

Q3 2019/20 Strategic Performance Report

(October to December 2019)





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This version of the report was last updated on 17/07/2020

Introduction

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









This report contains performance across four Quadrants:

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

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




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

Key to Icons and Colours for Performance Measures




	Target exceeded by more than 10%
	Target met or exceeded by up to 10%
	Target missed by up to 10%
	Target missed by more than 10%
	NA or data accuracy issues affect confidence in reporting
	Improvement in performance
	Maintenance of performance
	Decline in performance

Key to Classification of Risk Scores and Risk Movement

20 - 25	Outside assumed Risk Appetite and requires mitigation to proceed
19	Inside Risk Appetite only because of extremely low probability. Mitigate if necessary and possible, accept only if no further action can be justified
17 & 18	Inside Risk Appetite. Mitigate further if cost effective to do so - discuss with a Director
7-16	Inside Risk Appetite. Mitigate further if cost effective to do so
1-6	Inside Risk Appetite and unlikely to need further mitigation

	No risk movement
	Risk decreasing
	Risk increasing

Key to Audit Action Movement

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

Key Highlights

Key Data – October to December 2019 (data as of 8/1/2020)

	Quarter 1 2019/20	Quarter 2 2019/20	Quarter 3 2019/20	Quarter 4 2019/20	Year to date 2019/20	Quarter 3 2018/19	Year to date 2018/19
Emergency incidents responded to	1,821*	2,101*	1,815↓		5,737↓	1,846	6,261
Primary Fires	224	243	224↑		691↓	221	777
Secondary Fires	283	354	111↓		748↓	178	1,041
Special Services (RTC)	103	112	140↑		355↓	160	388
Special Services (other)	310*	351*	322↓		983↓	308	1,006

Arrows represent changes from previous period

IRMP Commitment Progress

Prevention Commitment 1: To reduce the number of vulnerable people dying due to accidental fires in the home by conducting 35,000 Safe and Well visits over the next 5 years (by March 2022).

Since April 2017, we have completed 20,448 Safe and Well visits to individuals at heightened risk of dying in an accidental dwelling fire, exceeding the IRMP commitment.

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

Since April 2017, we have conducted 7,475 Safe and Well checks to individuals at increased risk of having a fire in their home and being injured as a result, ahead of target for achieving the IRMP commitment.

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

Since April 2017, we have concluded 3,154 full fire safety audits in premises (excluding private dwellings) across Berkshire, ensuring businesses are complying with the Regulatory Reform (Fire Safety) Order 2005 and carrying out enforcement action where required.

People Strategy Highlights

Objective 1: Recruit, train and develop people to ensure we create a safe, professional and capable workforce, who can provide a fit for purpose service, 24/7, 365 days a year

- Of the 24 new firefighters appointed following the 2019 campaign, two were female and two BME. This compares to 2018 where zero appointees were female and only one BME.
- Our EDI Coordinator is now in post and working with Resourcing and Development around positive action.
- Green Book recruitment statistics are now completed quarterly to identify trends, alongside equivalent information for Grey Book.

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

- Diversity and difference guidance for managers has been created and included in the induction process
- The Grievance, Bullying and Harassment policy has been updated
- The number of female firefighters employed in the Service has increased to 27 this quarter due to one female firefighter joining On-Call. This has increased the percentage of female firefighters from last quarter by 0.24 percentage points from 5.83% to 6.07% exceeding our target of 4% once again this quarter.

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

- We have procured a Learning Management System (jointly with Buckinghamshire and Milton Keynes Fire and Rescue Service) which will come into use in Q4.

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

- The roll out of Behavioural Competency Framework awareness training has commenced with Middle Managers and the Watch Based Station Managers.

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

- Fitness testing took place throughout the quarter. 96.5% of eligible staff were tested and 98.5% of staff tested achieved the required cardiovascular standard.

- World Menopause Day was promoted in October with Siren content, Shout articles and posters sent to all workplaces
- There have been no accidents in this quarter that were reportable to HSE under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations.

Other Successes

Service Provision

- This quarter we reached 76.6% of emergency incidents within 10 minutes, exceeding our response standard. We are on track to achieve the annual target.
- The number of non-fatal casualties in accidental dwelling fires continues to remain low, compared with much higher levels last year.
- The percentage of Fire Safety Audits where premises were found to be compliant was 55.7% this quarter, a marked improvement on the previous period and demonstrating progress towards our goal of focusing resources on high risk properties.
- We successfully prosecuted two 'responsible persons' this quarter, resulting in one fine of over £13,700. The second case has been sent to the Crown Court for sentencing.

Corporate Health

- 92% of eligible staff are recorded as having had their PDR this year. This is relatively comparable with the same time last year.
- We continue to see good performance on our financial management measures, with over 95% of spend subject to competition, and 100% of spend being compliant.

Concerns and Plans for Improvement

- There has been one fire death during this quarter. The Critical Event Management Team was convened to review the case and our actions. A Safe and Well visit had been carried out at the property in April 2018 following a referral.
- There were three occasions over the Christmas period where an appliance was unavailable due to crewing. There have been pressures on crewing this quarter which were addressed by hub managers actively managing staffing and minimising extractions from watches (such as for non-critical training) as well as utilising prearranged overtime (PAOT) where appropriate.

- Retained availability continues to vary by station due to specific local circumstances.
- Performance on our measure of time taken for the control room to mobilise an appliance within 90 seconds remains below the target of 80% at 73.3%. However, the focus placed on call handling technique by the management team and the introduction of new technology such as BT Advanced Mobile Location (AML) to aid call handlers in identifying the exact location of caller using the '999' system does seem to have led to a sustained increase in performance over the last 12 months, and we will be assessing this impact further over the next quarter.
- Sickness absence continues to show an upward trend in both long and short term sickness absence. The Service continues to undertake a number of activities aimed at preventing sickness absence and assisting individuals to return to the workplace as quickly as possible. These are outlined in the Health, Safety and Wellbeing Action Plan and Mental Health Action Plan



Supporting Performance Information

Quadrant One: Service Provision

Corporate Measures** (Data accurate as of 8/1/2020*)

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
1	Number of Fire Deaths in Accidental Dwelling fires	0	1	0	1		2	0	1	1	↓
<p>Accountable Person: Area Manager Response & Resilience</p> <p>It is regrettable to report that there was one fire death in Quarter 3 in the Central Hub, the Year to Date is now 2 for this year, and more detail is provided in the Central Hub narrative below. The East and West hubs have recorded zero fire deaths for this quarter. It is of note that this corporate measure for the period of 2011-2015 was 4 per year, therefore RBFRS is demonstrating a positive direction of travel against this target over the long term. Preventing fire deaths continue to be a priority for RBFRS during 2019-2020 and teams in the Service Delivery Hubs work with all the Unitary area to generate quality referrals that can lead to timely and effective Safe and Well visits to maintain the downward pressure on fire death in RBFRS (see CM 6 narrative for the progress)</p> <p>Work continues in all three Service Delivery hubs to increase the number of direct referrals made by partner agencies under the Adult Referral Programme (ARP) enabling RBFRS to more effectively target the most vulnerable people in our areas.</p> <p>In December 2019, a quality assurance process was introduced to ensure that a culture of continual improvement and consistency is instilled in our Prevention work. The process will initially involve crews and technicians being routinely observed undertaking Safe and Well visits by the Prevention management team.</p> <p>Operational crews demonstrated their commitment to management of community risk with some good examples of post incident action, for example following a domestic fire in Filey Road, Reading, follow up Safe and Well visits were delivered to neighbouring properties and smoke alarms fitted.</p> <p>Following the training and assessment of some Watch Based Station Managers (WBSMs) in formal Fire Safety we are also seeing an increase in the number of referrals of premises to Protection Teams following incidents – WBSMs and their crews are developing an</p>											

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		improved knowledge of technical fire safety issues in premises that fall under the Fire Safety Order and are reporting those issues to Protection colleagues for further action.									
		West Hub									
		Analysis									
		There have been zero fire deaths in accidental dwelling fires across Reading and West Berkshire during Q3.									
		Action/Activity									
		Safe and Well visits continue to be the primary method by which we maintain the downward pressure on domestic fire risk in conjunction with other prevention activity such as education.									
		In December we introduced a quality assurance process to the programme to ensure that a culture of continual improvement and consistency is instilled in our prevention work. The process will initially involve Crews and Technicians being routinely observed undertaking Safe and Well visits by the Prevention management team.									
		Operational crews' commitment to management of community risk was evident this quarter with some good examples of post incident action, for example following a domestic fire in Filey Road, Reading, follow up Safe and Well visits were delivered to neighbouring properties and smoke alarms fitted.									
		East Hub									
		Analysis									
		RBWM									
		There have been zero fire deaths in Q3									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<p>Slough and Langley</p> <p>There have been zero fire deaths in Q3</p> <p>Activity</p> <p>There have been no fire deaths in accidental dwelling fires during Q3. This may be attributed in part to the fact that the majority of CM06 (risk of death) visits are completed for referrals received by partner agencies, that may suggest we are effectively reaching those individuals most at risk of death from accidental dwelling fires who are known to other agencies. 920 CM06 visits have been completed within RBWM for the year to date. Of the 308 visits completed during Q3, 203 of these were referrals. In Slough and Langley, 1,043 visits have been completed for the year to date, with 268 of these having been completed during Q3. Again, of these 268 visits, 118 were referrals. As a result, we will continue over the final quarter and into the next financial year to continue to promote the Adults at Risk Programme training, particularly through partnerships developed via CSAs, Prevention Managers and Hub Managers. This will allow us to build upon our already strong referral pathways, and to build new relationships with other referring agencies and community organisations as appropriate.</p> <p>Central Hub</p> <p>Regrettably, there has been one fire death in Central Hub during Q3. RBFRS were called to a fire in a two storey domestic dwelling in Crowthorne shortly before midnight on Christmas day. Crews arrived at the fire in under 9 minutes and despite being confronted by a fully developed fire effecting both ground and first floors rescued an adult male from an upstairs bedroom. Regrettably, it was not possible to revive the man.</p> <p>RBFRS completed a Safe and Well visit at the premises in April 2018. During this visit it was confirmed that adequate smoke detection was present and functional. Investigations following the fire have identified no evidence of the smoke detectors still being present, this element will be reviewed by our prevention managers as part of the planned follow up stages within our Safe and Well processes. Initial indications suggest the most likely cause of fire to be accidental ignition due to an electrical anomaly involving the mains installation at the premises.</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
2	Number of Fire Casualties in Accidental Dwelling Fires	20 MAX	2	3	5		10	15 MAX	17	44	↑
<p>At Quarter 3 the cumulative figures demonstrate a continued downward trend against the year to date target and are much lower than in Quarter 2, 2018/2019. In line with the Local Safety Plans Service Delivery teams continue to drive community safety activity targeting accidental dwelling fires and their causes, including educating communities of Royal Berkshire on fire safety.</p> <p>West Hub</p> <p>Analysis In the Reading Borough there was 1 casualty in Q3 making a total of 2 for the year to date which is very low compared to a total of 23 at the same time last year.</p> <p>West Berkshire recorded zero casualties for the 3rd consecutive quarter compared to a cumulative total of 7 by the end of Q3 in 2018/19.</p> <p>Action/Activity</p> <p>We continue to target those at heightened risk of having a fire in the home and becoming a casualty for Safe and Well visits. We are also utilising other events to educate and deliver fire safety messaging. Examples of this are crews at Wokingham Road and Caversham Road Fire Stations in Reading promoted cooking and electrical safety at the station car wash in October. In December, and as part of a programme of events aimed at improving student safety, Reading crews delivered fire safety advice to a large student accommodation block in Reading. 36 safe and well visits were conducted. During these visits Firefighters were concerned to discover a large number of unbranded and potentially dangerous electrical appliance chargers. Hungerford Firefighters, officers and volunteers held an open evening to coincide with the Christmas light switch on in the town on 2 December. The station event attracted around 200 people who were given a tour of the station and fire appliance and given guidance on preventing chimney and cooking related fires.</p> <p>East Hub</p> <p>RBWM There were no fire casualties this quarter.</p>											

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<p>Slough and Langley During the quarter there were 2 separate incidents which resulted in 5 fire casualties.</p> <p>The first of these was a small fire in a kitchen of flat in Slough. The fire did not spread beyond room of origin. A young male was treated for slight burns due to trying to tackle the fire and was admitted to hospital.</p> <p>The second incident was a fire in a semi-detached property which was started by a faulty electric blanket. 4 casualties were hospitalised with smoke inhalation. A Safe and Well visit was conducted post fire.</p> <p>The appropriate actions have been taken on the above incidents with Safe and Well visits and/or Hot Street events or Post-Fire Inspections. East Hub continue to work alongside referral partners to identify individuals who may be at risk of accidental fires within the home so that Safe and Well visits can be completed to prevent similar incidents occurring in future.</p> <p>Central Hub</p> <p>There were 2 fire casualties in Central Hub during Q3:</p> <p>Both fire casualties occurred at a serious house fire in Wokingham. RBFRS were called to a significant blaze involving the first floor of a house in Wokingham on the evening of 3RD December and arrived at the incident in under 7 minutes. Having rapidly established that an elderly gentleman was still inside the house crews made entry and effected a rescue from the first floor. Crews then provided lifesaving medical assistance to the casualty who later made a recovery in hospital from the life threatening injuries he had sustained. Another adult received less serious injuries and was later released from hospital. The prompt attendance of RBFRS to this incident undoubtedly prevented loss of life,</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance																																												
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD																																										
3	% of safeguarding referrals made to Local Authorities within 24 hours	100%	100%	100%	100%		100%	100%	100%	100%	↔																																										
<p>Data Source: manual calculation by Safeguarding Manager Accountable Person: Area Manager Collaboration and Policy</p> <p>There were 141 Safeguarding referrals made during Q3. All Safeguarding referrals were signposted into the Local Authorities or Thames Valley Police within the 24-hour Corporate Measure. 2 referrals were signposted over the border into Buckinghamshire County Council. 128 referrals were signposted into Adult Services/Adult Social Care and 13 were referred into Children's Social Care.</p> <p>Q3 has seen a large number of Threats of Arson received from Thames Valley Police and a large increase in safeguarding referral numbers for adults and children. We have received positive feedback from Thames Valley Police for effective collaboration and information sharing.</p> <table><tr><td></td><td></td><td>Adult Referrals</td><td>Child Referrals</td><td>Q3 Total Referrals</td></tr><tr><td rowspan="2">East Hub</td><td>Slough</td><td>14</td><td>5</td><td>19</td></tr><tr><td>RBWM</td><td>15</td><td>2</td><td>17</td></tr><tr><td rowspan="2">West Hub</td><td>Reading</td><td>31</td><td>1</td><td>32</td></tr><tr><td>West Berks</td><td>35</td><td>3</td><td>38</td></tr><tr><td rowspan="2">Central Hub</td><td>Wokingham</td><td>17</td><td>1</td><td>18</td></tr><tr><td>Bracknell</td><td>14</td><td>1</td><td>15</td></tr><tr><td>OTB</td><td></td><td>2</td><td>0</td><td>2</td></tr><tr><td>Total</td><td></td><td>128</td><td>13</td><td>141</td></tr></table> <p>The Adult Safeguarding Training has seen 38% (260) of front line staff having attended the training so far. This tranche of training is scheduled for completion by the end of Q3 2020.</p> <p>The Children's Safeguarding Training to all front line staff was due to complete in Q3, however there was an issue with the external training provision which resulted in a pause in the delivery schedule. This has now been resolved and we are due to complete delivery to the remaining 4% of personnel before the end of Q4.</p>														Adult Referrals	Child Referrals	Q3 Total Referrals	East Hub	Slough	14	5	19	RBWM	15	2	17	West Hub	Reading	31	1	32	West Berks	35	3	38	Central Hub	Wokingham	17	1	18	Bracknell	14	1	15	OTB		2	0	2	Total		128	13	141
		Adult Referrals	Child Referrals	Q3 Total Referrals																																																	
East Hub	Slough	14	5	19																																																	
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CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
4	The number of deliberate primary fires	Reduction	50	44*	32		126	123	49	124	↓
<p>NOTE: The quarterly targets for this measure are based on a reduction from the same period the previous year, to adjust for seasonality. This means the targets will be different in each quarter.</p> <p>The overall number of deliberate primary fires were below the quarterly target of 35 with a total of 32 incidents in Q3, although RBFRS are still slightly over the YTD target by 3 incidents. Road vehicles continue to be the main property involved with 18 incidents this quarter, though there are no identifiable trends and the incidents are spread across the county. It should be noted that the overall level of deliberate primary fires has remained consistently low over the past five years when compared with levels in 2009 – 2013, in line with national trends. This means that occurrences of deliberate primary fires in Royal Berkshire is a very small proportion of the overall number of incidents. Nonetheless, RBFRS recognise these deliberate fires can have significant impacts on individuals, communities and the environment, therefore the Service Delivery Hub Teams continue to monitor for trends and work proactively with our partner agencies in response to these. The following narrative provides a more granular level of detail of Hub analysis and activity as an example of what is considered and done locally:</p> <p>West Hub</p> <p>Analysis Reading experienced 4 deliberate primary fires in Q3. This comprised 3 vehicle fires and 1 building fire. There were 10 deliberate primary fires in West Berkshire comprising 8 small vehicles (car/van/motorcycle) and 2 small building related fires. The vehicles fires were well dispersed across a wide geographical area involving the Dee Road, Newbury, Mortimer and Hungerford Fire Station grounds.</p> <p>Action/Activity All deliberate fires are reported to the police at the time of the incident. In addition West Hub Prevention personnel are sharing data and supporting Police action at the West Berkshire Multi-Agency Problem Solving forum (MAPS/mini-MAPS) and in Reading they are working within the PLACE environment to achieve the same outcomes.</p> <p>During home visits operational crews and Safe and Well Technicians are now routinely giving guidance on simple measures designed to reduce vehicle theft.</p>											

