding with Thames Valley Police and engage with local authorities and other FRS's	Simon Jefferies	good progress with TVP on 4 projects	10-Mar-2017				
									Ensure effective project management through IRMP programme board	Simon Jefferies	PIDS agreed for Theale, Whitley Wood	10-Mar-2017				
									Additional personnel added for resilience	Simon Jefferies	Appointed to post on Jan to support	10-Mar-2017				

										Treatments	Owner	Progress	Date				
												Strategic Property					
										Update to Strategic Asset Investment Framework	Simon Jefferies	Approved by Fire authority	10-Mar-2017				
234	Finance and Policy Direction	Trevor Ferguson	Strategic Risks	CFO	Given governments programme for budget deficit reduction and the increased likelihood of this being sustained or accelerated and the uncertainty in relation to the Fire Authority Medium Term Financial Plan and acceptance of a 4 year financial settlement, this may result in the Services failure to meet Strategic Commitments and Service Objectives.	Failure to assess the political environment	15	21		Treatments	Owner	Progress	Date	13	3	Trevor Ferguson	2017-08-11
										Ensure work programmes are flexible and adaptable by developing detailed service plans to aid decision making	Trevor Ferguson	Service plans in place and updated. Annual plan 2017/18 agreed and signed off by FA	09-Mar-2017				
										As part of the quarterly performance review confirm direction of travel with work packages is aligned to horizon scanning for potential changes in the pace of austerity	Trevor Ferguson	budget forecasting improved and aligned to quarterly performance	09-Mar-2017				
										2017/18 budget agreed based on sensitivity analysis agreed through budget working party	Trevor Ferguson	complete	09-Mar-2017				
										Continue to monitor 4 year settlement	Trevor Ferguson	4 year efficiency plan updated	09-Mar-2017				

									Treatments	Owner	Progress	Date				
									arrangements and agree potential 4 year settlement prior to October		following 17/18 budget setting					
									Work with Chair and Fire Authority members through annual planning workshop to clarify Fire Authority medium term financial plan	Trevor Ferguson	budget process complete for 17/18 and 18/19 budget workshop programmed for 31 July 17	09-Mar-2017				
									Work with Members at the July Workshop to inform the MTFP	Trevor Ferguson	complete	09-Mar-2017				
235	Data and information systems	Simon Jefferies	PR	Strategy and Performance Management	Should we fail to feed accurate data into RBFRS information systems (IBIS/IRS/Scorecard) which has is occurring currently then we can expect inaccurate recording and reporting of performance data, poor associated performance, inaccurate or missing information for the development of IRMP and strategic targets/commitments to be missed which is significant to corporate performance and the development of IRMP	Failure to manage technology	21	23	**Treatments** / Commission work to scope longer-term data resolution and development / Ensure close liaison and effective working relationships with HBIS to ensure data assurance and reporting methodology	**Owner** / Jim Powell / Jim Powell	**Progress** / Data and Performance analysis manager appointed and work commenced. / PERFORMANCE Information Officer working closely with IT audit data flows	**Date** / 14-Mar-2017 / 14-Mar-2017	19	2	Simon Jefferies	2017-05-12

ID	Name	Owner	Type	Category	Description	Consequence			Treatments	Owner	Progress	Date				
							🟥	🟥	Ensure capacity within the Risk and Performance dept in the restructure for dealing with all organisational intelligence workloads	Jim Powell	restructure undergoing consultation to ensure fit for purpose and there is capacity in team	14-Mar-2017	🟥			
274	Knowledge management and recommendations log	Simon Jefferies	Risk Man	Strategy and Performance Management	If we fail to develop an effective system for capturing, logging and distributing recommendations to the accountable person for action, which has happened historically because of the lack of an effective solution given that this need continues with actions generated from internal and external sources, then we can expect that risk critical remedial actions are not implemented which are significant in respect to our legal duties and reputation and has a direct impact upon strategic objectives.	Failure to comply with statutory or regulatory requirements	**20**	**22**	**Treatments** — work package to develop an effective solution	**Owner** — Trevor Ferguson	**Progress** — A work package has been added to the 2016/17 Risk and Performance Service plan	**Date** — 11-Apr-2016	**20**	3	Simon Jefferies	2017-05-01
									maintain existing recommendations log in the interim	Simon Jefferies	Further work has been done to reduce the duplication of recommendations from local and internal audits	23-May-2016				