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									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		The reduction in deliberate primary fires now features in the West Berkshire Building Communities Together (BCT) strategic assessment stimulating partnership assistance in driving down incident numbers.									
	East Hub										
	Analysis								Hub	Q3 Total	
									East	Slough	9
									RBWM	3	
	RBWM								West	Reading	4
										West Berks	10
	For RBWM there were 3 x deliberate primary fires comprising of 2 small vehicle fires and 1 property fire								Central	Wokingham	4
										Bracknell	2
									Total		32
Action / activity	The property fire was a small fire started by a resident in an HMO (which houses individuals that require mental health support). The individual is known to TVP. A Safeguarding referral by crews and a post fire inspection was deemed satisfactory, with some advice given to Responsible Person.										
	There is no evidence to suggest that these incidents are linked or any identifiable trend from previous quarters. East Hub share intelligence with the Police to assist investigations, prosecutions and prevention. This will be supported by attendance at local community safety boards, from the Group Manager, Prevention Manager and Community Safety Adviser.										
	Performance against previous quarter: There was a reduction from Q2 in which there were 11 deliberate primary fires										
Slough and Langley											
	There were 9 x deliberate primary fires comprising of 4 incidents of vehicle fires (one of which involved 3 vehicles), 2 bin store fires, 1 garage, 1 domestic property and 1 deliberate fire at Wexham Park hospital (bedding on the ward)										
Action / activity											

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<p>One of the bin store fires spread to adjacent flat balconies. The bin store was being used as shelter by a homeless person and it is suspected that the fire may have been started to discourage this. SBC homeless team and TVP were contacted by RBFRS. Safe and well visits were offered to residents. The domestic property fire was a kitchen fire with multiple seats. A Threat of Arson and a Safeguarding was completed within the required timeframes. The fire at Wexham Park hospital resulted in TVP detaining an individual. A post fire inspection completed with no formal action required. We will continue to monitor data on deliberate fire-setting in Slough and Langley this is supported by attendance at local community safety boards, from the Group Manager, Prevention Manager and Community Safety Adviser.</p> <p>Performance against previous quarter</p> <p>There was an increase of 2 incidents from Q2 in which there were 7 deliberate primary fires</p> <p>Central Hub Analysis Central Hub has seen a continued reduction in the number of deliberate primary fires in Q3 down by half from a total of 12 in Q1.</p> <p>Wokingham It was pleasing to see that no further incidents have been reported in the trend of car fires identified in Q2 in the Hurst, this area was targeted by Prevention activities, including close liaison with TVP and the deployment of 'Arson Aware' boards. There were a total of 4 deliberate primary fires in Wokingham in Q3 none of which were linked geographically. The incidents involved 1 motorbike and 2 car fires, and 1 deliberate use of a firework within a lift on bonfire night.</p> <p>Bracknell There were 2 deliberate primary fires in Bracknell Forest during Q3, neither of which were linked geographically. The incidents involved a motorbike and a domestic garage. Details of both incidents were passed to TVP and crews continue to deploy 'Arson Aware' boards where appropriate.</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance																					
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD																			
5	The number of deliberate secondary fires	Reduction	84	108*	37		229	229	56	230	↓																			
<p>NOTE: The quarterly targets for this measure are based on a reduction from the same period the previous year, to adjust for seasonality. This means the targets will be different in each quarter.</p> <p>There has been a reduction in deliberate secondary fires in quarter 3 when compared to the same period last year. Overall, deliberate secondary and deliberate primary fires form a comparatively small proportion of our overall incident activity. However, we have noted that the overall trend of deliberate secondary fires has increased a little over the last five years but has remained predominately flat. Service Delivery Managers meet monthly to review all performance areas and this provides a regular opportunity to consider any trends and emerging issues which will then direct reduction activity across Hubs.</p> <p>West Hub</p> <p>Analysis</p> <p>The Service attended 10 deliberate secondary fires in Reading in Q3, comprising 6 bin fires and 4 fires involving vegetation in parks and open land. The incidents all occurred in October and November on different dates and were located on a number of fire station grounds. This brings the cumulative total for the year to 45 compared to 79 for the same time period last year.</p> <p>There were 9 deliberate secondary fires occurred in West Berkshire in Q3 mainly involving vegetation such as hedges, scrub and heathland. This brings the cumulative total for the year to 59 compared to 40 for the same time period last year.</p>																														
									<table><tr><th>Hub</th><th>Q3 Total</th><th></th></tr><tr><td rowspan="2">East</td><td>Slough</td><td>2</td></tr><tr><td>RBWM</td><td>2</td></tr><tr><td rowspan="2">West</td><td>Reading</td><td>10</td></tr><tr><td>West Berks</td><td>9</td></tr><tr><td rowspan="2">Central</td><td>Wokingham</td><td>7</td></tr><tr><td>Bracknell</td><td>0</td></tr><tr><td>Total</td><td></td><td>30</td></tr></table>	Hub	Q3 Total		East	Slough	2	RBWM	2	West	Reading	10	West Berks	9	Central	Wokingham	7	Bracknell	0	Total		30
Hub	Q3 Total																													
East	Slough	2																												
	RBWM	2																												
West	Reading	10																												
	West Berks	9																												
Central	Wokingham	7																												
	Bracknell	0																												
Total		30																												

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<p>Action/Activity</p> <p>Data sharing continues with partners at Local Authority and Police led forums (see CM04) to identify commonality with other anti-social behaviour. Use of an incident mapping tool is allowing RBFRS to identify geographical clusters of incidents; one particular hotspot has been identified in West Berkshire and in Q4 Prevention personnel will be working with Police to consider other criminal activity in the area with a view to taking action. A candidate has been recruited to the new Prevention Manager's post in the West Hub management structure and she will take up her post on 6th January – the new post will complete the creation of a dedicated Prevention Team in the Hub and provide capacity to focus more attention on a range of issues.</p> <p>East Hub</p> <p>Analysis</p> <p>RBWM</p> <p>There were 2 x deliberate secondary fires comprising of 1 outdoor structure and 1 rubbish bin.</p> <p>Action / activity</p> <p>There is no evidence to suggest that these incidents are linked or any identifiable trend from previous quarters. The Hub Manager, Prevention Manager and Community Safety Adviser attend local Community Safety Boards. Where intelligence exists to identify individuals who exhibit fire-setting behaviours, we will continue our commitment to working with fire setters in the structured Fire Safe programme.</p> <p>Performance against previous quarter:</p> <p>This figure sees a reduction from Q2 in which there were 16 deliberate fires. Whilst the reduction is pleasing, it is likely that some of this "success" can be attributed to the time of year/weather.</p> <p>Slough and Langley</p> <p>There were 2 x deliberate secondary fires comprising of 2 x fires in the open (small amounts of rubbish)</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
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		<p>Action / activity</p> <p>There is no evidence to suggest that these incidents are linked or any identifiable trend from previous quarters.</p> <p>Performance against previous quarter:</p> <p>This figure sees a reduction from Q2 in which there were 14 deliberate fires. Whilst the reduction is pleasing, it is likely that some of this “success” can be attributed to the time of year/weather.</p> <p>Central Hub Analysis</p> <p>There were 10 deliberate secondary fires in the Central Hub, 1 in Bracknell and 9 in Wokingham. Overall, Central Hub has seen a reduction in deliberate secondary fires compared with Q3 2018/2019 when there were 14.</p> <p>Action / activity</p> <p>During Q2 Central Hub worked closely with colleagues in Thames Valley Police Neighbourhood Policing to identify and target ‘Hot Spots’ for deliberate primary and secondary fires in our area. This work continues with ‘Arson Aware’ boards being deployed where trends are identified. An examination of the incidents attended in Central Hub shows that the majority of deliberate secondary fires have involved rubbish and small refuse containers.</p>									
Prevention											
6	Risk of Death	7,000	2,280*	1,799*	2,037		6,116	5,250	1,812	6,132	
7	Risk of Injury	2,500	417*	702*	663		1,782	1,875	891	2,081	
	TOTAL	9,500	2,697*	2,501*	2,700		7,898	7,125	2,703	8,213	
	Number of Safe and Well visits delivered to those who are at heightened risk of dying/being injured	<p>Data Source: Internal use only - data as of 28/10/19</p> <p>(2018/19 YTD figures are based on previous categorisation)</p> <p>Our Watch Based Station Managers (WBSM) continue to manage the targeting and performance of Safe & Well Visits in the station based environment. The Q3 figures reported above show that our performance in this area is being managed well and will achieve the</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance			
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD	
8	in the event of an accidental dwelling fire	required corporate measures by the end of Q4. Not only will the Corporate Measure targets be met but those commitments made within each of the Unitary Authority Local Safety Plans (LSP) will be completed by the end of Q4.										
		Each hub continues to proactively seek referral pathways and continues to promote our Adults at Risk Programme (ARP) to further enhance our safe & well delivery across the County of Berkshire.										
		During Q3 the remaining newly appointed Safe & Well Technicians (2) completed their initial training and following a successful assessment in the workplace and are now undertaking Safe & Well visits on their own.										
		Additionally, RBFERS during this reporting period successfully recruited three external candidates for the role of Prevention Manager. All three have experience within social care provision and will be an asset to RBFERS. All three will be inducted into the organisation through Q4.										
8	% of home safety referrals, where there has been a threat or incidence of arson, completed within 48 hours	100%	75%*	100%	94.7%		91.1%	100%	75%	70.8%		
		Data Source: Internal use only - data as of 21/01/2020										
		Accountable Person: Area Manager Prevention & Protection										
8	% of home safety referrals, where there has been a threat or incidence of arson, completed within 48 hours	The 'Threat of Arson' (ToA) procedure is now embedded within RBFERS and Thames Valley Police (TVP) which is reflected within the Q3 reporting period. Nineteen referrals were received within Q3, including one in Hampshire connected to other cases in Berkshire. Of these, two individuals declined a visit, in one case the individual had moved from the targeted address and in a fourth, the individual was not available within the 48 hour period. Of the remaining 15 referrals, all but one were completed to the expected standard and within the 48 hour corporate measure.										

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance			
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD	
9	% of priority home safety referrals, where there is a significant heightened risk of an individual dying in the event of an accidental dwelling fire, completed within 48 hours.	The referral that fell outside of the 48 hour was a Threat Of Arson referral which was sent to an Officer's individual email account by TVP. This resulted in a delay due to the fact that the officer was on Leave. TVP have been reminded of the correct procedure.										
		Managing this level of referrals was possible due to close and continuous communication and hard work by TVP, RBFRS Duty Officers, Watches, Safe and Well Technicians and the Safeguarding Officer.										
		Due to the urgent nature of these referrals, these are sometimes carried out by staff members from a different hub area. In Q3, West Hub dealt with 12, East with 2 and Central with 4. The remaining referral was one of those where the subject declined, and was not formally allocated to a hub.										
		There have been a high number of referrals for addresses in West Berkshire over the past two quarters, in particular in Q2, when there were 10 in total. The majority of these additional cases were associated with a single ongoing police investigation.										
		We will continue to monitor this measure as we recognise the particular vulnerability and risk associated with this referral type.										
		Monitor	75%*	64.7%	66.7%		68.9%	Monitor	New Measure for 2019/20			
		As reported previously, this is a relatively new measure that RBFRS currently monitors. There are a number of complexities involved with this corporate measure. Our teams react at the earliest opportunity to these requests as these visits represent the most vulnerable in our communities. However, there are often a number of other influencers that must be considered to ensure that we can safely and appropriately gain access to the individual. To add context, there can be a number of justifiable reasons as to why our teams may not achieve an overall outcome within the 48 hour period. A number of common themes for this include:										
		<ul style="list-style-type: none">No consent given by the clientVisit declined by the clientJoint visit required with safeguarding OfficerJoint visit with Adult Social care requiredFamily members are required to be present										

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<ul style="list-style-type: none">The person may not be present (receiving inpatient care at a hospital) <p>In Q3 we received the following priority referrals:</p> <ul style="list-style-type: none">West hub – 4East hub – 1Central Hub – 7 <p>A total number of 9 were completed within the reporting time frame. Those that were not completed (3) were identified within the same hub. The Community Safety Advisor is reviewing the process within this Hub to understand and seek clarification as to whether these referrals were not completed due to an administration or procedural process. Any identified issues will be corrected to ensure that we meet the requirements of this corporate measure in Q4.</p>									
Protection											
10	Total Number of Fire Safety Audits	1,658	470*	321*	323		1,114	1,308	260	740	↑
		<p>In reviewing the Year to Date figures above (1114) the ability to meet the corporate measure of 1400 Audits is achievable this year, however, Q1 targets include the shortfall of 258 from 2018/19. It is likely that during Q4 the protection teams will not meet the revised end of year target of 1658 fire safety Audits.</p> <p>Key issues affecting the time Fire Safety Inspecting Officers (FSIO's) have available to carry out audits during the quarter included and likely to affect Q4 are:</p> <ul style="list-style-type: none">Increased visits to premises where False Alarms have occurred to help reduce this demand. Reductions in False Alarm calls is an area identified for improvement and highlighted for attention through our HMICFRS inspection report.There has been a substantial increase in numbers of cases where we provide further support to High Risk Residential Buildings (HRRB's) following the Ministry of Housing Communities and Local Government (MHCLG) announcement identifying further cladding systems that do not meet Building Regulations requirements.As we steadily increase focus on higher risk buildings we see an increase in the amount of inspector time spent on individual premises as formal action can require additional investment of time (as seen in improvements in CM11).									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
			<ul style="list-style-type: none">Our fire safety teams also undertake a much wider range of reactive work, such as post fire inspections, complaints, requests for advice and statutory consultations. Positively, when you include all our reactive work it means our teams completed a total of 484 fire safety activities. This reactive work (as referenced in CM11-13 below) can have a bearing on the time available for proactive risk based inspections.4 of our competent FSIO's have been successfully promoted to management or specialist lead roles in the Investigations and Enforcement hub, reducing our Competent FSIO's by 50%:<ul style="list-style-type: none">Fire safety Engineering LeadFire Safety Enforcement LeadCentral Hub Protection ManagerWest hub Protection Manager (temporary)Our 9 FSIO's having been successful in their workplace assessments at L4 fire safety certificate have now been nominated and accepted on a Level 4 Diploma in Fire safety which commences in Q4. This course will take them away from the workplace for 1 month. <p>Given the additional activity undertaken, the reduction in satisfactory inspections achieved and the on-going changes and development in the workforce, the overall performance of the protection teams within Q3 is good and is focused effectively on risk.</p> <p>The 4 posts vacated by the promotions within Q3 will be advertised and recruitment will be completed within Q4.</p>								

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance																		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD																
11	% of audits where the results were satisfactory	50% max	67.9%*	61.4%	55.7%		62.5%	50% max	61.92%	61.8%	↓																
12	The number of formal and informal fire safety activities	Monitor	141	154	140		435	Monitor	New measure for 2019/20																		
13	Success rate when cases go to court	4:1	0:0	0:0	2:0		2:0	4:1	1:0	1:0	↔																
	Outcomes of Full Fire Safety Audits (above)	In reviewing the figures and associated details within this Corporate Measure it should be noted the significant change of direction and a further 5% reduction in satisfactory fire safety audits. The Protection Managers have clearly implemented their plan to address the number of satisfactory inspections. Nationally 67% of audits recorded in 2018/19 had satisfactory outcomes, and our Q3 performance of 55.6% in comparsion demonstrates our progress in this area. In addition to this, our Protection Managers have demonstrated a better understanding of their local risk alongside our Risk Based Inspection Programme and have deployed protection resources to address this risk which is reflected in the level of formal activity from Q2. (see comparisons in table). In relation to legal action the Service successfully prosecuted two ‘responsible persons’ in Q3: <ul style="list-style-type: none">Paya - 8 November, Mr Sharhan Safie of Paya Restaurant, London Street in Reading, pleaded guilty to nine charges all relating to breaches of the Fire Safety Order at Reading Magistrates Court. This case has now been sent to Crown Court for sentencing. Sentencing hearing is on the warned list for early May.								<table><tr><th>Hub</th><th>% of audits where results satisfactory</th></tr><tr><td>Central</td><td>59.3%</td></tr><tr><td>East</td><td>65.5%</td></tr><tr><td>West</td><td>41.0%</td></tr></table>		Hub	% of audits where results satisfactory	Central	59.3%	East	65.5%	West	41.0%								
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		<table><tr><th>Activity</th><th>Q2 Total</th><th>Q3 Total</th></tr><tr><td>Action Plan</td><td>7</td><td>8</td></tr><tr><td>Alterations Notice</td><td>4</td><td>2</td></tr><tr><td>Deficiency Notice</td><td>134</td><td>110</td></tr><tr><td>Enforcement Notice</td><td>8</td><td>16</td></tr><tr><td>Formal Caution</td><td>0</td><td>0</td></tr><tr><td>Prohibition Notice</td><td>1</td><td>4</td></tr><tr><td>Letter Intended Prosecution</td><td>0</td><td>0</td></tr></table>		Activity	Q2 Total	Q3 Total	Action Plan	7	8	Alterations Notice	4	2	Deficiency Notice	134	110	Enforcement Notice	8	16	Formal Caution	0	0	Prohibition Notice	1	4	Letter Intended Prosecution	0	0
		Activity	Q2 Total	Q3 Total																							
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Letter Intended Prosecution	0	0																									