Accident Investigations

Q3 15/16 – 17 requiring investigation

Q3 16/17 – 6 requiring investigation

Total number of Q3 accident reports completed as of 10/1/17* - 3

The number of recommendations arising from accident investigations that have not been formally acknowledged and accepted by the accountable manager– 0

* Accident investigation policy allows Accident Investigation Officers two months in which to carry out their investigation, complete and submit their report.

Procurement Compliance

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. 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. 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.

This twinned intervention of closer working with suppliers and staff is raising the profile of the importance of spending in accordance with the new RBFRS Contract Regulations.

Procurement Plan as of 23 February 2017

		Service	Contract Owner	Procurement Contact	Contract Detail	Spec Owner	Supply Type	Contract Status (No Contract Exists or Amendment /Renewal of Existing Contract)	Likely Procurement Process	Project Start Date	Project Target Completion Date	Key Issues Related to Existing Contract	Est. Total Contract Value	CAP or REV	Monthly Progress Update / Comments	RAG Status
Q2	PROJ00121	FAC	Katie Mills	Lee Wilkey	Measured Term Contract Lot 2: M&E Works	Patricia Lane	Works	Existing Contract	OJEU tender two lots	01/11/2016	30/04/2017	Addition of work relating to Newsham Court included to remove additional low value contracts	£1,000,000	Revenue	Tenders due back 10th March 2017 with proposed contract start date of 1st June 17	
	PROJ00122	FAC	Katie Mills	Lee Wilkey	Measured Term Contract Lot 1: Building maintenance	Patricia Lane	Works	Existing Contract	OJEU tender two lots	01/11/2016	30/04/2017	Low value project work to be included	£1,000,000	Revenue and some Capital	Tenders due back 10th March 2017 with proposed contract start date of 1st June 17	
Q3	PROJ00161	Estates	Alex Brown	Christine Balbier	Legal Services framework	Alex Brown	Service	Framework	Framework	01/03/2017	30/03/2017	Review three Frameworks and recommend most suitable option for each legal category	£50,000?	Revenue and some Capital	Review to be carried out in March. Three / Four days max allowed to complete the review	
	PROJ00162	BIS	Simon Yardley	Jane Lubbock	New Helpdesk system to replace Spiceworks	Simon Yardley	Supply & service	New Requirement	Open Tender	01/12/2016	03/03/2017	Evaluation to include wider group of stakeholders, HR and FM	£70,000	Revenue	Evaluating tender responses	
	PROJ00195	TVFC	Nikki Richards	Jane Lubbock	ICCs re: tender	Nikki Richards	Service	No Contract	Framework	01/02/2017	30/03/2017	Ensure TVFC members are consulted at each stage of the tender	£280,000	Revenue	Tender issued 23/02/17 return 9th March 2017	
	PROJ00116	Facilities	Katie Mills	Christine Balbier	Office Furniture	Patricia Lane	Supply	No Contract	Framework	01/03/2017	31/04/2017	Likely value to be determined as framework will be used for new fire station fit outs plus office replacements	£150,000?	Revenue and some Capital	Tender to be issued March 17 via a framework so should be a quick process	
	PROJ00108	FLEET	Robert Read	Jane Lubbock	Hose Reel Branches	Rob Read	Supply	No contract	Tender	01/12/2017	31/01/2017	Evaluation and testing complete	£50,000	Revenue	Request to award to be prepared	
Completed - Transferred to Contract Register																
Completed	PROJ00109	FLEET	Tim Mansbridge	Jane Lubbock	Pumping Appliances	Tim Mansbridge	Supply	New requirement	Collaborative Tender via Framework	01/05/2016	10/07/2016	New Requirement to be TV collaborative project	£3,000,000	Capital	COMPLETE	
	PROJ00138	BIS	Nikki Richards	Jane Lubbock	Mobile Telephony	Nikki Richards	Service	Active	Tender/Framework	01/08/2016	31/03/2017	Contract 1 + 1 option	£25,584	Revenue	COMPLETE	
	PROJ00185	HR	Becci Jefferies	Jane Lubbock	Leadership Development Programme	Ann Marie Scott	Services	New Requirement	Tender	27/07/2016	31/08/2016			Revenue	COMPLETE	
	PROJ00150	HR	Becci Jefferies	Lee Wilkey	Recruitment – support for managing campaigns/ handling applications/short listing etc	Becci	Service	No contract exists	TBC	01/07/2016	31/03/2017		TBC	Revenue	COMPLETE	
	PROJ00123	BIS	Nikki Richards	Lee Wilkey	Multi-Functional Print Devices - Supply & Maintenance	Nikki Richards	Supply / Service	Renewal	OJEU	02/05/2016	30/06/2016	Termination letters issued to cancel existing contracts	£250,000	Revenue	COMPLETE	
	PROJ00152	BIS	Nikki Richards	Jane Lubbock	New Intranet & Trove replacement	Katie Mills/Nikki Richards	Supply	Renewal	Tender	01/05/2016	30/09/2016	No contract in place. Renewal issued for web hosting	£40,000	Capital	COMPLETE	
	PROJ00188	Estates	Alex Brown	Jane Lubbock	Property Valuation Surveys	Alex Brown	Supply / Services	New requirement	Tender	15/07/2016	31/08/2016	Limited market availability		Revenue	COMPLETE	
	PROJ00181	BIS	Nikki Richards	Jane Lubbock	Crisis Commander	Dave Myers	Service	Renewal	Quotation	01/12/2016	31/03/2017	Termination Notice served June 2016- Expire 31/3/17	£30,000	Revenue	COMPLETE CONTRACT TERMINATED	
	PROJ00159	Estates	Katie Mills	Lee Wilkey	Replacement Kitchens x 3	Roland Collins	Works	New Requirement	Framework	01/04/2016	01/10/2016	To be tendered -JCT or NEC 3	£175,000	Capital	COMPLETE	
	PROJ00187	HR	Becci Jefferies	Jane Lubbock	BPI Consultancy & Training	Becci Jefferies	Service	New Requirement	Tender	TBC			£20,000	Revenue	COMPLETE	

	Service	Contract Owner	Procurement Contact	Contract Detail	Spec Owner	Supply Type	Contract Status (No Contract Exists or Amendment /Renewal of Existing Contract)	Likely Procurement Process	Project Start Date	Project Target Completion Date	Key Issues Related to Existing Contract	Est. Total Contract Value	CAP or REV	Monthly Progress Update / Comments	RAG Status
PROJ00133	BIS	Nikki Richards	Jane Lubbock	Network & Server Resilience	Nikki Richards	Service	Renewal	Tender	01/07/2016	31/12/2016	PLR 1 year + 1 yr extend option	£42,000	Revenue	COMPLETE	
PROJ00115	BIS	Nikki Richards	Jane Lubbock	Aerohive Wireless LAN 3	Nikki Richards	Services	Renewal	Quotation	30/04/2016	30/05/2016		£4,369	Revenue	COMPLETE	
PROJ00178	BIS	Nikki Richards	Jane Lubbock	Cyber Security - IT Health Check	Nikki Richards	Supply / Services	No contract	TBC	23/05/2016	31/03/2017	3 quote completed	TBC	Revenue	COMPLETE	
PROJ00155	Estates	Alex Brown	Jane Lubbock	Multi-Disciplinary professional services for the construction work for refurbishment - Hungerford	Alex Brown	Service	New Requirement	Quote/Tender	19/04/2016	31/05/2016	3 Quote/Tender issued 19/04/16	£500,000	Capital	COMPLETE	
PROJ00105	RESPONSE	GM Lloyd Palmer	Jane Lubbock	Uniform Clothing, Ancillary Items and Managed Services - Internal REVIEW Phase 1 & 2	Response	Supply	Renewal	Tender - OJEU	01/06/2016	31/10/2016	Contract expires 31/3/18	£200,000	Revenue	COMPLETE	
PROJ00184	RESPONSE	Tim Mansbridge	Jane Lubbock	OSU with Forklift	Tim Mansbridge	Supply	New Requirement	Framework	15/06/2016	30/06/2016	YPO FW	£180,000	capital	NOT AWARDED	
PROJ00196	Estates	Alex Brown	Jane Lubbock	Multi-Disciplinary professional services for the construction work of new fire station - Theale	Alex Brown	Service	No Contract	Framework			ESPO FRAMEWORK	£400,000	capital	COMPLETE	
PROJ00119	BIS	Nikki Richards	Lee Wilkey	Switch Extreme Support	Lee Arslett	Service	Renewal (contract expired)	Quotation	01/06/2016	30/06/2016	3 quote process	£10,000	Revenue	COMPLETE	
PROJ00158	Risk and Performance	AM Simon Jefferies	Jane Lubbock	Hungerford Capital build contractor services	Alex Brown	works	Tender	Tender via framework	01/05/2016	01/01/2019		£8,000,000	Capital	COMPLETE	
PROJ00206	HR	Nikki Richards	Jane Lubbock	Leadership Development Programme	Nikki Richards	Service	Completed - contract to be signed	Tender	01/09/2016	31/08/2017	Previous contract terminated	£20,000	Revenue	COMPLETE	