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									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD	
			<ul style="list-style-type: none">Papa Johns - 2 December. It was brought by Royal Berkshire Fire Authority against Mr Abid, who was a Franchisee of Papa John's, Hambridge Road in Newbury at the time of the offence. Mr Abid failed to comply with the Prohibition Notice, causing significant fire safety concerns. He was found guilty and fined a total of £13,785 with RBFA awarded full prosecution costs.						Voluntary Restriction		0	0
									Total		154	140
14	% of statutory fire safety consultations completed within the required timeframes	95%	92%*	95%	90%		92%	95%	New measure for 2019/20			
		Data Source: Internal use only - data as of 28/10/19 Accountable Person: Area Manager Prevention & Protection Within Q3 there were 240 consultations of which 213 were completed within target. Whilst only a relatively small percentage drop this was anticipated, particularly as it is only our competent FSIO's that are qualified to make return's against statutory consultations. As reported in CM 10, the number of competent FSIO's was reduced by 50% in Q3 due to promotions within the function. It is therefore likely that the percentage figure for Q4 is likely to remain at 90%. There has been a substantial increase in numbers where we have provided further support to High Risk Residential Buildings (HRRB's) following the Ministry of Housing, Communities and Local Government (MHCLG) announcement identifying further cladding systems that do not meet Building Regulations and the requirement to engage with building owners, managers and tenants to ensure that buildings are										

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
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		managed and maintained in accordance with MHCLG guidance. The additional prioritised workload has impacted on performance against this measure. On a positive note, once our 9 FSIO's in development have completed their L4 Fire Safety Diploma (Q4) they will be competent to assess and respond to statutory consultations and therefore we will see an improving picture through Q1 2020/21.									
Response											
15	% of occasions where the first fire engine arrives at an emergency incident within 10 minutes, from time the emergency call was answered	75%	76.7%*	74.0%*	76.6%		75.7%	75%	74.1%	72%	↑
		<p>Data Source (internal use only)</p> <p>Accountable Person: Area Manager Response & Resilience</p> <p>It is pleasing that for the year, we remain at 75.7 % performance. We are still on track for the year, and it is positive to note the improvement on Q3 2018/19 performance which was at 74.1% - compared to quarter 3's performance of 76.6%. Overall emergency incident numbers were 1815 in Q3.</p> <p>The RBFRS Response standard is a stretch target that was introduced based on a sophisticated modelling process in 2016 and this is refreshed every year. The model uses 6 years of incident data applied to a standard mobilising scenario across the county, Including a 90 second call handling time and a 90 second whole-time turnout time. The reality of the mobilising picture across the County is often more dynamic than the predicted model which presents a number of challenges in achieving the target.</p> <p>Hub teams analyse the detail underlying attendance standards at a station level to identify any local factors. Watch Based Station Managers (WBSMs) actively manage response performance at station level; conducting an ongoing and month end analysis looking for trends and discrepancies e.g. between night and day and watches. There is regular communication between watches concerning response performance including updates and recommendations for improvement e.g. advice regarding booking in attendance when arriving at the incident address even if there are no signs of the incident, more accurately representing the Service's performance.</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		<p>We see substantial differences across stations performance with Slough and Langley with an attendance standard well above the 75% and others falling below. Much of this can be explained by the differences in incident profiles and travel distances those stations are likely to experience. Through local understanding Service Delivery teams will continue to work on both those factors that can speed up their response and how they can reduce demand of calls such as unwanted automatic false alarm (AFA) calls.</p> <p>Thames Valley Fire Control Service already 'Call challenge' AFA calls and this has the benefit of reducing attendances to unwanted false alarms. However, for those calls that are call challenged but still result in an emergency response attendance the additional time taken to complete the call challenge reduces the available time for crew to reach the incident within the 10 minute response standard.</p> <p>West Hub</p> <p>Analysis</p> <p>Across the West Hub we attended 775 incidents in Q3, down from 837 in Q2.</p> <p>Across Reading the Service attended 438 incidents. 402 were attended within 10 minutes equating to 91.8%.</p> <p>In West Berkshire we attended 337 incidents. 186 were attended within 10 minutes equating to 55.2%. The large geographical area, with widely dispersed communities often served by on-call fire stations continue to present a challenge in relation to response performance.</p> <p>Action/activity</p> <p>Individual Watch Based Station Managers are now responsible for response performance in their respective areas. The devolvement of responsibility and ownership to the stations is resulting in improved management and co-ordination of day-to-day activity affecting fire cover e.g. immediate availability of appliances and maintaining a good geographical spread of cover.</p>									

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
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CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		The figures for Wokingham Borough highlight that when the Wokingham fire appliance is not on its station ground this lowers the percentage achieved. This may occur for example when Wokingham's fire appliance is providing fire cover in Reading. A similar situation can be experienced when the Ascot fire appliance is providing cover in Bracknell.									
16	% of full shifts where there is adequate crewing on all wholtime frontline pumping appliances	100%	100%	100%	98.4%		100%	100%	100%	99.5%	↑
		<p>Provided by Resilience and Assurance Support</p> <p>The Service's aim is to maintain whole-time crewed appliances 24/7, 365 days a year. Performance for Q3 was 98.4%. Global crewing for Q3 was under pressure from a variety of aspects such as the RMS/FDO project and staff on restricted duties. The se pressures were addressed by Hub Managers actively managing staffing and minimising extractions from watches (such as for non-critical training) as well as utilising prearranged overtime (PAOT) where appropriate. However, due to it being Christmas less staff were available to cover some shortfalls. There were three occasions where appliances were unavailable, these were;</p> <p>Saturday's day shift 26th October, due to a number sicknesses that occurred on the morning of that day the global crewing dipped below the minimum number and therefore Ascot's appliance was unavailable for this shift.</p> <p>December 24th night shift and December 25th day shift the global crewing dipped below the minimum required and therefore Slough's second appliance was unavailable for this shift.</p> <p>Reviewing the long term sustainability of crewing it is positive to note that recruitment for 24 new firefighters is complete and they are currently on their Trainee course at Red One in Devon and we expect them to arrive on stations in the early part of Q1 2020/21.</p>									
17	% of hours where there is adequate crewing on all retained frontline pumping	60%	35.9%	28.2%	32.7%		32.3%	60%	32.1%	30.7%	↑
										Station	Q3 Actual
										Hungerford	45.1%
										Lambourn	16.5%
										Pangbourne	4.9%

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
	appliances (based on 24/7 crewing)	The overall availability for RDS appliances is 32.7% for Quarter 3, this is an increase from 28.2% in Quarter 2. The table provides a breakdown of the availability by station. The variations across each station are an indication to their different establishment profiles (this is the number of people at each station, the skills and qualifications they hold and the level of cover each individual can provide). Crowthorne continues to be the strongest performing RDS station in terms of availability. On-call establishment level now stands at 90, and has increased by one for the quarter.							Wargrave	11.9%	
									Mortimer	46.1%	
									Crowthorne	73.8%	
									Maidenhead	30.9%	
		West Hub									
Hungerford											
Availability continues its upward trend to 45% in Q3 (40 and 41% in Q1 and 2 respectively). Recruitment activity over the last few years has seen the establishment grow to 16 in total. During Q3 3 Firefighters gained their initial Breathing Apparatus (BA) qualification which has had a positive impact on crewing. Looking forward, availability is set to continue increasing as 2 Firefighters are currently undergoing assessment for Level 1 Incident Command.											
Lambourn											
Appliance availability has increased from 14% in Q2. The increase was mainly down to the reduction in leave being taken and general fluctuations in individual crew members' availability. In terms of qualifications, the station remains fragile with the majority of the Firefighters being trainees (still undergoing initial training) or in development (undergoing progression training and development towards competent status). Incident command capacity continues to be provided by two Firefighters acting up to temporary Crew Manager with one of them also providing one of the two driving qualifications. In addition 1 Firefighter has also successfully applied to become a whole-time Firefighter and will be unavailable for 3-4 months during their training. They will be unavailable to crew their on-call appliance during this period which may affect availability											
Mortimer											

[illegible]

CM	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
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		Wargrave It was pleasing to see availability pick up between Oct & Nov, this was down to one of the JOs revisiting his personal hours and adjusting his pattern to maximise appliance availability. The steep drop off in Dec, was down to all personnel trying to utilise their remaining leave entitlement for 2019, particularly personnel that hold key qualifications that keep the appliance available. The leave built up, due to the desire of all personnel throughout the year to try and keep the pump as available as possible. Note: with the recent decision to not allow BA qualified RDP personnel to be part of a crew of 4, availability is predicted to drop further through Q4, subject to individuals completing the RDP.									
Customer Service											
18	Domestic Fire Respondents	100%	100%	100%	100%		100%	100%	100%	100%	↔
19	Commercial Fire Respondents	95%	100%	100%	100%		100%	95%	100%	100%	↔
20	Fire Safety Audit Respondents	90%	100%	98.5%	100%		99.5%	90%	100%	98%	↓
21	Safe and Well visit Respondents	100%	Not available	Not available	Not available		Not available	100%	New Measure for 2019/20		
	% of Questionnaire respondents satisfied with the overall service	(Source: Owned by Data & Performance - manual calculation from results of postal surveys returned) Accountable Person: Head of Corporate Services During Q3: 101 surveys were sent out following domestic fires and 27 responses were received. 21 surveys were sent out following fires in commercial premises and 4 responses were received. 176 surveys were sent out following fire safety audits and 42 responses were received. Those returning surveys continue to express satisfaction with the service they have received.									

Service Provision - Service Measures

(Data accurate as of 08/04/2019)

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
1	Dwelling Fire	Monitor	63%	61.6%*	61.8%		62.1%	Monitor	49.5%	53.6%	↑
2	Road Traffic Collision	Monitor	55.3%	54%	53.9%		54.3%	Monitor	52.5%	50.7%	↑
	% of occasions a second fire appliance attending arrives within 2 minutes of the first appliance to arrive	<p>The time taken for a second appliance to arrive at Road Traffic Collisions (RTC) or dwelling fires will be influenced by the same factors as those affecting the overall response time. On average, across the county, the second appliance will arrive within 2 minutes of the first, at these type of incidents, 50% of the time. This is reasonable and in keeping with our expectations in terms of how we balance the deployment of our resources to match risk.</p> <p>As with response times in general, this percentage can be significantly higher in more densely populated areas where there are more occurrences of dwelling fires. The figures for RTCs are generally slightly lower than for dwelling fires, this is often due to longer travel distances or where incidents are on the motorway or other parts of the road network.</p> <p>Service Delivery Managers will continue to monitor this area and particularly to monitor for any impacts from changes that influence travel times - such as changes to the road network. Work to improve performance against CM15 is also expected to contribute to maintaining performance against these two service measures and Hub managers are maintaining a more detailed analysis at a Hub level to support this.</p> <p>West Hub Analysis Dwelling fires – of 39 incidents in Q3 across Reading and West Berkshire, on 25 occasions the second appliance arrived within 2 minutes (64%). RTCs – of 41 incidents, on 23 occasions the second appliance arrived within the target time (57%).</p> <p>34 of the recorded RTCs occurred on the road network in predominantly rural West Berkshire, leading to extended travel distances and a wider range of second appliance arrival times.</p>									

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance			
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD	
		<p>Action/Activity</p> <p>The local management of appliance availability and cover as detailed in CM15 above will also have a positive impact on these performance areas however the vagaries of incident location and associated travel distances will continue to be an overriding factor on performance.</p> <p>Crews continue to deliver Prevention activity and education to help reduce the number of RTCs being attended. In Q3, leading up to Christmas, Wokingham Road Fire Station utilised a display including a crashed vehicle outside the station to illustrate the risks of drink driving. Further west, Newbury Firefighters assisted Thames Valley Police with Operation Holly at the M4 Chieveley Services in their efforts to reduce instances of drink and drug driving and a Biker Down event was held at Newbury Fire Station.</p> <p>East Hub</p> <p>RBWM</p> <p>SM01 – 8 Dwelling fire incidents, only 1 in which the second appliance arrived within 2 minutes of the first. This can be largely attributed to travel distances between the stations accounts</p> <p>SM02 – 8 RTC’s, 3 of which saw the arrival of second appliance within two minutes of the first.</p> <p>Slough and Langley</p> <p>SM01 – 25 dwelling fire incidents, of which 18 saw the arrival of the second appliance within two minutes of the first. This can largely be attributed to the fact Slough has two WDS fire engines.</p> <p>SM02 – 16 RTC’s, 10 of which saw the arrival of the second appliance within two minutes of the first. This can largely be attributed to the fact Slough has two WDS fire engines.</p>										

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Central Hub Of 26 recorded dwelling fires, 15 were within target in Q3 (58%). Wokingham 17 recorded, 10 within target (59%) Bracknell Forest 9 recorded, 5 within target (56%) Of 28 recorded RTCs, 13 were within target for this measure in Q3 (46%) Wokingham 10 recorded, 0 within target (0%) Bracknell Forest 18 recorded, 13 within target (72%) Initial examination of missed targets suggest that the most common cause is travel distance to incident.									
3	% of occasions where the time to answer emergency calls is within 10 seconds	97%	98.2%	97.7%	99.2%		98.3%	97%	99%	97.6%	↑
		Data Source: internal use only Accountable Person: Area Manager Collaboration and Policy TVFCS continue to perform strongly against this measure. This is a reflection of the efforts made to ensure that appropriate crewing levels are maintained to meet demand. New information being provided by BT as part of the contract for provision of lines provides more detailed information regarding call volumes, which will allow the TVFCS management team to better predict highs and lows in demand.									
4	% of occasions where time to mobilise is within 90 seconds	80%	72%	73.5%	74.5%		73.3%	80%	70%	71.7%	↑
		Data Source: internal use only Although this measure remains below the 80% target, the focus placed on call handling technique by the management team and the introduction of new technology such as BT Advanced Mobile Location (AML) to aid call handlers in identifying the exact location of caller using the '999' system has led to a sustained increase in performance over the last 12 months. Further work is planned to assist call handlers with meeting this challenging target, by reviewing and amending data held in TVFCS systems to improve the									

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		ease with which staff can identify addresses for mobilisation and select the most appropriate resources to respond. Consideration is being given to adopting new systems which will improve the speed and accuracy with which incident related data is exchanged with other emergency services, which would also be expected to have a positive impact on this measure.									
5	% of occasions where wholetime Duty System crew turnout time is in under 90 seconds	90%	91.9%	93.4%*	94.2%		93.2%	90%	92.1%	90.3%	↑
	<p>This is the fifth quarter in succession that Service Delivery teams across wholetime stations have achieved the 90 second turnout time measure. This represents a significant success and the continued focus in this area provides an important contribution to meeting our attendance time corporate measure of reaching incidents within 10 minutes on 75% of occasions.</p> <p>This target is a key element of ensuring we respond swiftly to incidents, helping us to manage risk and keep the communities of Royal Berkshire safe. Service Delivery Hub managers will continue to monitor and drive performance improvement in this area, as this continued good performance in a number of areas can contribute to successful delivery against our corporate measures.</p> <p>This area of performance measure is managed by the WBSMs and the wider Hub management team and they maintain a more detailed analysis by station to promote effective management of the factors that can affect turnout times and ultimately response times as detailed in CM15. Through this local monitoring and management, it is positive to note that all stations have exceeded the target.</p> <p>West hub All wholetime stations in the West Hub achieved the target in Q3. WBSMs continue to monitor performance at station level and take action if required.</p> <p>East Hub There has been some really good work in relation to this measure over the past year and this is reflected in the figures for the Service as a whole.</p> <p>RBWM</p>										

Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
								Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
	<p>Maidenhead 19P1. The pass rate was 96% in Q3 this is up from 91.5 % in Q2, 85% in Q1 and up from 86% in 2018 The turn out rate for December was 100%. It is important to note that Q3 is the highest this has been in the last 10 years. T wo failures were attributed to Safe and Well visits, two attributed to MDT failures and one to an issue with the Vision system at TVFCS.</p> <p>Windsor 21P1 The pass rate was 97% in Q3, this is slightly up from 96 % in Q2 and 88% in Q1and up from 88 % in Q3 2018. Again this is the highest in the last 10 years. One failure was attributed to MDT ‘freezing’.</p> <p>Slough and Langley Langley achieved a 94.1% success in this area with Slough not far behind with an overall figure of 93.2%. 17P1 had a Q3 average of 92.2% and 17P2 94.1%, both above the target required.</p> <p>Central Hub All stations within Central Hub have demonstrated improved performance against this measure in Q3. Following continued effective management action over this period.</p> <p>Turnout times for Wokingham is 98% for Q3 Oct Nov Dec 98% 95% 100%</p> <p>Turnout times Bracknell is 95% for Q3 Oct Nov Dec 90% 98% 98%</p> <p>Turnout times Ascot is 98% for Q3 Oct Nov Dec 93% 100% 100%</p>									

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
6	% of occasions where RDS crews turnout within the agreed timeframes	90%	69.4%	74.1%*	74.2%		72.8%	90%	Not reported in 2018/19		
		<p>There are a number of factors that will affect RDS personnel attending the station within the specified 'turn out' time. Hub managers monitor and work with RDS managers to find improvements; though in many cases the situation is driven by circumstances beyond their immediate control. Equally, for some stations numbers of mobilisations are relatively low and so one missed target will represent a significant percentage on performance.</p> <p>An analysis of each occurrence is carried out to understand the causes or reasons for not meeting the turnout within the agreed timeframes. Primary reasons can be non-emergency mobilisations being triggered as emergency mobilisations, traffic or roadworks affecting responders getting to the station or occasional technical issues. Actions are taken to prevent reoccurrence where appropriate.</p> <p>For example, whilst the target of 90% has been missed by Crowthorne in Q2 this does in fact represent a significant improvement and achievement. As identified in the Q1 report, Crowthorne moved to a temporary location at Wellington College in April whilst the new fire station is being constructed. Turnout times have been further extended by local roadworks.</p>						Q3	Number of times ordered to an incident	% turned out within agreed timeframe	Agreed timeframe (seconds)
								Hungerford	20	90.0%	360
								Lambourn	2	100%	480
								Pangbourne	1	100%	360
								Wargrave	6	66.7%	420
								Mortimer	23	69.6%	420
								Crowthorne	34	70.6%	360
								Maidenhead P2	12	63.6%	360

[illegible]

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
7	% of complaints received from the public responded to within set timescales	100%	100%	100%	100%		100%	100%	New Measure for 2019/20		
		Data Source: Manual Calculation from Business Support Lead Accountable Person: Head of Corporate Services									
		We received 8 complaints within Q3 and all of these had initial contact made within the 7 days' timeframe. Six complaints were in Service Delivery, and two within Support Services. Overall, three complaints related to conduct, three to customer service and two to driving. One of the driving complaints was referred to the FRIC.									