PROJ00205	Vehicles	Dean Parratt	Jane Lubbock	Hardware Maintenance Contract (Transport Team)	Dean Parratt	Service	Completed	Quotation	01/08/2016	31/07/2017		£8,000	Revenue	COMPLETE	
PROJ00129	RESPONSE	Lincoln Ball	Lee Wilkey	Radiation Protection Service	Lincoln Ball	Service	Completed	Quotation	01/09/2016	26/10/2016	Existing contract requires renewal and contract T&C's	£8,000	Revenue	COMPLETE	
PROJ00207	Response	Paul Maynard	Jane Lubbock	Fire Safety Equipment Training	Dom Manton	Service	Completed	Quotation	01/10/2016	01/11/2016		£15,000	Revenue	COMPLETE	
CONT 322	Finance	Trevor Ferguson	Jane Lubbock	Professional Financial Advice	Conor Byrne	Service	Completed	Quotation	22/11/2016	22/11/2017		£10,000	Revenue	COMPLETE	
PROJ00209	Estates	Alex Brown	Jane Lubbock	Multi-Disciplinary professional services for the construction work for refurbishment - Whitley Wood with TVP	Alex Brown	Service	Completed	Tender	01/12/2016	31/03/2021		£250,000	Capital	COMPLETE	
PROJ00172	RESPONSE	Tim Mansbridge	Jane Lubbock	RTC electric HYDRAULIC replacement	Rob Read	Supply	Completed	Tender	01/06/2016	31/07/2016	FW - TV project - led by Bucks FRS	£20,000	Capital	COMPLETE	
PROJ00176	PREV	GM I Harrison	Lee Wilkey	Portable misting systems	SM Beard	Supply	Completed	Quotation	01/07/2016	31/03/2017		£25,000	Revenue	COMPLETE	
PROJ00167	RESPONSE	AM Dave Myers	Lee Wilkey	Appliance Gas Monitors	Rob Read	Supply / Services	Completed	Tender	15/06/2016	01/09/2016		£15,000	Revenue	COMPLETE	
PROJ00144	HR / L&D	Becci Jefferies	Lee Wilkey	Operational Training	Becci Jefferies	Services	Completed	Framework	01/02/2016	31/05/2016		£150,000	Revenue	COMPLETE	
PROJ00141	HR	Nikki Richards	Jane Lubbock	Health Insurance (Benenden)	Nikki Richards	Service	Completed	Waiver	06/12/2016	08/12/2016	Benenden is the only provider of this service on the market.	£150,000	Revenue	COMPLETE	
PROJ00107	Facilities	Katie Mills	Lee Wilkey	Access Control	Patricia Lane	Service	Completed	Quotation	01/03/2016	30/06/2016	PL/JG to confirm spec.	£50,000	Revenue	COMPLETE	
PROJ00146	HR	Becci Jefferies	Lee Wilkey	Occupational Health and Employee Assistance Programme	Becci Jefferies	Services	Completed	OJEU tender	20/04/2016	31/12/2016	Value and link to Benenden	£16,000	Revenue	COMPLETE	
PROJ00126	Facilities	Katie Mills	Lee Wilkey	Water Boilers	Sharon Slater	Supply / Service	Completed	Quotation	01/06/2016	30/06/2016	Spec required (to suit new kitchens)	£24,000	Revenue	COMPLETE	

		Service	Contract Owner	Procurement Contact	Contract Detail	Spec Owner	Supply Type	Contract Status (No Contract Exists or Amendment /Renewal of Existing Contract)	Likely Procurement Process	Project Start Date	Project Target Completion Date	Key Issues Related to Existing Contract	Est. Total Contract Value	CAP or REV	Monthly Progress Update / Comments	RAG Status
	PROJ00127	Facilities	Katie Mills	Lee Wilkey	Mains Water Chillers	Sharon Slater	Supply / Service	Completed	Quotation	01/06/2016	30/06/2016	Client to provide required locations for all stations	£90,000	Revenue	COMPLETE	
	PROJ00135	BIS	Nikki Richards	Jane Lubbock	Demographics and Lifestyle Data Solution (Mosaic)	Nikki Richards	Service	Completed	Quotation	01/12/2016	31/03/2017	Contract Extended 31/3/17	£11,000	Revenue	COMPLETE	
	PROJ00210	Finance	Conor Byrne	Simon Robinson	Actuarial Advice	Conor Byrne	Service	Completed	Quotation	TBC	TBC		£9,000	Revenue	COMPLETE	
	PROJ00197	HR	Becci Jefferies	Lee Wilkey	Employee benefits	Becci Jefferies	Supply / Services	Completed	Framework	01/10/2016	31/01/2017	Expires February 2017	£	Revenue	COMPLETE	
	PROJ00149	Estates	Alex Brown	Jane Lubbock	Multi Disciplinary and technical support services	Alex Brown	Supply/Service	Completed	Tender	01/12/2016	04/01/2017		£50,000	Revenue	COMPLETE	
	PROJ00140	RESPONSE	AM Dave Myers	Lee Wilkey	Water Rescue Training (Lee Valley)	SM Jess James	Supply	No contract exists	Tender via framework	20/07/2016	30/09/2016	Requires strategic approach to identify long term requirements	TBC	Cap/Rev	COMPLETE	
	PROJ00130	HR	Becci Jefferies	Lee Wilkey	Fitness Equipment and Maintenance	Helen Morbin	Supply / Service	Active	Quotation	01/07/2016	31/10/2016	No contract	£5,000	Revenue	COMPLETE	
	PROJ00153	HR	Trevor Ferguson	Jane Lubbock	Morgan Hunt CCS Framework 971	Trevor Ferguson	Service	Active	Framework	01/10/2016	30/04/2017	New requirement	£70,000	Revenue	COMPLETE	
Completed	PROJ00136	Fin	Conor Byrne	Jane Lubbock	Internal Audit	Conor Byrne	Service	Completed	OJEU Tender	01/07/2016	31/03/2017	Incumbent successful. In standstill	£120,000	Revenue	COMPLETE	
	PROJ00147	HR / L&D	Becci Jefferies	Lee Wilkey	Training Providers - IT H&S	Becci Jefferies	Service	Completed	Quotes	01/07/2016	31/03/2017	Two contracts awarded	£60,000	Revenue	COMPLETE	
	PROJ00131	Equipment	Robert Reed	Simon Robinson	LPP's	Robert Read	Supply	Completed	Tender	09/12/2016	16/12/2016	Joint tender with Bucks and OFRS	£110,000	Capital	COMPLETE	
	PROJ00143	Equipment	Robert Read	Simon Robinson	PPV's	Robert Read	Supply	Completed	Tender	09/12/2016	16/12/2016	Joint tender with Bucks and OFRS	£40,000	Capital	COMPLETE	
	PROJ00191	FAC / L&D	Becci Jefferies	Lee Wilkey	Fire House Maintenance (existing system)	Dom Manton	Service	Completed	Quotation	05/09/2016	15/11/2016	Quotes plus estimates for major refurbishment	£15,000	Revenue	COMPLETE	
	PROJ00112	RESPONSE	Paul Jacques	Lee Wilkey	Scientific Services	Paul Jacques	Services	Completed	Quotation	01/09/2016	31/12/2016	Existing contract requires renewal and contract T&C's	£8,000	Revenue	COMPLETE	