Service Plans

To ensure effective delivery of our services, in line with our strategic plans and priorities, the various activities undertaken across functions are detailed and monitored through Service plans that are developed and maintained by Heads of Service. Service Plans are overseen by Heads of Service and reviewed by the appropriate Director. By exception, matters may be reported at Strategic Performance Board by the relevant Heads of Service. By monitoring for the delivery of outputs from these activities we can assure the Fire Authority and other external stakeholders that arrangements associated with the management of financial, governance and operational matters are appropriate.

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

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

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

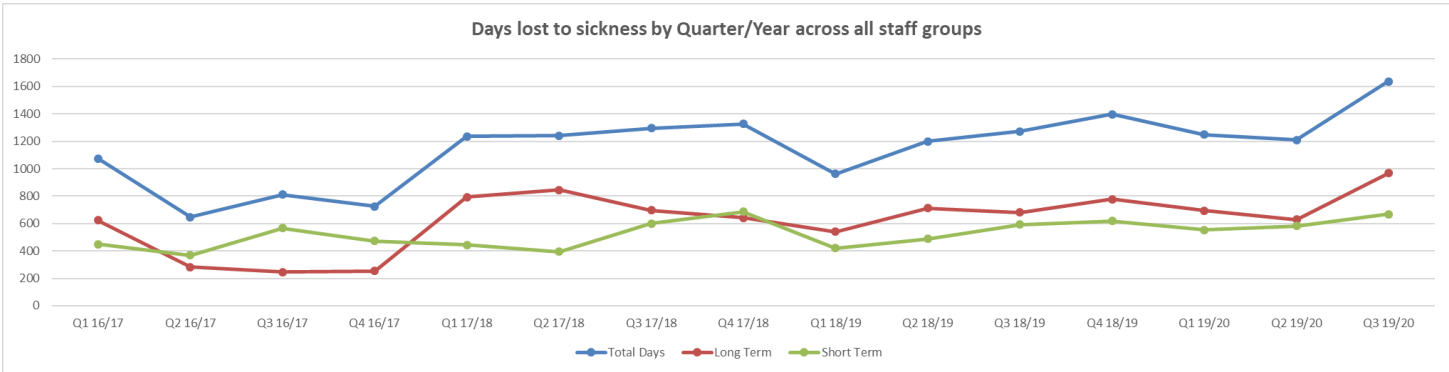
Service plans ensure delivery against corporate targets, and priorities, they will drive necessary actions to deliver our IRMP commitments and corporate priorities. They will consider new challenges, such as requirements stemming from Grenfell Tower or expectations of HMICFRS. We will renew our focus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

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

Quadrant Two: Corporate Health*

*See appendix E for corporate health measure definitions

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
Human Resources											
1	% of working time lost to sickness, across all staff groups	3%	4.3%	3.9%	5.3%		4.5%	3%	4.3%	3.9%	↓
		(Source: Data calculated and supplied by HR) (Note: RDS figures should be viewed with caution as this figure is calculated based on the average shift length and these vary considerably and many sickness episodes may be recorded as unavailable)									
		In line with annual fluctuations sickness absence has shown an increase this quarter when compared to last quarter. The upward trend of sickness absence continues with a further increase when compared to the same quarter last year. Increases are prevalent in both long and short term sickness absence.									
		Based on the latest figures available, RBFRS remains 10 th best performing out of the 32 FRS who submit sickness absence performance data in relation to working days lost.									
		Of the 36 long term sickness cases recorded this quarter, 3 are due to leave the service during quarter 4 which should result in a reduction.									
		The Service continues to undertake a number of activities aimed at preventing sickness absence and assisting individuals to return to the workplace as quickly as possible. These are outlined in the Health, Safety and Wellbeing Action Plan and Mental Health Action Plan. In Quarter 3, we concluded our Managing Mental Health training and built this into the development and assessment pathway for managers to ensure attention is afforded to this matter and new managers are skilled in recognising mental health issues and helping access support. We further promoted the Trauma Support Team, provided suicide guidance to staff ahead of the Christmas period and published information regarding wellbeing over the Christmas period. We also undertook promotion in support of the 'Anti-Bullying week' in November.									
		Managers complete stress risk assessments and wellness action plans for employees as appropriate. A review of the support available has taken place and feedback sought from employees returning to work after long term mental health absences to identify any improvements required. Keeping the employee at the centre of the process and maintaining appropriate communication to recognise individual needs, as these will differ for each person, was reinforced.									

ID	Measure	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance																																																																			
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD																																																																	
		At the end of Q3 we had 443 Benenden members and 20 cases had been supported, the majority (12) of these were for physiotherapy. The Benenden account manager continued to work with us to promote the full benefits of the scheme with some watch visits in December.																																																																										
		<div>Days lost to sickness by Quarter/Year across all staff groups</div>  <table><thead><tr><th>Quarter/Year</th><th>Total Days</th><th>Long Term</th><th>Short Term</th></tr></thead><tbody><tr><td>Q1 16/17</td><td>1050</td><td>650</td><td>450</td></tr><tr><td>Q2 16/17</td><td>650</td><td>300</td><td>350</td></tr><tr><td>Q3 16/17</td><td>850</td><td>250</td><td>550</td></tr><tr><td>Q4 16/17</td><td>750</td><td>250</td><td>450</td></tr><tr><td>Q1 17/18</td><td>1250</td><td>800</td><td>450</td></tr><tr><td>Q2 17/18</td><td>1250</td><td>850</td><td>400</td></tr><tr><td>Q3 17/18</td><td>1300</td><td>700</td><td>600</td></tr><tr><td>Q4 17/18</td><td>1350</td><td>650</td><td>650</td></tr><tr><td>Q1 18/19</td><td>950</td><td>550</td><td>450</td></tr><tr><td>Q2 18/19</td><td>1200</td><td>700</td><td>500</td></tr><tr><td>Q3 18/19</td><td>1250</td><td>680</td><td>580</td></tr><tr><td>Q4 18/19</td><td>1400</td><td>780</td><td>600</td></tr><tr><td>Q1 19/20</td><td>1250</td><td>680</td><td>550</td></tr><tr><td>Q2 19/20</td><td>1200</td><td>620</td><td>580</td></tr><tr><td>Q3 19/20</td><td>1650</td><td>950</td><td>650</td></tr></tbody></table>											Quarter/Year	Total Days	Long Term	Short Term	Q1 16/17	1050	650	450	Q2 16/17	650	300	350	Q3 16/17	850	250	550	Q4 16/17	750	250	450	Q1 17/18	1250	800	450	Q2 17/18	1250	850	400	Q3 17/18	1300	700	600	Q4 17/18	1350	650	650	Q1 18/19	950	550	450	Q2 18/19	1200	700	500	Q3 18/19	1250	680	580	Q4 18/19	1400	780	600	Q1 19/20	1250	680	550	Q2 19/20	1200	620	580	Q3 19/20	1650	950	650
Quarter/Year	Total Days	Long Term	Short Term																																																																									
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									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
Human Resources											
2	% of eligible operational staff successfully completing fitness test	100%	96.6%	99.8%.	96%		96%	100%	99.3%	99.3%	↑
		(Source: Data calculated and supplied by HR) There were 404 staff eligible for testing in October 2019 and 390 have completed the cardiovascular fitness test. Of those completing the test, the pass rate at the end of quarter was 96%. The 14 individuals who were not able to be tested in October due to availability are programmed in for testing in January 2020. The two individuals who did not meet the standard in October continue to be supported by the Fitness and Health Adviser and await medical advice and retesting as appropriate									
3	% of eligible staff with Personal Development Review	100%	47.5%	81.9%	92%		92%	100%	90.8%	90.8%	↓
		(Source: Data calculated and supplied by HR) 564 staff were eligible to have received a Personal Development Review (PDR) meeting between April and June 2019. Dual contract employees only require one PDR and therefore have only been counted once. 48 employees were exempt for the following reasons: <ul style="list-style-type: none">31 new employees17 employees who have been away from the workplace for the duration of the period for various reasons including maternity, career break and long term sickness. 520 staff are recorded as having had their PDR this year which equates to 92%. This is relatively comparable with the same time last year. Of the meetings that have taken place 388 PDR forms have been returned to HR. An electronic report has been developed and is now available for all staff to enable managers to monitor performance locally.									

ID	Measure	2019/ 20 Targe t	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
Human Resources											
4	% of eligible operational staff in qualification	100%	98.8%	99.3%	99.10%		99.10%	100%	99.15%	99.15%	↓
		<p>(Source: Data calculated and supplied by L&D)</p> <p>This corporate measure for Q3 provides overall analysis of core operational training. Further detailed analysis and discussion will be undertaken at the Workforce Planning Group, which ensures relevant stakeholders from across the Service consider workforce matters and associated impacts. Locally in the Learning and Development department, detailed analysis is undertaken and liaison with individual managers as necessary to address requirements, competence related matters and issues of attendance.</p> <p>Training and assessment activities in RBFRS are aligned with the Fire Professional Framework, which outlines the operational core skills requirements of Firefighters and Officers. National Occupational Guidance further informs the core skill areas (Water, Working at Height, Road Traffic Collision (RTC), Hazardous Materials, Casualty Care, Breathing Apparatus (BA), Driving, Incident Command and Core Skills).</p> <p>Our performance for Q3 is 99.10% a slight decrease of 0.23 percentage points from last quarter (99.33%) and a decrease in performance of 0.05 percentage points compared to the same quarter last year (99.15%).</p> <p>The total number of qualifications monitored for this quarter was 1560. Out of these 14 individuals were deemed not qualified, the reasons for these are shown below.</p> <p>Note: Immediate Emergency Care (IEC) is being reported separately as this is a new qualification with initial training being conducted over a two-year period (commenced January 2018).</p> <p>Areas of good performance include:</p> <ul style="list-style-type: none">Incident Command- 100% (All 166 individuals qualified)Emergency Response Driving- 99.15% (the target of 60% of the workforce achieved with a total of 67% of ERD qualified within Service, 1 Officer's qualification expired due to temporary extension of FDO contract, now re-qualified)RTC- 99.75% (1 individual's qualification has expired after returning from long term light duties)Working at Height- 99.75% (1 individual's qualification has expired after returning from long term light duties)Breathing apparatus 98.6% (4 individuals on a development plan following failure to reach a competent standard during assessment, individuals are not currently on operational duties, 1 individual's qualification has expired after returning from long term light duties) <p>Areas for improvement:</p>									

ID	Measure	2019/ 20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
											<ul style="list-style-type: none"> Water Rescue Module 2- 98%. (7 individuals have qualifications which have expired. Awaiting availability of water rescue training venue to requalify individuals within Q4, alternative venue being sought) <p>Area of special note:</p> <ul style="list-style-type: none"> IEC (Casualty Care) - 80%. We have exceeded the target of 75% over a two year period (Jan 2020), collaborative arrangements between the Thames Valley FRSs has been arranged to maximise course attendance numbers. This qualification will be included in next year's performance figures. <p>Corrective actions have been implemented to support the delivery of training. These have addressed shortfalls in planning, recording and the development of individuals requiring further support to achieve competency. Individuals who are out of qualification or fail to achieve a qualification do not perform that activity at operational incidents until they have re-qualified.</p> <p>The ability to effectively train staff is reliant on the ability to release individuals from duty to central training and provide sufficient Instructors to train and assess these skills. A combination of efforts to ensure there is flexibility to do so, and other performance such as sickness absence is reduced to facilitate attendance continue to be examined. Staffing in the Learning and Development department is kept under review to ensure as much as possible, there is the ability to plan for and cover turnover.</p>

ID	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
Human Resources											
5	% of Protection Staff in qualification	This is a new Corporate Measure based on the number of staff within Protection that are fully qualified. 12 staff members are fully qualified (60%). Due to the length of time some of these individuals have been in role, competence was achieved before the new qualification structure was introduced six individuals.									
		Eight individuals have completed their Level 4 Certificate. Note: There were nine individuals who were in development last quarter but due to recent changes within the organisation one Station Manager post no longer exists within the new structure in Q3 hence the reduction from nine to eight this quarter.									

No of FSIOs in Development – working towards Level 3 Certificate	0
No of FSIOs in Development - Level 3 Certificate	0
No of FSIO in Development working towards Level 4 Certificate	0
No of FSIOs in Development – with Level 4 Certificate	8
No of FSIO in Development working towards Level 4 Diploma	0
No of FSIOs who are competent with Level 4 Diploma or equivalent	12

ID	Measure	2019/ 20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Health and Safety									
6	All RIDDOR accidents	6	1	0	0		1	4.5	0	3	↑
		Data Source: Data calculated and supplied by H&S Accountable Person: Assistant Chief Fire Officer There have been no accidents in this quarter that were reportable to HSE under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations. **RIDDOR is the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013. Under RIDDOR we have a duty to report certain events, those events being accidents that led to a person being unfit for their normal work for more than 7 days, or ‘specified injuries’ which are more serious types of injuries. These include injuries such as broken bones, crush injuries and amputations.									
7	% of spend subject to competition	85%	95.4%	91.4%	95.1%		95.0%	85%	94.6%	92.9%	↑
8	% Compliant spend as % of overall spend	100%	100%	100%	100%		100%	100%	100%	100%	↔
		Data Source: data supplied by Procurement Accountable Person: Head of Finance and Procurement Spend subject to competition- The Authority now has 199 contracts in place. The work of the team is underpinned by the Authority’s Procurement Strategy based on Compliance, Collaboration and Commerciality. This now sets the focus for the team. Broader collaboration work is enabling the Thames Valley FRS’s to benefit from access to new equipment through joint working, enabling the Service to obtain better pricing and support due to scale. The procurement team has a pipeline of joint contract renewals and re-tenders for the next five years reducing the risk of any future non-compliant spend and enabling the service to fully understand the market before seeking requirements through competition. With better knowledge and expertise of the requirements and what the market can offer , we can avoid									

ID	Measure	2019/ 20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance			
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD	
		<p>expensive unnecessary spend and better manage our supply contracts. The Contract Management Framework is now also in place and staff are currently doing the online training course developed in-house.</p> <p>The savings from subjecting ever more expenditure to competition need to be weighed against the incremental costs of tendering to ensure procurement activity is delivering value for money.</p> <p>Compliant spend - The buyer gateway process enables the procurement team to monitor potential requisitions, temporarily halt any non-compliant spend and subject it to competition. Currently all requisitions are subject to review by Procurement. It is intended that the new Purchase to Pay (P2P) solution will enable the service to link supplier contracts to requisitions so that only expenditure not subject to competition will need to be subject to this gateway. The new P2P process should enable the whole transactional end of purchasing to be streamlined making it easier for users and significantly reducing the administration related to this process.</p>										
Information Rights												
9	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation	0	0	0	1		1	0	0	0	↓	
		<p>In November RBFRS received the ICO decision notice (ref FS50846849) associated with the complaint lodged by a local democratic reporter concerning RBFRS non-disclosure of specific information regarding 10 ACM clad buildings within Berkshire. The decision notice specifically found RBFRS in breach of the Freedom of Information Act on the grounds that RBFRS asserted that 2 of the 10 buildings were not high rises and therefore excluded from the scope of the request. The assertion was based on interpretation of the question posed and the specific breach lay in the fact that RBFRS did not seek further clarification from the applicant prior to responding. The decision notice did, however, uphold the withholding of site specific information for a number of the buildings identified after applying a public interest test. RBFRS was required to disclose public domain information regarding all 10 properties and to identify the building types of all 10 properties as part of the decision notice, which was completed within 7 days of the notice being issued. The full decision notice is available online at https://ico.org.uk/media/action-weve-taken/decision-notices/2019/2616457/fs50846849.pdf</p>										

ID	Measure	2019/ 20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q3 18/19	YTD 18/19	18/19 Vs 19/20 YTD
10	Number of Information Commissioner assessments finding that the Service has breached Data Protection Legislation	0	0	0	0		0	0	0	0	↔
		<p>(Source: Manual Input from Information Governance)</p> <p>No reportable breaches have occurred in this quarter.</p>									

Budget Update

Royal Berkshire Fire Authority

Budget Update - Revenue Position Quarter 3 2019/20

	Annual Budget	Dec-19 Outturn	Forecast to YE	Fcast - Budget Variance
	£'000	£'000	£'000	£'000
EMPLOYEES				
STATIONS	16,654	12,328	16,452	(202)
NON-STATIONS	10,320	7,547	10,255	(65)
TRAINING	647	385	682	35
OTHER	224	180	247	23
	27,845	20,440	27,636	(209)
PREMISES				
REPAIRS & MAINTENANCE	726	471	727	1
RATES	886	791	875	(11)
CLEANING	229	150	235	6
UTILITIES	406	248	417	11
	2,247	1,660	2,254	7
SUPPLIES				
INSURANCE	325	318	325	0
EQUIPMENT	524	419	566	42
IS EQUIPMENT & LICENCES	624	389	624	0
CLOTHING/PPE	347	317	387	40
COMMUNICATIONS	1,099	581	1,106	7
OCCUPATIONAL HEALTH	181	141	189	8
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	161	124	174	13
HYDRANT REPAIRS	37	11	27	(10)
COMMUNITY FIRE SAFETY SUPPLIES	194	140	194	0
SUPPLIES OTHER	194	129	206	12
	3,686	2,569	3,798	112
CONTRACTS				
CONTRIBUTION TO TVFCS & COLLABORATION	857	619	851	(6)
LEGAL	50	19	51	1
CONTRACTS OTHER (incl Professional Services)	641	383	659	18
	1,548	1,021	1,561	13

TRANSPORT

VEHICLE RUNNING COSTS	694	393	709	15
TRAVEL	233	164	234	1
	927	557	943	16

PENSIONS

PENSIONS	422	266	424	2
	422	266	424	2

INCOME

GRANTS	(2,062)	(2,055)	(2,062)	0
RENTAL INCOME	(187)	(152)	(172)	15
TVFCS RECHARGE INCOME	(295)	(221)	(295)	0
INCOME OTHER	(199)	(74)	(213)	(14)
	(2,743)	(2,502)	(2,742)	1

NET COST OF SERVICES	33,932	24,011	33,874	(58)
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DEBT CHARGES INTEREST	392	214	392	(0)
INVESTMENT INTEREST	(125)	(60)	(125)	0
REVENUE FUNDING OF CAPITAL	500	0	500	0
CAPITAL CONTRIBUTIONS TO STAFFING COSTS	(41)	(33)	(41)	0
APPROPRIATION TO/(FROM) RESERVES	(936)	0	(936)	0
MINIMUM REVENUE PROVISION	359	0	359	0

NET EXPENDITURE	34,081	24,132	34,023	(58)
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GOV GRANTS/PRECEPTS	(34,081)	(24,709)	(34,149)	(68)
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(SURPLUS)/DEFICIT	(0)	(577)	(126)	(126)
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Revenue Budget Monitoring position Qtr 3 2019/20

When setting the 2019/20 budget it was necessary to utilise £458,000 from the budget contingency reserve to balance the budget. The forecast year-end outturn for the Revenue Budget of £34.1 million is an in year saving of £126,000. The in-year savings will help offset the need to utilise reserves, reducing the usage needed in 2019/20 to £332,000.