Audit Recommendations

The audits shown have been undertaken and recommendations agreed. The information provides a progress on those open recommendations.

Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Open / Closed	Brief description of Evidence received from	Date of Audit	Date of Closing Meeting	Allocated to
Non uniformed Leave	Consider the removal of the leave card and utilise only FireWatch, subject to the self service upgrade, to manage the leave process	**Jun-16**	**awaiting implementation of Fire Watch 7.6**	Low	JM comment: (April 16)Until such a time that FireWatch annual leave recording for green book staff working part time hours on a flexible basis is fully functioning we will not be seeking to remove the leave cards currently issued. We will continue to review this on an annual basis and following the implementation of FireWatch 7.6 27 October 2016-10-27 Implementation of 7.6 has been planned for Late January 2016 and as such leave cards will not be issued by HR for the 17/18 leave year and all leave should be authorised on FW - a Leave card document will be issued should individuals want to print their own for personal use although these should no longer be used for authorisation. Communication will be issued in January when the leave for the 2017/18 is added to the system. JM	**GREEN**	**Open**		Oct-15	18/11/2015	Head of HR
Emergency Services Mobile Communications Project	A contingency process will be put in place, to ensure that where the Project Coordinator is absent for a period of time, another member of staff will be in a position to update the tracker document accordingly. In the short term, any absence will be covered by fellow team members following a briefing handover.	**Dec-16**	**Jan-17**	Low	As part of the business support restructure, a model has been developed to ensure contingency arrangements are in place for all work undertaken by the team including the ESMCP project. This will ensure project support is available at all times. The provisional date for the new structure to be in place is January 2017. Q3 17 UPDATE: The new structure for business support as part of Corporate Service is in place from 1 January. The post of Programme Office Assistant has been added to the structure to ensure resilient support for projects is in place. Recruitment to this post is now underway.	**GREEN**	**Open**		Sep-16		Katie Mills
Standard test	Change the standard test policy to reflect a new way of working	**Jun-17**		high	This will be done in two parts as some actions are relevant to stations that need to be in place before the new standard test record year in January 2017. This relates to incorporating identified best practice into our current system	**GREEN**	**Open**		06/03/2016	21/03/2016	Rob Read
Standard test	Update the record keeping system	**Dec-16**	**Apr-17**	high	This has two strands a) review what we already have and b) potentially implement a change to a computer based system, however this is unlikely to happen soon as FireWatch may not support this type of work yet or be financially viable and there are no practical options for implementing anything else at a reasonable cost. This is tied to the outcome of the asset management project which will report in March / April 2017.	**Amber**	**Open**		06/03/2016	21/03/2016	Rob Read

Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Open / Closed	Brief description of Evidence received from	Date of Audit	Date of Closing Meeting	Allocated to
Sickness Absence Management	A sample check of FireWatch data, identifying when Line Managers update an employees records compared to their first date of absence, will be completed on a quarterly basis. Where persistent offenders are identified, action will be taken with the Line Manager to ensure that Fire Watch is updated timely.	Dec-16		Medium	Of the sickness in Q3 a random 15 episodes were checked and all but one were recorded on FireWatch on the date they were sick. The one case which was not recorded on FireWatch was a mobile technician. Report to be considered on a quarterly basis to identify any trends – as this was the first sample no persistent offenders have been identified.	GREEN	open		23/11/2016		J Manning, HR Manager
Sickness Absence Management	The next staff survey questionnaire content will be reviewed and considered by the HR team to ensure that absence related questions have been included within the survey, to allow for the findings/ outcomes to be fed into action plans. Alternatively due to the improvement in absences, RBFRS should/ will consider the removal of this assurance as other means (data reporting) are in place to capture this.	TBC - at the point of the next staff survey		Medium	NO action as no survey issued.	GREEN	open		23/11/2016		J Manning, HR Manager
Sickness Absence Management	The resource and development team will develop a report to identify those line managers who have not completed sickness absence training. This will be reviewed by the sickness absence working group. In addition, HR will contact all GM's and above to ensure they check all their managers have had relevant training and if not to ensure that they receive it through the Core Skills training programme.	Jan-17		Low	Email sent to GM's and above to ask them to check that their managers have completed the sickness absence training as part of the core skills. Those who have not should book onto the core skills training ASAP.	GREEN	Open	this is ongoing	23/11/2016		J Manning, HR Manager
Integrated Risk Management Plan (IRMP) Consultation	As part of the handover process. Documented roles and responsibilities for project team members will be completed and included as part of the action plan/ job descriptions.	Dec-16		Low	Documentation of roles/responsibilities has been completed through cross mapping the consultation strategy, toolkit and job profiles (referenced to the proposed new profiles in the service delivery restructure.) This will be included in future action plans following transition to the new structure and in line with the need to consult and will become embedded at that time	Amber	open		19/01/2017		GM IRMP
Governance & Risk Management	As planned the service will ensure that individual self-assessment and development plans are completed annually and retained for all existing members	Sep-17		Low		GREEN	open		27/02/2017		Head of Corporate Services

Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Open / Closed	Brief description of Evidence received from	Date of Audit	Date of Closing Meeting	Allocated to
Governance & Risk Management	RBFA will ensure that risks are assigned an owner in line with the risk management policy accountability and ownership of hierarchy.	Sep-17		Low		GREEN	open		27/02/2017		AM Risk and Performance
Governance & Risk Management	Management will continue to deliver the Training plan, to educate employees on the completion of the risk register (both timely completion and capturing assurances) and the Planning and Performance officer will continue providing risk owners with hands on support on to use the system.	Sep-17		Low		GREEN	open		27/02/2017		AM Risk and Performance
Governance & Risk Management	The service will review its process for escalating and presenting operational risks to the relevant director (strategic risk register) and ensure there is clarity in information being presented.	Sep-17		Low		GREEN	open		27/02/2017		AM Risk and Performance

Appendix A: Update on progress of the ICT Strategy
Nikki Richards Interim Director of Support Services

This ICT strategy is intended to design and embed a reliable, resilient ICT support service which will technically enable the implementation and ongoing delivery of the Strategic Commitments and Vision 2019. This is a high level update for items agreed as part of year 1 of the action plan and reflects the period October to December 2016

Detailed action planning is management through the Business Information and Systems Service plan which is monitored during line management meetings.

A summary of performance to date follows:

Task	Progress	RAG Status
1. ICT Information governance framework established and approved by IRMP	The project is progressing well but some timescales have been revised to accommodate the volume of work that is required at a time when the organisation is going through significant structural change.	🟧
2. Guiding principles implemented and PSN (Public Service Network) accreditation achieved	The project plan for PSN is really a sub task for item 1 above. The project plan is being developed in line with the results of a recent IT health check. The IT health check has identified a number of areas for improvement with systems but many of the policies required are in place.	🟧
3. Current and future data management requirements reviewed	We have started to quantify the amount of data we currently hold and are in the process of determine retention periods which will allow us to better determine future requirements	🟩
4. ICT infrastructure is fit for purse and supports a reliable, robust IT environment	Initial scoping work was carried out to have the infrastructure mapped now that we have upgraded the wide area network and the disaster recovery environment. The actual mapping work will commence in Q4. This will give us a good understanding of our infrastructure and will help shape ongoing management and resilience planning.	🟩
5. ICT Investment plan is created to align to medium term financial plan	COMPLETED in Q2	🟩
6. Software and Hardware Asset management plans established	Work is well under way in cataloguing all hardware assets. We are currently out to tender for a helpdesk system which will allow us to tie faults to assets which will help plan asset replacement programme. We have just stared to collect the same information for software assets.	🟩