As in previous years, the Authority has undergone organisational change during 2019/20 to deliver Efficiency Plan savings. The delivery of the Remotely Managed Stations/Flexible Duty Officer Project (RMS/FDO) has been implemented in two phases, generating ongoing revenue savings of £576,000.

Some of the roles in the revised structure have been filled by external candidates, with some not joining the Authority until January 2020. The careful management of these and other vacancies in the interim period have delivered in year savings to invest in other areas, including training of the considerable number of staff that are in new roles.

Whilst a significant variance is not currently projected on repairs and maintenance, the Authority has recently transitioned from one sole provider to a suite of providers who will be specialised in the areas

that they cover. This is expected to be more cost effective in the long term, but any initial financial impact of the new arrangements will become clearer during quarter 4 of 2019/20.

A number of ongoing pieces of work focused on improving operational effectiveness have resulted in a budget pressure relating to equipment. Additional hoses and branches, required to link hoses, were required to replace old and defective equipment. The implementation of stowed reserves, where reserve appliances are fully kitted out, has led to additional expenditure. Dry suit replacement and modification costs have also been incurred to support water rescue capability.

The delay to the national clothing framework contract led by Kent FRS has resulted in the Authority having to implement an interim contract arrangement in collaboration with Thames Valley partners to supply uniform. However, due to the timescales for procurement and subsequent delivery lead times we have had to utilise locally based suppliers in the interim in order to provide uniform, at a higher unit cost. An additional budget pressure to provide operational surcoats has also developed in year, required to comply with national operational guidance.

Government Grants and precept income is forecast to be £68,000 higher due to NNDR section 31 Grants. The budgets on these are based on estimates provided by the local authorities within Berkshire prior to the year commencing, with in year variances reflecting the adjustments made to reflect actual data.

The Authority entered the Berkshire business rates pool for 2019/20. Recent discussions with Bracknell Forest Borough Council have suggested that the financial benefit to the Authority will become certain post year end. We should be in a position to confirm this to Members in the outturn statement for

Financial Position as at December 2019 (Capital)

Active Capital Projects	Total Project Budget £000's	Actual Spend in Prior Years £000's	Actual Spend in 19/20 to Qtr 3 £000's	Estimated Project Spend to Completion £000's	Total Estimated Project Spend £000's	Commentary
New fire station - Theale	9,220	851	635	7,734	9,220	Following the Fire Authority's Management Committee approval to proceed with the project on 3 December 2019, Knights Brown Construction Ltd were appointed as the main build contractor following a robust tender process. The site purchase from Network Rail completed on 20 December 2019. The application for hoarding was approved by the local planning authority (West Berkshire) at the end of December 2019.
Major redevelopment - Crowthorne (capital and decant costs)	2,054	199	727	1,128	2,054	The re-build of this fire station is continuing to progress on schedule with completion for use expected in July 2020. The strategy for storm water run-off from site has been agreed with Thames Water, with an additional pressure of £19k, although the project remains within the anticipated optimism bias amount. The station continues to respond from their alternative location at Wellington College and this is continuing to work well.
Fire stations - minor works	650	0	0	650	650	Budget allocation shown was approved at Fire Authority in February 2019 and was based on an annual budget of £130k over the 5 year period of phase 1. This has subsequently been updated at Fire Authority in February 2020 with the funding allocation increased to £1.25m. This is due to the funding

						pressures that are impacting on the programme of rebuilding stations, and it is considered prudent to invest in the refurbishment of our buildings. Site condition surveys were completed in 2016 and early engagement with stations has begun to identify focus areas and priorities. Further assessment will also be undertaken using the services of a quantity surveyor and all work agreed will be in consultation with the lead member for strategic assets supported by the Property Working Group.
Fleet & equipment - fire appliances	4,250	0	433	3,817	4,250	Collaborative exercise with Thames Valley partners which had delivered 7 new appliances by the end of 2018/19 costing £1.6m (budget allocation and costs incurred are excluded from the figures shown). A further 4 vehicles were then delivered (2 in July and 2 in December 2019). It is then planned for a further 4 vehicles to be delivered in September 2020, meaning that all whole-time pumps will have been renewed. Budget allocation shown covers the expected requirements for the period April 2019 - March 2024.
Fleet & equipment - aerial ladder platform	850	0	575	162	737	Project is progressing well with the vehicle currently under construction and due to be delivered in Qtr 1 2020/21.
Fleet & equipment - special appliances	1,550	0	0	1,550	1,550	The Head of Service has completed a review of this area and further details will be presented to Members as part of the budget setting papers at Fire Authority in February 2020.
Fleet & equipment - other ancillary vehicles	460	0	0	460	460	In line with the fleet strategy we will continue to look to upgrade and renew vehicles in our white fleet where required to support our organisational requirements.
ICT - IBIS redevelopment	131	95	32	0	127	Project has been extended into 2019/20, with the aim of developing additional compatibility between IBIS and hand held devices.

ICT - helpdesk system	45	29	0	10	39	System has been re-vamped providing additional self-service portals for departments. New reporting tool released by supplier in October 2019, which will be implemented in quarter 4 2019/20. Currently considering further upgrades to the latest version.
ICT - Sage 1000 upgrade	65	17	0	48	65	Phase 1 of the upgrade to Sage 1000 has been successfully implemented, with phase 2 to commence in Qtr 4 2019/20.
ICT - Learning Management System	45	0	0	45	45	Tender evaluation and contract award was completed in quarter 3 2019/20. Contract commences in February 2020 with initial development work prior to a planned go live date in April 2020. There will be an ongoing requirement to develop content on the platform.
ICT - asset replacement / licences	1,070	0	210	860	1,070	Budget allocation shown was approved at Fire Authority in February 2019 and is based on the 5 year period of phase 1. A rolling replacement programme of assets has subsequently commenced, with phase 1 completed in July 2019 costing £120k. Phase 2, replacing all station, TVFCS admin, training and secondary site desktops was completed in Qtr 3 2019/20, costing £90k. Phase 3 will then focus on replacing approximately 100 Generation 3 and Surface Pro laptops costing around £75k. Licence renewals are ongoing in 2019/20. Options for the delivery of Office 365 are being investigated for introduction next financial year, which will be based on a subscription style model.
Total	20,390	1,191	2,612	16,464	20,267	

Transitions Bids Spend Summary

Spend as of end December 2019

TOTAL BUDGET AVAILABLE	2,000,000
TOTAL BUDGET ALLOCATED	1,729,716
TOTAL BUDGET AVAILABLE FOR ALLOCATION	270,284

Cost Centre	Description	Owner	Date bid approved	Budget	Cumulative Spend to end of Q3 19/20 (£k)	Start Date	Forecast End Date	Update	Status
K19-601	Development and Assessment pathway Funding for a resource for 6 months to complete a full review of the current methodology used when assessing competence at operational stat through understanding the "as is" situation, research on potential alternative models with and final recommendation for consideration provided	Becci Jefferies	05/07/2016	21,100	14,404	01/06/2018	31/03/2020	<p>To assist in a full review of the NVQ methodology of determining competency is required. A bid against the Transitional Fund was made to undertake research and make recommendations on how RBFRS should deliver a competency framework for the future.</p> <p>Delivered to date</p> <ul style="list-style-type: none"> • Development of Watch manager, Crew manager and Firefighter development and assessment pathway • External quality assurance of group and Area Manager pathway • Consultation undertaken on FF, CM & WM pathway • High level design control role FF - GM pathways • GM + AM pathways implemented <p>To be developed:</p> <ul style="list-style-type: none"> • Applications to external assurance provider • Consultation on control pathways • Design and procurement to match course content • Progress to be monitored via Programme Board 	Open

Cost Centre	Description	Owner	Date bid approved	Budget	Cumulative Spend to end of Q3 19/20 (£k)	Start Date	Forecast End Date	Update	Status
K22-602	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	92,200	80,964	03/04/2017	30/06/2020	<p>Prior to the Finance department restructure this post was financed from base budget. Currently, it is being funded by Transition Fund whilst business process re-engineering takes place to streamline processes and improve efficiency.</p> <p>Delivered to date:</p> <ul style="list-style-type: none"> • Undertaking activities related to invoicing, accounts payable and receivable, cash management and credit control for the Fire Authority • Support to Trading company and dealing with invoices, carrying out credit control and cash management • Post to be required until the successful delivery of the P2P process <p>To be delivered:</p> <ul style="list-style-type: none"> • Support implementation of efficient P2P processes • Tender in process starting in Q4 19/20 	Open

Cost Centre	Description	Owner	Date bid approved	Budget	Cumulative Spend to end of Q3 19/20 (£k)	Start Date	Forecast End Date	Update	Status
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	51,451	14/08/2017	30/06/2020	<p>This post is required while collaborative procurement options are being put in place</p> <p>Delivered to date:</p> <ul style="list-style-type: none"> • Contract register and work plan updated weekly • Contract repository review completed • Set up contract award process • Delivered range of new contracts including ALP contract, training, commodities, medical supplies as part of allocation of work within the team. • Supported the achievement of 90% of spend now in formal contracts. <p>To be delivered</p> <ul style="list-style-type: none"> • Monitor that low level repeat spend remains compliant with RBFRS Contract Regulations • Ongoing achievement of annual Procurement work plan and service plan • Deliver procurement savings as reported to the Home Office • Support the delivery of new collaborative contracts across the Thames Valley • Post vacant pending outcome of P2P tendering exercise 	Open
K26-601	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	31/12/2018	31/03/2020	<p>Introduction of a e-learning platform required to facilitate achieving the organisational development objectives</p> <p>Delivered to date:</p> <ul style="list-style-type: none"> • Learnings from Development Assessment Pathways (DAPs) design informed need. Requirements informed specification and tender process. Explored opportunities for potential joint procurement with OFRS and BMKFRS. • Specification reworked in conjunction with other Thames Valley Fire & Rescue Services • Interviews complete for resource and offer made to candidate. Candidate to start at RBFRS 13 January 2020 	Open

Cost Centre	Description	Owner	Date bid approved	Budget	Cumulative Spend to end of Q3 19/20 (£k)	Start Date	Forecast End Date	Update	Status
								To be delivered: <ul style="list-style-type: none"> • Implementation of LMS 	

Cost Centre	Description	Owner	Date bid approved	Budget	Cumulative Spend to end of Q3 19/20 (£k)	Start Date	Forecast End Date	Update	Status
K30-601	Programme Office Support Supporting the Programme Office lead starting the 1st May 2019 for 2 years. This resource will assist with the effective delivery of projects across the organisation, the continuation of embedding project methodology through guidance and assurance and the monitoring of transition fund spending to achieve our strategic commitments.	Katie Mills	05/03/2019	50,770	12,051	02/05/2019	01/05/2021	Delivered to date: <ul style="list-style-type: none"> • Gathering and collation of papers for Programme Board • Dependency work related to the RMS/FDO project completed to establish and track linked tasks • Project governance support for the RMS/FDO project including project closure for phase 1 (RMS) and co-ordinated closedown for the RMS/FDO project • Produced report on transition fund spending • Updated Programme board pages on Siren • Involvement in the Business Process Improvement (BPI) programme which included organising and attended mapping meetings for operational equipment and crewing. Collected and recorded user comments to feedback to the supplier. • Reviewed project documents to provide feedback and guidance to Project Managers • Provided project support to the Developmental and Assessment Pathway project when required • Rolled out the updated 'objective focussed' project progress report template • Assisted with the preparation and delivery of Project Management training • Conducted risk audit for live projects ensuring all entries are present • Facilitated project reviews for for Dee Road project and the RMS/FDO - phase 2 project • Supported prevention project manager with process gap analysis to provide the correct information for a formal handover to BAU • Position vacated on 9/12/20, job profile to be reviewed before publication of job advert. To be delivered: <ul style="list-style-type: none"> • Recruitment of vacancy 	Open

Cost Centre	Description	Owner	Date bid approved	Budget	Cumulative Spend to end of Q3 19/20 (£k)	Start Date	Forecast End Date	Update	Status
K31-601	L&D resource 2 general Instructors (grey or green book) for 1 year	Becci Jefferies	22/01/2019	67,400	19,566	01/07/2019	30/06/2020	Introduction of temporary additional L&D resources to support delivery of L&D activity over next 12 months Delivered to date: • Job profile for green book post developed • Appointment of grey book instructor effective July 2019 • Green book roles advertised, interviewed and Green book role offered to candidate To be delivered: • Individual to commence role on 6 Jan 2020	Open
K33-601	Technical Communications Officer Extend funding for the temporary position by 2 calendar years in order to provide increased resilience in provision of technical communications (radios/station end equipment/on vehicle equipment) deployment, maintenance and support.	Tony Vincent	22/01/2019	70,600	0			Position under recruitment - currently vacant	Open
TBC	L&D Behavioural Competency Training Training for all staff which is being supplied by Mary Foster		15/10/2019	14,400	0	30/11/2020	31/03/2020	Delivered to date: • Design & specification of training and provider identified • Four workshops completed with Leadership Cohorts • Training sessions commenced with watch-based station managers To be delivered: • Roll out of training due to complete by 31 March 2020	Open

	Total budget allocated		1,729,716
	Total budget available for allocation		270,284

	Authorised Bids	Date bid approved	Budget
	Asset Management Project Manager - 1 year fixed term	12/11/2019	£ 65,000.00
	Inspection and Improvement Manager - 2 years fixed term	12/11/2019	£ 102,778.00
		Total:	£ 167,778.00

Procurement – contracts awarded in Q3

(Data accurate as of 24/01/2020)

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

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

Project Number	Department	Contract Detail	Contract Status	Procurement Process	Contract Award Date	Contract Value	Awarded to	Collaboration
519	Facilities/Fleet	Master Agreement Lex Autolease	Renewal	Framework	04/11/2019	400,000.00	Awarded to Lex Autolease	Framework
539	Facilities & Fleet	Ascot Refurbishment	New	TVP work further competition Lot 6	21/11/2019	72,985.00	Awarded to Inside Out Ltd.	Framework
585	Facilities/Fleet	Specialist Bags / Bespoke Bags	Renewal	Waiver	24/11/2019	20,000.00	Awarded to First Products.	No
607	Property & Capital Assets	Theale Construction Work	New	OJEJ	29/11/2019	6,000,000.00	Awarded to Knights Brown.	Yes
618	Service Delivery	Surcoats	New	Quotes	01/10/2019	12,000.00	Awarded to B & A Textiles	No
641	HR & L&D	Learning Management System	New	Tender	04/12/2019	48,176.00	Awarded to Skill Set Ltd	Yes
703	BIS	Corporate Website	Extension	Extension	01/11/2019	120,000.00	Awarded to Ideagen	No
717	HR & L&D	Safeguarding Training	Extension	Extension	01/12/2019	25000 no increase	Awarded to Berkshire Youth	No
727	HR & L&D	Animal Rescue	Renewal	Tender	01/11/2019	150,000.00	Awarded to 3SFire	No
728	Facilities & Fleet	UPS - Provision of two UPS located at Theale	New	Tender	01/12/2019	40,000.00	Awarded to Power Control Ltd	No
729	Facilities & Fleet	Generator - Provision of scheduled testing and maintenance of 3 generators	New	Tender	01/12/2019	25,000.00	Awarded to Ian Webb Engineering Ltd	No