Appendix B: Corporate Measure Definitions

ID	Measure	Description
1.	Number of Fire Deaths in accidental Dwelling fires	The total number of deaths which occur as a result of a dwelling fire.
2.	Number of Fire Casualties in accidental Dwelling Fires	The total number of casualties which occur as a result of a dwelling fire.
3.	Number of people killed or seriously injured on Berkshires Roads*	Data for this measure comes from Thames Valley Police and shows all fatality and casualty data for Berkshire, including incidents where RBFRS does NOT attend.
4.	Number of 999 Calls answered	This reflects the total number of 999 calls answered by TVFCS. Some of these will be duplicate calls to the same incident.
5.	Number of emergency incidents mobilised to	This is a new measure for 2016/17. The total number of emergency incidents which RBFRS emergency vehicles were mobilised to, including those where the outcome was a false alarm.
6.	Time to answer emergency calls in 5 seconds	This is time it takes for TVFCS to answer incoming 999calls.
7.	Time to answer emergency calls in 10 seconds	
8.	Time to mobilise within 60 seconds	This is the time taken for TVFCS to mobilise appliance(s) from the time the call incoming 999 was answered.
9.	Time to mobilise within 90 seconds	
10.	Time to mobilise within 120 seconds	
11.	How often a Front Line Appliance attends a dwelling Fire with the 1st arriving in 8 and the 2nd arriving in 10 minutes as a percentage of all dwelling fires	The standard is measured from the time crews are alerted on station until the time a fire appliance gets to the fire.
12.	How often a Front Line Appliance attends a dwelling Fire with the 1st arriving in 10 and the 2nd arriving in 12 minutes as a percentage of all dwelling fires	The standard is measured from the time crews are alerted on station until the time a fire appliance gets to the fire.
13.	How often a Front Line Fire Appliance attends a RTC with resources for extrication of casualties within 11 minutes as a percentage of total RTC calls	The standard is measured from the time crews are alerted on station until the time a fire appliance gets to the RTC.

ID	Measure	Description
14.	% availability of whole time front line appliances	This is the % of shifts where at least miniumum crewing levels are maintained on whole time appliances.
15.	For Retained duty system % availability of retained duty system front line fire appliance	This is the % of shifts where at least miniumum crewing levels are maintained on retained appliances.
16.	% of vulnerable people receiving a HFSC compared to total number of HFSC's carried out	This is the percentage of the total Home Fire Safety Checks where the recipient was within current vulnerable groups
17.	% of dwelling fires where no smoke alarm is installed	This reflects the percentage of dwelling fires attended by RBFRS where there was no smoke alarm installed.
18.	% of category 1 HFSC referrals completed within 3 working days	This is a new measure for 2016/17. Category 1 referrals are where there has been a threat or incidence of arson.
19.	Number of Fire Safety Inspections carried out	This is the total number of closed fire safety audits carried out in commercial premises in Berkshire.
20.	Fire Protection number of audits and inspections where the results were satisfactory	This is the number of closed fire safety of audits carried out in commercial premises where the result was satisfactory and no further action is required.
21.	Fire Protection number of premises requiring informal activity	This is the number of closed fire safety audits carried out which resulted in informal activity. This includes a deficiency notice, with or without follow-up or informal education.
22.	Fire Protection number of premises requiring formal activity	This is the number of closed fire safety audits carried out which results in informal activity. This includes premises requiring an enforcement notice, prohibition notice, alterations notice, or prosecution notice.
23.	% success rate when cases go to court	This is the percentage of successful prosecutions following fire safety audits.
24.	% of domestic respondents satisfied with the overall service	Results are from a quarterly customer satisfaction survey which seeks feedback from those who have had an incident that RBFRS attended and asks about their experience and satisfaction with the Service they received.
25.	% of commercial respondents satisfied with the overall service	
26.	% of respondents satisfied with the services with regards to Fire Safety Audits	