731	BIS	Desktops	New	Mini Competition	14/10/2019	78,000	Awarded to Phoenix	No
732	BIS	Data Security Management	New	Mini Competition	16/12/2019	£89,978.00	Awarded to Softcat Ltd	No
733	BIS	Secure IT Disposal	New	Tender	01/12/2019	0.00	Awarded to EOL IT Services Ltd	No
737	Facilities/Fleet	Legionella Regulatory Testing and maintenance	New	Tender	01/12/2019	100,000.00	Awarded Integrated Water Services Ltd	No
738	HR & L&D	Core Skills - Report Writing	Renewal	Extension	16/12/2019	48,000 no increase	Awarded to Capital Training Limited	No
739	HR & L&D	Core Skills - Managing Disciplinary issues / Recruitment and selection	Renewal	Extension	16/12/2019	48,000 no increase	Awarded to ABD Training Ltd	No
740	Service Delivery	Contingency Emergency Call Handling Service	Extension	Extension	25/11/2019	240,000, no increase	Awarded to Securitas Security Services Ltd.	Yes
741	Service Delivery	Contingency Fire Crew Services	Extension	Extension	25/11/2019	600,000, no increase	Awarded to Securitas Security Services Ltd.	No
745	Facilities/Fleet	Building Maintenance Tender	Tender	Tender	01/12/2019	800,000.00	Awarded Close Brothers Rail Ltd	No
747	Facilities/Fleet	Working at Height Equipment	Waiver	Waiver	15/11/2019	25,000.00	Awarded to Hightec Ltd	No
749	Service Delivery	Fire Retardant Bedding and Nightwear	Extension and variation	Extension and variation	01/12/2019	30000, increase from 20,000 to £30,000	Awarded to Thomas Kneale Ltd	No
753	BIS	Qolcom Managed Mobil Iron Mobility Gold Suite Solution	Extension	Extension	13/11/2019	12,980.00	Awarded to Bytes	No
757	BIS	Trend (BMS) Maintenance and on-going support	Extension	Extension	26/11/2019	£20000 no increase	Awarded to Kendra Energy Solutions	No
769	Facilities & Fleet	Hamilton Jet Model 241 Impeller Blade and spare parts	Waiver	Quotes	15/10/2019	25,000.00	Awarded to Hamilton Jet	No
770	HR & L&D	Coach Hire for New Recruits Course	New	Quotes	06/12/2019	12,500.00	Awarded to Stewart Coaches	No

771	Facilities/Fleet	Medical Supplies	Extension	Extension	06/11/2019	£50,000 no increase in value	Awarded to Reliance	Yes
772	Service Delivery	Smoke Detectors extension	Extension	Extension	15/11/2019	750,000 no increase in value	Awarded to Fireblitz Extinguishers Ltd	Framework
773	Facilities & Fleet	Testing and call out arrangement for the two lifts at RBFRS HQ	OJEU	OJEU	01/12/2019	15,000.00	Awarded to Chiltern Lifts Ltd	Yes
774	Facilities/Fleet	Clothing Supplies	Waiver	Waiver	11/11/2019	30,000.00	Awarded to Oxford Safety Supplies Ltd	No
775	BIS	118 x Mobile Phones	New	Quotes	18/11/2019	14,135.22	Awarded to CDW Limited	No
757	BIS	Trend (BMS) Maintenance and on-going support	Extension	Extension	26/11/2019	£20000 no increase in value	Awarded to Kendra Energy Solutions	No
778	BIS	BT Proactive Recovery/RBFRS - 4 BT Lines/TVFCS 16 Lines	Renewal	Framework	01/12/2019	£59,280	Awarded to British Telecommunications PLC	No
795	BIS	VDMS/Gateway/VDMS Comms/Officer Radios, Gateway Resilience/Hydra DIS/GIS	Renewal	Waiver	01/11/2019	50,000.00	Awarded to Airbus Defense and Space	No

Human Resources Performance

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2019/20 YTD	Q3 18/19	Authorised establishment (No of authorised posts including Fixed Term and Project Posts)
STAFF IN POST	Wholetime	363	357	355		355	373	384
	Retained	90	89	90		90	78	91
	Control	40	39	39		39	40	40
	Green Book	152	149	154		154	153	184
	Total Number of Staff in Post	645	634	638		638	644	699
							Q3 18/19	
STAFF TURNOVER	Wholetime	6	8	2		16	10	
	Retained	3	5	1		9	5	
	Control	1	0	0		1	2	
	Green Book	7	12	1		20	3	
	Total Number of Leavers (Heads)	17	25	4		46	20	
	Staff in Post (SIP)	645	634	638		639	644	
	Percentage of Leavers vs. SIP	2.64%	3.94%	0.62%		7.19%	3.1%	
							Target	YTD Q3 18/19
FEMALE STAFF	Wholetime	4.4%	4.2%	4.2%		4.2%		4.3%
	Retained	8.8%	12.4%	13.3%		13.3%		7.7%
	Control	72.5%	71.8%	71.8%		71.8%		72.5%
	Green Book	56.6%	57.0%	57.8%		57.8%		59.5%
	Total	21.5%	21.9%	22.6%		22.6%		22.0%
							Target	YTD Q3 18/19
ETHNICITY FIGURES	Wholetime	4.9%	4.8%	4.8%		4.8%		5.1%
	Retained	3.3%	4.5%	4.4%		4.4%		2.6%
	Control	2.5%	2.6%	2.6%		2.6%		2.5%
	Green Book	15.7%	14.8%	14.3%		14.3%		15.7%
	Total	7.1%	6.9%	6.9%		6.9%		7.14%

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

Staff Turnover at the end of this quarter is very low equating to only 0.62% which results in a projected annual turnover out-turn at year-end to be around 9.59%.

There were 4 leavers and 8 new starters this quarter.

No trends have been identified following examination of the reason for leaving as two staff retired, one transferred to a wholetime contract and the other left due to relocation.

Ethnicity figures have decreased this quarter from 6.94% in Q2 to 6.9% in Q3 (0.09%). This decrease is due to staff in post figures increasing and no BME leavers or joiners this quarter. Compared to this quarter last year we are 0.24% lower. Overall performance stands at 6.9%, exceeding the current target of 5%.

The number of female firefighters employed in the Service has increased to 27 this quarter due to one female firefighter joining On-Call. This has increased the percentage of female firefighters from last quarter by 0.24% from 5.83% to 6.07% exceeding our target of 4% once again this quarter.

The number of staff employed by RBFRS with a disability has remained the same as last quarter (36 staff).

Age Profile

Measure		Q1	Q2	Q3	Q4	2019/20 YTD	2018/19 Performance	
		Actual	Actual	Actual	Actual		Q3 18/19	YTD 18/19
AGE PROFILE	25 and Under	45	38	36		36	37	37
	26-35	163	162	164		164	168	168
	36-45	211	209	209		209	220	220
	46-55	192	191	194		194	185	185
	56-65	33	33	34		34	33	33
	66 and Over	1	1	1		1	1	1
	Total	645	634	638		638	644	644

Days Lost to Sickness

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2019/20YTD	2018/19 Performance	
							Q3 19/20	YTD 2019/20
DAYS LOST TO SICKNESS	Short	516	552	612		1680	548	1395
	Long	563	628	957		2148	672	1779
	Total	1079	1180	1569		3828	1220	3174
	<i>(RDS figures are not included as figures are calculated based on the average shift length and these vary considerably as many sickness episodes are recorded as unavailable).</i>							

Disciplinary Cases, Grievances and Complaints

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

	Number commenced in Q3	Number commenced in Year to Date 19/20	Number commenced Year to Date 18/19
Misconducts (including gross misconducts)	Q3 - 5	Q1 - 2 Q2 - 4 Q3 - 5 YTD = 11	Q1 - 5 Q2 - 10 Q3 - 2 Q4 - 5 YTD = 22
Grievances	Q3 - 8	Q1 - 3 Q2 - 0 Q3 - 8 YTD = 11	Q1 - 5 Q2 - 4 Q3 - 5 Q4 - 4 YTD = 18
Whistle Blowing	0	0	Q1 - 0 Q2 - 1 Q3 - 0 Q4 - 1 YTD = 2
Use of RIPA	0	0	0

Quadrant Three Priority Programmes

Priority Programmes: People Strategy Progress

The purpose of the People Strategy 2018-2021 is to support RBFRS staff to become the best public servants they can be, creating a workforce that can deliver efficient and effective services on behalf of the RBFA, to manage all foreseeable fire and rescue related risks that could affect the people of Berkshire. In 2019/20, our key People Strategy deliverables will include:

Task	Progress to date	Progress next quarter	RAG	Issues
Objective 1: Recruit, train and develop people to ensure we create a safe, professional and capable workforce, who can provide a fit for purpose service, 24/7, 365 days a year				
A. Review our recruitment lifecycle from pre-attraction to induction; consider target audiences, communication techniques for early engagement with communities, technology to assist the application process, criteria for selection and time from advert to induction.	<ul style="list-style-type: none"> • EDI Coordinator in post and working with Resourcing and Development around positive action. Initial research completed by EDI Coordinator and positive action plan updated. EDI review of webpages and recruitment materials completed. • Of the 24 new firefighters appointed following the 2019 campaign, two were female and two BME. This compares to 2018 where zero appointees were female and only one BME. • Analysis of translation of Positive Action attendees into recruits has been completed, final results show one of the two females recruited to a Wholtime position attended a 	<ul style="list-style-type: none"> • Monitoring of future campaigns and recruitment activity now built into BAU process and will be reported through Workforce Planning Group • 2019 recruitment statistics for On-Call to be finalised • Reviewing induction Programme with aim to run 4 sessions per year – commitment to be sought from contributors. • Further inductions are booked to run on 16 and 19 March 2020 with the Wholtime trainees. 	G	<ul style="list-style-type: none"> • No Issues at this time

	<p>positive action event and a further two positive action attendees have been recruited into On-Call roles.</p> <ul style="list-style-type: none"> • Green Book recruitment statistics now completed quarterly to identify trends. • Induction session developed and piloted utilising feedback from individuals, 			
D. Through the Workforce Planning Board, we will monitor the skills and staff numbers with the aim of ensuring we have the right people, in the right place, at the right time.	<ul style="list-style-type: none"> • Workforce Planning Group - Provision and presentation of information relating to fixed term temporary cover arrangements agreed. • The potential impacts on retirement profiling based on the outcome of transitional Pension arrangements case has been completed 	<ul style="list-style-type: none"> • L&D are carrying out a review of the last three RDS initial training models to determine the areas of best practice and to identify areas for improvement, this is provisionally due for completion by the end of Feb. • A review of Breathing Apparatus (BA) qualifications is underway to seek ways to support crewing of both WT and RDS appliances whilst providing organisational assurance of the BA skills and competence of individuals 	G	<ul style="list-style-type: none"> • No Issues at this time
M. Implementing recommendations from the review of assessment of operational competence	<ul style="list-style-type: none"> • Officer Learning Outcome documents finalised and uploaded to Siren. Modules still to be loaded in to Firewatch • Ongoing consultation work with station base specialist staff has been completed 	<ul style="list-style-type: none"> • Completion of specialist Operational Training Programmes for both FF and Officers. Any further changes will be included in BAU and ongoing review of the programme. 	A	<ul style="list-style-type: none"> • A delay of approximately 2 months to complete the project. Expected completion date end of February

	<ul style="list-style-type: none"> • Officers are recording their training against the new modules and are able to plan future training requirements using the new Officer OTP. • Officer OTP monitored at Officer Line Training by GMB's • FF-SMA OTP monitored through Hub management. • 95% of all specialisms for FF-SMA completed including Learning outcome documents. • New WBSM and FDO Training schedules agreed by Workforce Planning group. Schedule implemented for standardised training across L2 groups and FDO cadre. 	<ul style="list-style-type: none"> • Further development of Operational Qualifications Planner (OQP) to provide visual guide to operational competence • Training Content developer now in position to support continued development of NOG aligned training resources and elearning resources to support operational staff. • A 'How to Train' support package to be distributed across 1st line operational managers to increase awareness and effectiveness of OTP on station. 		2020. This is due to Officer capacity (additional operational and Fire investigation work) and Business partner capacity (Firewatch testing)
Objective 2: Increase the diversity of our workforce to better represent and therefore serve our local communities				
B. Continue to support the Leonard Cheshire Change 100 programme to work with disabled graduates on a 100-day intern programme.	<ul style="list-style-type: none"> • Plan for engagement with Change 100 in Q4 following assessment centre completion 		G	<ul style="list-style-type: none"> • No Issues at this time
C. Deliver the 2019/20 requirements of the RBFRS Equality, Diversity and Inclusivity (EDI) Objectives and Action Plan	<ul style="list-style-type: none"> • EDI Co-ordinator in post 7/11/19 • EDI training procurement in progress – to be awarded in February • Grievance, Bullying and Harassment policy updated 14/10/19 	<ul style="list-style-type: none"> • Further progress towards Positive Action Plan • Second phase EDI training to commence • Guidance around schools and careers events to be produced • Transgender policy to be developed 	G	<ul style="list-style-type: none"> • No Issues at this time

	<ul style="list-style-type: none"> • Menopause training sessions took place, follow up options being explored • Diversity and difference guidance for managers created and included in the induction process • Equal opportunities statements amended for recruitment webpages (external) and job adverts • NFCC Inclusion Strategy Consultation completed • Wholtime recruitment EDI analysis undertaken • SLT EDI objectives agreed 			
Objective 3: Develop people and recruit talent to take personal responsibility for leadership in the organisation to ensure a public service ethos, support collaboration and effectively deliver service improvement				
B. Undertake a review of Reward and Recognition	<ul style="list-style-type: none"> • Planned for activity to start during Q4 			
C. Review and develop talent management systems to support succession planning	<ul style="list-style-type: none"> • Initial review work commenced. 	<ul style="list-style-type: none"> • Project plan devised. • Review work and research completed. • Summary position of processes and tools already in place. • Identification of process gaps and additional process and tools required. 		
E. Develop career pathways across all staff groups across the organisation.	<ul style="list-style-type: none"> • Learning Management System procured (joint process with BMKFRS). 	<ul style="list-style-type: none"> • Application for external assurance for the Fire Fighter, Crew Manager and Watch 	G	<ul style="list-style-type: none"> • No Issues at this time

	<p>Contract awarded and due to commence from 01.02.2020</p> <ul style="list-style-type: none"> • Digital Learning Specialist recruited fixed term for 18 months, due to commence role on 13.01.2020 • AM and GM Development and Assessment Pathways implementation and induction undertaken. • Fire Fighter, Crew Manager and Watch Manager pathways approved by SLT. Consultation concluded. • High level design and adaption of pathways for Control (TVFCS) staff in relation to operational / technical elements completed. Pathways approved by SLT. 	<p>Manager pathways. Expected to be implemented by June 2020.</p> <ul style="list-style-type: none"> • Detailed content design and adaption of pathways for Control (TVFCS) staff in relation to operational / technical elements to be undertaken. Consultation and application for endorsement to be completed. • Design and roll out communication around the endorsed pathways • Development pathways for Green Book staff will be reviewed commencing from April 2020 		
F-L. Increase opportunities to gain new skills by broadening existing schemes and training options we have in place	<ul style="list-style-type: none"> • Scope and design transition from course delivery to qualification delivery – research undertaken. 	<ul style="list-style-type: none"> • Scope and design transition from course delivery to qualification delivery - to be completed. 	G	<ul style="list-style-type: none"> • No Issues at this time
Objective 4: Develop a diverse and inclusive ‘one team’ culture where everyone’s contribution is valued and positive behaviours are used to describe how we work together				
C. Implement a Behavioural Competency Framework	<ul style="list-style-type: none"> • Roll out of BCF awareness training has commenced with Middle Managers and the Watch Based SMs. • The development of the BCF based Line manager 	<ul style="list-style-type: none"> • Full roll out of BCF awareness training across all teams and Watches by 31 March 2020 • Initial recruitment / job design workshops to be held Q4 19/20 	G	<ul style="list-style-type: none"> • No Issues at this time

	recruitment / job design workshops has commence.			
E. Review the Communications and Engagement Strategy to support effective internal communications	<ul style="list-style-type: none"> Planned for activity to start during Q4 			
Objective 5: Change policies, processes and systems to ensure they enable and support the delivery of a fit for purpose, efficient and effective service to the community				
C. Working with external suppliers, to undertake programme of process improvement, which will ultimately lead to a culture of continuous improvements within teams.	<ul style="list-style-type: none"> Work started on reviewing processes for updating addresses in IBIS to understand level of risk associated with the process Monitoring for any further crewing issues related to process 	<ul style="list-style-type: none"> Conclude process for updating addresses in IBIS and recommendations to be reviewed Existing prevention process maps to be reviewed for any further work related to the prevention new ways of working project 	G	<ul style="list-style-type: none"> No Issues at this time
D. Initiate development of additional core skills courses on continuous improvement and business process improvement	<ul style="list-style-type: none"> Review requirements in Q4 			
Objective 6: Continue to support both the physical and mental health and wellbeing of our people.				
C. Deliver the requirements of the 2019/20 Health, Safety and Wellbeing Action Plan	<ul style="list-style-type: none"> Fitness testing took place throughout the quarter. 96.5% of eligible staff were tested and 98.5% of staff tested achieved the required cardiovascular standard. Fitness testing included the strength tests on a trial basis 99.4% of people completing the trial passed all of the five 	<ul style="list-style-type: none"> A programme of fitness equipment replacement will be concluded in Q4 with the supply of new treadmills, cross trainers and rowers. Health promotion will cover Winter Wellness. 	G	<ul style="list-style-type: none"> No Issues at this time

	<p>tests. The strength tests trial has been extended.</p> <ul style="list-style-type: none"> • 16 applications were received for the Cycle to Work scheme. • World Menopause Day was promoted in October with Siren content, Shout articles and posters to all workplaces • The Benenden account manager made some watch visits in December to clarify how the scheme works and the full range of support available. • A poster was produced on the importance of return to work interviews. 			
E. Deliver the requirements of the 2019/20 Mental Health Action Plan.	<ul style="list-style-type: none"> • The initial sessions of Managing Mental Health training concluded in November 2019 • Anti-Bullying Week was supported in November including a Shout article, workplace posters, and Siren content to bring attention to signs and symptoms of bullying and where support can be found. • A suicide awareness campaign took place in December including promotion of free training, suicide guidance and 	<ul style="list-style-type: none"> • Activities will take place around Time to Talk Day on 9 February. • Following the Managing Mental Health training the managers resources will be reviewed to encourage increased usage. 	G	<ul style="list-style-type: none"> • No Issues at this time

	distribution of an emergency intervention wallet card.			
F. Ensure that our workplaces meet health and safety requirements and the design and refurbishment of buildings wherever possible meet access, gender and religious needs, together with the ability to support flexible working arrangements.	<ul style="list-style-type: none"> Processes in place to ensure full consideration is given when designing new facilities and refurbishments. Incorporated into the design phases by Capital Projects 		C	

Priority Programmes: Integrated Risk Management Plan

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

Task	Progress to date	Progress next quarter	RAG	Issues
Project 1: Risk Analyses				
We will further develop our existing Risk Methodology and Risk Modelling capability to ensure we have an even better understanding of all foreseeable fire and rescue related risks.	<ul style="list-style-type: none"> Prevention and Protection strategies and underpinning risk analysis written. Response Strategy and underpinning risk analysis in development. Engagement and participation in NFCC community risk project to contribution to development of national best practice. 	<ul style="list-style-type: none"> Complete Response Strategy and underpinning risk analysis. Presentation of draft strategies to Fire Authority in February with proposals for consultation. Finalise consultation plan, seeking best practice advice and guidance from the Consultation Institute. Commence 8 week consultation on 2 March 2020. 	G	<ul style="list-style-type: none"> No issues
We will ensure that any changes to our Risk Methodology are independently validated.	<ul style="list-style-type: none"> No action in Q3. 	<ul style="list-style-type: none"> Review of Risk Methodology following IRMP consultation and, if changes are required, have changes independently validated. 	G	<ul style="list-style-type: none"> No issues
We will work in collaboration with our Thames Valley fire partners to complete work on a theoretical Thames Valley response model.	<ul style="list-style-type: none"> Project close down report accepted by TV Exec Board. Maintenance of model absorbed to BAU 	<ul style="list-style-type: none"> Continue to maintain theoretical model as BAU. 	C	

We will participate in the National Fire Chiefs Council's (NFCC) Community Risk Management Group.	<ul style="list-style-type: none"> • Director of Support Services acting as NFCC Project Executive for the development of IRMP Guidance. • IRMP project officer actively participating in Community Risk project at a practitioner level. 	<ul style="list-style-type: none"> • Continued contribution to NFCC Community Risk Project through IRMP team and Director of Support Services. 	G	<ul style="list-style-type: none"> • No issues
Project 2: Prevention				
We will review our Young Firefighter programme to ensure alignment to the National Cadet Programme.	<ul style="list-style-type: none"> • Scope of work developed to inform the project plan • SLT paper agreed • Draft project plan created • Cadet uniform purchased and delivered • Young Firefighters now renamed as Fire Cadets 	<ul style="list-style-type: none"> • Project plan to be finalised • Establish costings for NFCC Fire Cadet trousers and for wrapping four Cadet appliances • Purchase operational equipment for new cadet appliances • Liaise with L&D regarding BTEC qualification for Fire Cadets 	G	<ul style="list-style-type: none"> • No issues
We will extend the reach of our Adults at Risk Programme.	<ul style="list-style-type: none"> • The new version of the training package has been successfully trialed and is now being delivered by the Safety Education Team • Recording number of agencies booked onto the training to monitor how many Safe and Well referrals they create. This will allow us to evaluate the programme and target agencies that are under referring 	<ul style="list-style-type: none"> • Full review of the project to be completed to align to the Prevention (Safe and Well) Project • Internal Comms plan to be created • ARP Working Group to establish data recording ready for Q1 2020/21. The working group will continue to meet on a regular basis 	G	<ul style="list-style-type: none"> • No issues

	<ul style="list-style-type: none"> CSA's, Safeguarding Leads and the new Prevention Managers will be advertising ARP to increase the number of agencies attending the ARP training ARP working group has been created 	<ul style="list-style-type: none"> New Prevention Managers to be invited to ARP working group New Prevention Managers to advertise ARP 		
We will work in collaboration with other stakeholders and blue light partners to deliver our water safety initiatives, Safe Drive, Stay Alive and pilot Biker Down.	<u>Safe Drive, Stay Alive</u> <ul style="list-style-type: none"> Safe Drive Stay Alive (SDSA) 2019 has been successfully delivered in November 2019 Safety Education Manager has attended the first NFCC SDSA evaluation meeting 	<ul style="list-style-type: none"> Continue to attend NFCC SDSA evaluation meetings. This project has been planned over a five year period 	G	<ul style="list-style-type: none"> No issues
	<u>Biker Down</u> <ul style="list-style-type: none"> Three Biker Down sessions have been successfully delivered from RBFRS premises 	<ul style="list-style-type: none"> Continue to trial and evaluate the programme Biker Down will be delivered from RBFRS venues six times a year with three further sessions are booked for Q4 	G	<ul style="list-style-type: none"> No issues
	<u>Water Safety initiatives</u> <ul style="list-style-type: none"> Road and Water presentation have been rolled out by crews 	<ul style="list-style-type: none"> Evaluation process for service users to be written 	G	<ul style="list-style-type: none"> No issues
We will issue updated Local Safety Plans for all of our Hubs.	<ul style="list-style-type: none"> Monthly performance review meetings set up to monitor progress Initial draft plans submitted for first review 	<ul style="list-style-type: none"> Plans presented to SLT for approval and sign off 	G	<ul style="list-style-type: none"> No issues
Project 3: Protection				
We will review and publish a new Risk Based	<ul style="list-style-type: none"> Protection Strategy and underpinning risk analysis written and includes proposal 	<ul style="list-style-type: none"> Protection Strategy to be presented to Fire Authority for public consultation. 	G	<ul style="list-style-type: none"> No issues

Inspection Programme methodology.	on Risk Based Inspection Programme.			
We will publish a new suite of protection policies.	<ul style="list-style-type: none"> Working to agree next steps for the project 		G	<ul style="list-style-type: none"> No issues
We will support two staff members to complete their Masters in Fire Engineering.	<ul style="list-style-type: none"> Year two now underway. Expected to complete June 2020 		G	<ul style="list-style-type: none"> No issues
Dependent of the publication of any recommendations relating to the Grenfell Tower fire, we will conduct a gap analysis on those recommendations.	<ul style="list-style-type: none"> The Grenfell Inquiry Phase 1 report was published in Oct/Nov 19 which included 46 recommendations We now have a dedicated resource in place to manage the project Currently conducting a gap analysis to look at where we are as a service and identify and gaps we currently have 	<ul style="list-style-type: none"> Presentation to FA Identify key work streams and priorities Present finding back to SLT 	G	<ul style="list-style-type: none"> No issues
We will work in collaboration with our Thames Valley fire partners to align protection policies, processes and resources to improve efficiency and effectiveness.	<ul style="list-style-type: none"> Working to agree next steps for the project 		R	<ul style="list-style-type: none"> No dedicated project lead – process being developed to allocate resource. TV business case being developed.
Project 4: Response Resource Deployment				
We will complete the implementation of our 2017 IRMP decisions.	<u>Retained Support Unit</u> <ul style="list-style-type: none"> Agreement received for the project to be closed down. Project review report completed and reviewed 	<ul style="list-style-type: none"> Project completed 	C	

	<u>Theale</u> <ul style="list-style-type: none"> • Negotiations with the site owner (Network Rail) continue in order to agree the purchase of the site • Submission of a section 73 amendment to Planning for the revised scheme has been approved by the LPA within their statutory consultation period • Main contractor tender process continues following shortlisting of 6 bidders who were invited to submit full tenders • Fire Authority's Management Committee confirmed approval to proceed; subsequently main build contractor appointed • Site purchase from Network Rail completed • Application for hoarding approved by the local planning authority 	<ul style="list-style-type: none"> • Completion of the site purchase with Network Rail • Completion of main build contractor tender by mid-November • Full business case will be presented to Officers of SLT and Members at Management Committee for approval to proceed • Commencement of the site enabling works, site clearance and removal of Japanese Knotweed 	G	<ul style="list-style-type: none"> • Negotiations with the site owner (Network Rail) continue in order to agree the purchase of the site.
	<u>Aerial Ladder Platform (ALP) Replacement Project</u> <ul style="list-style-type: none"> • The updated project plan was circulated following the visit to Angloco. • Regular conversations with manufacturer on progress. 	<ul style="list-style-type: none"> • Project team to visit Angloco to agree inventory, equipment configuration and review progress with manufacturer • Procurement of all equipment to complete stowage 	A	<ul style="list-style-type: none"> • Delivery of the vehicle is now delayed until 29 June. • Due to the delay, appropriate steps have been taken with Angloco in

	<ul style="list-style-type: none"> • Attend regular meeting with manufacturer • Comms plan was updated with an article in the Shout in October. • Locker configuration was signed off with Angloco and has now been ordered. • Thermal Image Camera ordered 	<ul style="list-style-type: none"> • Agree training dates for mechanics, instructors and operatives. • 		managing this issue.
	<u>Remotely Managed Stations and Flexi Duty Officer Project</u> <ul style="list-style-type: none"> • Recruitment completed for Phase Two of RMS/FDO Project. • Phase Two structure effective from 11 November 2019. • Project evaluation underway. 	<ul style="list-style-type: none"> • Onboarding of final Phase. • Two posts to be completed. • Project evaluation work to continue. 	G	<ul style="list-style-type: none"> • No issues
We will complete an analysis of housing and infrastructure development to determine that these do not significantly impact our risk-based model.	<ul style="list-style-type: none"> • Once a property built, this is automatically included within the OS Address Base and our risk analysis for properties are calculated on the number of fires, fatalities, casualties, rescues in each property type. • Contacted Local Authorities to request updated planning information to enable us to update our analysis of projected impacted in future years. 	<ul style="list-style-type: none"> • Continue to analyse for impacts on our risk based model. • Work now part of business as usual 	G	<ul style="list-style-type: none"> • No issues
Project 5: Response Safe Systems of Work Development				

<p>We will work in collaboration with our Thames Valley fire partners to align our systems of work and training to National Operational Guidance and National Operational Learning.</p>	<ul style="list-style-type: none"> • Thames Valley relief crew procedure MOU Signed and shared with all personnel • Work ongoing for alignment of TVFCS actions for all incident types and align enhanced Pre determined attendances (PDA) for specific premises • Alignment of operational crews in Breathing Apparatus in respect of searching techniques, different ways of working for BAECO's and agreeing alignment of positive pressure ventilation use Timescales for implementation to be agreed. 	<ul style="list-style-type: none"> • Updating the DIM MOU. • Starting the Thames Valley collaboration for Breathing Apparatus procurement • Looking to align Working at Height policies and protocols across the Thames Valley • Scoping whether RBFRS and BFRS crews should follow OFRS, in regards to personnel undertaking tethered wades. • Aligning Duty Officer notifications. • Working with TVFCS to streamline GI file review. • Standardisation of EA notification trigger points. • Command Support alignment. • NOG implementation - Providing additional support for the sub groups, and confirmation of governance arrangements and expectations. 	<p>A</p>	<ul style="list-style-type: none"> • Project leads for BA and NOG to be nominated from TVFRS. • GM Ops Guidance role vacant, pending outcomes of current selection process.
<p>We will review our four-wheel drive capability.</p>	<ul style="list-style-type: none"> • PID approved by Programme Board on 2nd July to commence a trial of additional 4x4 Land Rovers • A business case was approved by SLT in September to seek resource to undertake a full risk based review of all specialist 	<ul style="list-style-type: none"> • First quarterly trial update • Recruit a suitable person to commence risk based review. • Understand outcomes of IRMP review and how that effects provision of 4x4 future capabilities. • Decision on continuation of 4x4 trial. 	<p>G</p>	<ul style="list-style-type: none"> • No issues

	<p>appliances and 4x4 capabilities</p> <ul style="list-style-type: none"> • The risk based review will form the foundation of subsequent specialist appliance and 4x4 capability and inform our replacement programme • 4x4 trial has given early indication of potential future use and requirements, although data at this stage is limited. • IRMP is currently under review. Outcomes may influence overall 4x4 direction in conjunction with the Fleet Strategy and upcoming revision of the SAIF. 	<ul style="list-style-type: none"> • This project has now closed. The outcomes have informed a decision to purchase 8 multi-use vehicles, subject to Fire Authority agreement. 		
<p>We will continue to procure standardised pumping appliances and work towards the standardisation of Breathing Apparatus.</p>	<p><u>Standardised pumping appliances</u></p> <ul style="list-style-type: none"> • Two appliances successfully delivered to Wokingham and Windsor. Vehicles have been on the run since August • A further two appliances are in build and are due to go to Dee Road and Whitley Wood at end of Q3 • Two appliances successfully delivered to Dee Road and Whitley Wood in December 	<ul style="list-style-type: none"> • Two appliances to arrive Q3 into the Service and expected to be on the run by end of Q3 subject to satisfactory testing and training being completed • Awaiting further updates on next four appliances scheduled to be delivered Q1 2020/21 	G	<ul style="list-style-type: none"> • No issues

	<u>Standardisation of Breathing Apparatus</u> <ul style="list-style-type: none"> Current technical specifications for BA equipment are being refreshed and relevant frameworks need to be updated accordingly prior to the work being started 	<ul style="list-style-type: none"> Work to start in Q4 to provide time for the technical refresh and framework updates to be completed 	G	<ul style="list-style-type: none"> No issues
We will review any NFCC outcomes on Safer Systems of Work.	<ul style="list-style-type: none"> To be monitored 		G	<ul style="list-style-type: none"> No issues

Quadrant Four: Risk

Corporate Risks

We have performed a robust and systematic review of those risks we believe could seriously affect the organisations performance in relation to safety of our staff, reputation of our ability and the ability to deliver against our strategic commitments.

We maintain a risk register of risks faced by the organisation (excluding Health and Safety and Community risk as these are addressed separately through both Occupational Health and Safety and the IRMP Programme). Higher-level corporate risks are considered and discussed on a regular basis by the Senior Leadership team and reviewed by the Audit and Governance Committee.

This report is being presented to the Audit & Governance Committee at the same time as the Q1 2019/20 report, therefore the current high level corporate risks have not been included in this report but are available to view in the Q1 2019/20 report.

Accident Investigation

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2019/20 YTD
Accidents Requiring Investigation	Minor	4	11	12		27
	Moderate	5	5	2		12
	Major	0	0	0		0
Near Misses Requiring Investigation	Minor	2	8	3		13
	Moderate	5	5	4		4
	Major	1	0	0		1
*Accident Investigations Outstanding	Minor	0	0	0		0
	Moderate	0	2	1		3
	Major	0	0	0		0
*Near Miss Investigations Outstanding	Minor	0	0	0		0
	Moderate	0	0	1		1
	Major	0	0	0		0

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

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

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

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

Near miss definition: An unplanned event including damage to equipment and property that had the potential to cause death, injury or ill health. Accident categories may be re-categorised at any point before or during the investigation, which can retrospectively affect the numbers.

Audit Recommendations

Ref.	Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Open / Closed	Date of Audit Report	Allocated to
156	Procurement Advisory Review	Recommends RBFRS considers investing in contract management software which may serve as a repository of documents alongside providing other information such as key trigger dates within contracts.	31/12/2018	30/09/2020	n/a	The Authority commenced work in Qtr 3 2019/20 looking to develop functionality within Sage. This will encompass this requirement and will look to incorporate links to scanned copies of live contracts on the S drive. The audit recommendation is noted and future requirements for additional contract management software will be considered if deemed necessary in future.	A	Closed	07/12/2017	Procurement Manager
198	Firefighter Pension Administration	Implement written succession plans for 'Fire' clients with reference to specific RBFRS workarounds where appropriate.	30/09/2019	31/01/2020	Low	Delays to the sign off of the organisational review by the Council has resulted in the delay of the development of a formal written succession plan for WYPF. Interim measures have been put in place to address the risk identified through the recruitment of additional resource.	R	Open	15/03/2019	WYPF Business Manager
201	Key Financial Controls	RBFRS are planning a Purchase to Pay project and will build secure method for sign off requirement into the project.	31/03/2020	na	Low	The Authority commenced work in Qtr 3 2019/20 looking to develop functionality and coding structures within Sage. This was deemed necessary prior to the purchase to pay project commencing. The initial audit recommendation focused on the usage of electronic signatures to authorise documents, and this has ceased following the introduction of new sign off processes to approve journals, virements and reconciliations. Therefore, this	G	Closed	01/03/2019	Deputy Head of Finance

Ref:	Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Open / Closed	Date of Audit Report	Allocated to
						recommendation has been closed.				
203	Governance and Risk Management	As part of the review of Constitution and Members Handbook (Including the Terms of Reference), the responsibility for electing a Chair and Vice Chair will be added to the relevant Terms of Reference and will be subsequently sent to the relevant body for approval.	31/01/2020	na	Low	Action will be completed as part of the review of the Constitution underway in Q4.	G	Open	08/01/2020	Katie Mills

Ref:	Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Open / Closed	Date of Audit Report	Allocated to
204	Governance and Risk Management	As part of the planned review of the Members Handbook, the conditions for reviewing the Terms of Reference of the Fire Authority and its committees will be clearly outlined. The updated Terms of Reference will subsequently be sent to an appropriate body for approval.	31/01/2020	na	Low	Action will be completed as part of the review of the Constitution underway in Q4.	G	Open	08/01/2020	Katie Mills
205	Payroll Provider – Dataplan	RBFRS and Dataplan will agree to remove contribution tables and other changeable information from the Operational Guide (as well as from RBFRS's own 'Payroll Manual'. Any changeable information to be made available to staff on the same shared drive/areas.	31/01/2020	na	Low	Data plan have the current rates and amended their documentation accordingly (Completed at point of audit)	G	Closed	06/12/2019	Team Leader (Education) Becci Jefferies / Jacky Manning

Ref:	Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Open / Closed	Date of Audit Report	Allocated to
206	Payroll Provider – Dataplan	Dataplan will correct and 'back deduct' the contributions relating for November's CPD deductions.	31/12/2019	na	Low	Communications undertaken and deduction instructed for January 2020	G	Closed	06/12/2019	Team Leader (Education) Becci Jefferies / Jacky Manning
207	Payroll Provider – Dataplan	Dataplan will agree with RBFRS to instruct transferral of those members who taper protections are ending using an Action 5 sheet. This would make the process more robust as these amendments would be picked up as part of RBFRS's month-end checks of completion of Action 5 sheets.	31/12/2019	na	Med	Process amended	G	Closed	06/12/2019	Team Leader (Education) Becci Jefferies / Jacky Manning

Appendices

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

Tony Vincent, Head of Business and Information Systems

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

Task	Progress	RAG
Help Desk ticketing and service catalogue system update	<p>vFire has been reformatted to allow contextual access to service request and trouble ticket menus. This was to reduce the complexity in the original service catalogue menu and make it faster and easier to locate specific service requests for end-users.</p> <p>This activity is in support of the Simplification principle.</p>	C
Networking technology refresh	<p>RBFRS wide area network (connections between stations and HQ), Internet Connectivity, Internal WiFi and Local Area Networks (internal connections between PCs and other infrastructure) are under review with the goal of reducing complexity, increasing resilience, removing single points of failure, improving user experience, and reducing costs. Initial work associated with both WiFi, Internet and Wide Area Network design and contracts is underway with further focus on local area networks expected later in this year.</p> <p>Update: Network resilience and capacity meetings have been held with vendors in support of determining costs and timelines, and therefore RBFRS procurement strategy.</p> <p>This activity is in support of the Simplification principle.</p>	G
Information Lifecycle Management pilot	<p>RBFRS has completed a highly successful pilot in implementing information management lifecycle tools that will facilitate the creation and enforcement of information and data management practices across RBFRS. Benefits of the full rollout will include better management of access and permissions to data, identification of data owners, identification of stale or out of date data, more efficient ways to fulfil GDPR based searches; Identification of business critical information and semi-automated enforcement of retention schedules.</p>	C

Task	Progress	RAG
	<p>Together these benefits will ensure that the principle of data minimisation is introduced to RBFRS and paves the way for introduction of more robust information management and data classification policies and procedures. The pilot has been completed and SLT approval to go to full deployment has been granted.</p> <p>This activity is in support of the Simplification principle.</p>	
Data Classification Framework	<p>Work is underway to establish a standard set of primary record types and their relationships to each other in order to formalise how RBFRS documents primary business processes, their inputs and outputs. Ultimately, each business process will be documented using the standard framework and associated document templates to ensure consistency of understanding across the business. In addition this work will enable opportunities for business process improvement, highlighting process interdependencies that may currently be opaque to the organisation, reveal gaps and duplication of effort and support the preparation work necessary to manage digital transformation of key business process going forward. A draft has been created and a fully costed project plan and business case is in development for SLT review later in the year. Update: The proposed approach for the adoption of a data classification framework, and associated systems and tools changes, was approved at SLT. This will be a multi-year project to implement, starting in earnest in Q120/21</p> <p>This activity is in support of the Simplification principle.</p>	G
Workplace Upgrade	<p>Workplace by Facebook is the default collaboration tool currently used by the NFCC in facilitating pan-sector information sharing. RBFRS internal uptake has been significant, with multiple groups now well established within the organisation. In order to manage the workplace environment (known as the tenant) effectively, RBFRS will be upgrading to the premium level of service during the 2019-20 strategic year. Negotiations with Facebook and 3rd party resellers are underway to accomplish this. RBFRS will be able to take advantage of more advanced collaborative capabilities like video training, video-blogging, remote group meetings, event streaming and broadcast, and group document collaboration using this tool. Update: The order and contractual agreement required to move to “premium was successfully completed in this quarter. Through vendor discussions the overall cost to RBFRS was reduced by 50% from the original assumed cost. Technical implementation will take place in Q419/20.</p>	G

Task	Progress	RAG
	This activity is in support of the Collaboration principle.	
ICT Laptop peripheral Evaluation	<p>RBFRS requires additional standard issue ICT equipment if we are to expect individuals to take advantage of some of the more advanced collaboration capabilities being brought by software services such as workplace or office 365. These peripherals will enable audio and video communication capabilities for users regardless of location, in turn, improving the ability for the organisation to reduce reliance on face-to-face meetings and discussions with the attendant inefficiencies and costs involved in these type of activities. Currently under field trials are portable webcams, USB speakerphones, and USB headsets that will enhance the user experience for all participant in remote meetings. Additionally we are equipping meeting rooms with displays capable of wireless connection to Laptops for display purposes. Update: Trial USB collaboration devices (Headsets, Speakerphones, Cameras) have been procured and successfully tested both with ICT and with a small pilot group. On this basis, the standard set of peripherals has been selected and therefore this activity is complete.</p> <p>This activity is in support of the Collaboration principle.</p>	C
Vision Upgrade	<p>Initial conversations with TVFCS and Capita are currently underway to understand the product roadmap and contractual constraints and to establish RBFRS/TVFCS path to Vision upgrade over the coming period. This activity has dependencies and places dependencies on RBFRS transition to ESN and is likely to be a multi-year project in its own right. Update: Further discussions with TVFCS leadership have taken place to ensure sufficient advanced planning and alignment with ESN plans is maintained.</p> <p>This activity is in support of the Virtualisation and Collaboration principles.</p>	G
Prevention ICT	<p>A new activity has been formally commissioned to digitally transform the Prevention function over the next few years. The first phase of this will be to deliver a digital mechanism to capture and enter information from Safe & Well visits into our building information systems. This activity presents opportunities to introduce significant efficiencies into the Prevention function and will open up subsequent opportunities for improvements in data quality, efficiency and effectiveness in both the Prevention and Protection functions. Much work was carried out in Q3 to establish the project scope and to determine resourcing required to carry out the necessary activities. Full project mobilisation will take place in Q419/20.</p>	G

Task	Progress	RAG
	This activity is in support of the Simplification principle	
ICT work plan of BAU activities and prioritised development implemented	Annual work plan agreed and currently on schedule. The 2019/20 service plan has been compiled and published. Update: Service Plan has been updated for Q319.	G



Appendix B: Update on Progress of Fleet

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

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

Task	Progress	RAG
	requirements which are to be prioritised and explored in further detail so that required process improvements can be made.	
Agree replacement programme for Special Appliances	As per the revised SAIF and the new Vehicle Fleet and Equipment Strategy, the programme to replace Special Appliances is underway. Early work has captured some end user requirements focussing on the Operational Support Unit (OSU), Hazardous and Environmental Response Unit (HERU) and 4x4 appliance at Maidenhead. The IRMP is currently under review and the outcomes of this will assist in determining our priorities as we consider how best to increase the efficiency and effectiveness of our Special Appliances.	G
Determine multi-use vehicles requirements, available to provide off road access, flexible and effective back-up vehicles	As part of the above, a clearer picture of our options around 4x4 capability and multi-use vehicles should develop. This work will help identify and shape our future white fleet vehicles in order to maximise fleet utilisation and efficiency.	G



Appendix C: Information Governance Report

Information Governance Report (October to December 2019)

Information Requests (under Freedom of Information Act (FOIA), Environmental Information Regulations (EIR) and Data Protection Act (DPA)). **NB DPA requests figures not yet included**

<i>Information Requests...</i>	Oct 2019	Nov 2019	Dec 2019	Total
New Information Requests Received	13	12	11	36
Total Information Requests Actioned	22	23	19	64
IGT - Hours Spent on Information Requests	35 ¼	45 ¾	29 ¼	110 ¼
Others - Hours Spent on Information Requests	10 ¼	20	17 ¾	48
Timeframes not met (figures relate to request due date)	2	2	1	5
Internal Reviews (figures relate to request due date)	0	0	1	1

Incident Reports

<i>Incident Reports...</i>	Oct 2019	Nov 2019	Dec 2019	Total
New IRS/FI requests received this month	21	17	17	55
IRS/FI requests confirmed <i>(includes not charged for)</i>	4	3	7	14
Total IRS/FI requests actioned <i>(incl. still in progress)</i>	24	19	19	62
Income from requests	£240.00	£210.00	£105.00	£555.00
Figure in brackets - total ££ so far this year	(£1995.00)	(£2205.00)	(£2310.00)	(£2310.00)

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

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

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

Appendix D: Update on Progress of HMICFRS Action Plan

Improvement	Delivered via	Progress	RAG
Prevention evaluation to better understand benefits	Collaboration, Change and Finance Service Plan: Prevention new ways of working project	Evaluation guidelines in process of being agreed and included in the Prevention New Ways of Working project.	G
Prevention work quality assurance	Collaboration, Change and Finance Service Plan: Prevention new ways of working project	Part of the phased programme of activity and included within the Prevention New Ways of Working project. Work started on researching how other services carry out this work	G
Protection work quality assurance	Collaboration, Change and Finance Service Plan	Project Planning underway with an outlying plan created.	G
Address the burden of false alarms	Collaboration, Change and Finance Service Plan: Protection new ways of working project	A comprehensive evidence gathering and research phase has been completed, including working with key stakeholders. A revised policy, process and guidance is being prepared for sign off by SLT.	G
Keeping the Public informed during ongoing incidents	People Strategy, Objective 4e Corporate Services Service Plan	Arrangements currently in place within Communications and Engagement Team. Review of out of hour arrangements currently underway.	G
Operational assurance to improve operational response and incident command	People Strategy Objective 1o Service Delivery Service Plan	Action plan agreed and in progress. Overall management has improved with auditable new forms to track completion in use. More effective recording of Ops Bulletins being utilised and reported to SPB. Presentation to demonstrate improvements due to SDMT.	G
Best use of available technology to improve operational effectiveness and efficiency	ICT Strategy People Strategy, Objective 5e	The ICT Strategy and action plan is aligned to improved user experience, enhanced collaboration tools and virtualisation of services. Improved engagement with ICT through Programme Office is ensuring that digitisation opportunities are built in to business process improvement initiatives. The Prevention ICT project has been initiated to deliver digital capture and data entry at safe & well visits which will eliminate the gap between visit and IBIS updates, remove the need for data entry process and lead to an improvement in overall data quality. This is the first	G

Improvement	Delivered via	Progress	RAG
		major step in digitising key service processes. Additional opportunities to utilise the project model will be explored across other elements of RBFRS in due course.	
Values and behaviours understood and demonstrated	People Strategy, Objective 4c HR & L&D Service Plan	Behavioural framework developed and in process of being trained. This forms part of the PDR process.	G
Effective use of competence recording system	People Strategy, Objective 1m HR & L&D Service Plan	Operational Training Programme (OTP) Project has incorporated delivery and communications support to staff when using the system. Understanding and use of OTP considered in station audits.	G
Effective grievance procedures in place	People Strategy Objective 5a HR & L&D Service Plan	Process and policy completed and now in place following agreement at the Audit and Governance Committee on 17 September 2019.	G
Staff are confident in using feedback mechanisms	People Strategy, Objective 4b, 4f HR & L&D Service Plan	Communications Plan for the Staff Survey is being prepared and will include communications across all channels when results published.	G
Process to identify, develop and support high-potential staff and aspiring leaders	People Strategy Objective 3 HR & L&D Service Plan	Work package initiated in Q4 2019/20. Initial proposal due in Q1 2020/21.	G

Appendix E: Quadrant One: Service Provision Measures Definitions

CM	Measure	Definition
1	Number of fire deaths in accidental dwelling fires	The total number of deaths that occur as a result of an accidental dwelling fire. This includes a person whose death is attributed to an accidental dwelling fire, even when the death occurs weeks or months later.
2	Number of fire casualties in accidental dwelling fires	The total number of casualties that occur as a result of an accidental dwelling fire. This includes a person or persons whose injuries may be slight or serious and require hospital treatment and which are attributed to the accidental dwelling fire.
3	% of safeguarding referrals made to local authorities within 24hours	To ensure that safeguarding referrals are made in a timely manner for the protection of individuals. This is the time taken from the Duty Officer or Safeguarding Coordinator being made aware of a safeguarding case, to the referral being made to the local authority.
4	The number of deliberate primary fires	This is the total number of primary fires, where the cause has been identified that the fire was started deliberately.
5	The number of deliberate secondary fires	This is the total number of secondary fires, where the cause has been identified that the fire was started deliberately.
Prevention		
6	Number of Safe and Well visits (S&W's) delivered to those who are at heightened risk of dying in the event of an accidental dwelling fire	Research has shown that certain vulnerable groups are at heightened risk of dying in an accidental dwelling fire. S&W's will be targeted towards these vulnerable groups.
7	Number of S&W's delivered to those who are at heightened risk of having an accidental dwelling fire and being injured as a result	Research has shown that certain groups of people are at heightened risk of having an accidental dwelling fire and being injured as a result. S&Ws will be targeted towards these groups.

CM	Measure	Definition
8	% of home safety referrals, where there has been a threat or incidence of arson, completed within 48 hours	When RBFRS are made aware of the threat or incidence of arson against an individual(s) a home safety visit is conducted within 48-hours.
9	% of priority home safety referrals, where there is a significant heightened risk of an individual dying in the event of an accidental dwelling fire, completed within 48 hours.	When RBFRS are made aware of a home or an individual who is at significantly high risk of dying in the event of an accidental dwelling fire, a home safety visit is conducted within 48-hours.
Protection		
10	Total Number of Full Fire Safety Audits carried out	This is the total number of full fire safety audits carried out in premises in Berkshire. This is calculated once the service has been closed by RBFRS and only includes the initial full fire safety audit. A Fire Safety Audit is carried out to enforce the Regulatory Reform Order (RRO) 2005, which applies to virtually all non-domestic premises and covers nearly every type of building, structure and open space.
11	% of audits where the results were satisfactory	This is the number of closed fire safety audits carried out in commercial premises, where the result was satisfactory and no further action or follow-up was required.
12	The number of formal and informal fire safety activities	<p>This is the total number of formal or informal fire safety activities that have been issued a:</p> <ul style="list-style-type: none"> • Action plan • Deficiency Notices • Enforcement Notice • Prohibition Notice • Alternations Notice • Voluntary Restriction • Formal Caution • Prosecution Notice
13	Success rate when cases go to court	This is the ratio of successful prosecutions following fire safety audits.

CM	Measure	Definition
14	% of statutory fire safety consultations completed within the required timeframes	<p><i>Statutory fire consultations have a set timeframe in which they must be completed and include:</i></p> <ul style="list-style-type: none"> • <i>Licensing</i> • <i>Building regulations</i> • <i>Building regulations approved supplier</i> • <i>Marriage Act</i>
Response		
15	% of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	This measure looks at the time taken from when the Fire Control Room Operator answers the phone until the time the first fire engine (appliance) arrives at the scene of the emergency incident, and on how many occasions RBFRS does this in under 10 minutes.
16	% of full shifts where there is adequate crewing on all wholtime frontline pumping appliances	This is the percentage of shifts (day or night) where there is sufficient minimum qualified fire fighters (4 personnel) on all wholtime pumping appliances (fire engines). A wholtime frontline pumping appliance is available 24/7, 365 days a year.
17	% of hours where there is adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing)	This is the percentage of hours where there is sufficient minimum qualified fire fighters (4 personnel) on retained pumping appliances (fire engines). Retained frontline pumping appliances are crewed mainly by on-call fire fighters who are based at stations in more rural locations, and are ready to leave their place of work or home and attend emergencies from the local retained station, when they receive the call.
Customer Feedback		
18	% of domestic respondents satisfied with the overall service	Results are from a customer feedback questionnaire which is sent to those who have experienced a dwelling fire asking about their satisfaction and experience with the service they received from RBFRS.
19	% of commercial respondents satisfied with the overall service	Results are from a customer feedback questionnaire which is sent to business owners/ managers who have experienced a fire in their commercial premises asking about their satisfaction and experience with the service they received from RBFRS.
20	% of respondents satisfied with the services with regards to Fire Safety Audits	Results are from a customer feedback questionnaire which is sent to business owners/ managers who have had a full fire safety audit, asking about their satisfaction and experience with the service they received from RBFRS.

CM	Measure	Definition
21	% of domestic respondents satisfied with the service regards their safe and well visit	Results are from a customer feedback questionnaire which is sent to a sample of individuals who have received a safe and well visit and asks about their satisfaction and experience with the service they received from RBFRS.

Service Provision Service Measure Definitions

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

Appendix F: Quadrant Two: Corporate Health Measures Definitions

CM	Measure	Definition
Human Resources and Learning & Development		
22	% of working time lost to sickness across all staff groups	This measure looks at sickness across the whole organisation and the percentage of time lost based on the number of working hours available to the organisation.
23	% of Eligible operational staff successfully completing fitness test	The measure reflects the percentage of eligible operational personnel who have successfully completed their fitness test. Individuals who are not eligible include those on long-term sick or light duties.
24	% of eligible staff with Personal Development Appraisals	This measure reflects the percentage of eligible employees who have had a Personal Development Appraisal meeting. Eligible staff are those who have completed their initial probation period before the end of the PDA period and who have not been absent for over 50% of the reporting period. Employees moving within the organisation to new roles on trial or probation periods will still be eligible for a PDA.
25	% of eligible operational staff in qualification	This measure examines performance in the key qualifications, outlined in the 8 core areas of the Fire Professional Framework, required by staff to maintain effective service delivery .
26	Percentage of Protection Staff in qualification	This measure examines performance in the key qualifications, required by staff to maintain effective service delivery .
Health and Safety		
27	All RIDDOR accidents	RIDDOR(<i>Reporting of Injuries Diseases and Dangerous Occurrences Regulations</i>) are more serious injury accidents
Finance and Procurement		
28	% of spend subject to competition	This measure is looking at all items of expenditure over £10k as RBFA must obtain quotes or tenders for all these purchases. This excludes statutory payments such as local authority charges or HMRC.

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



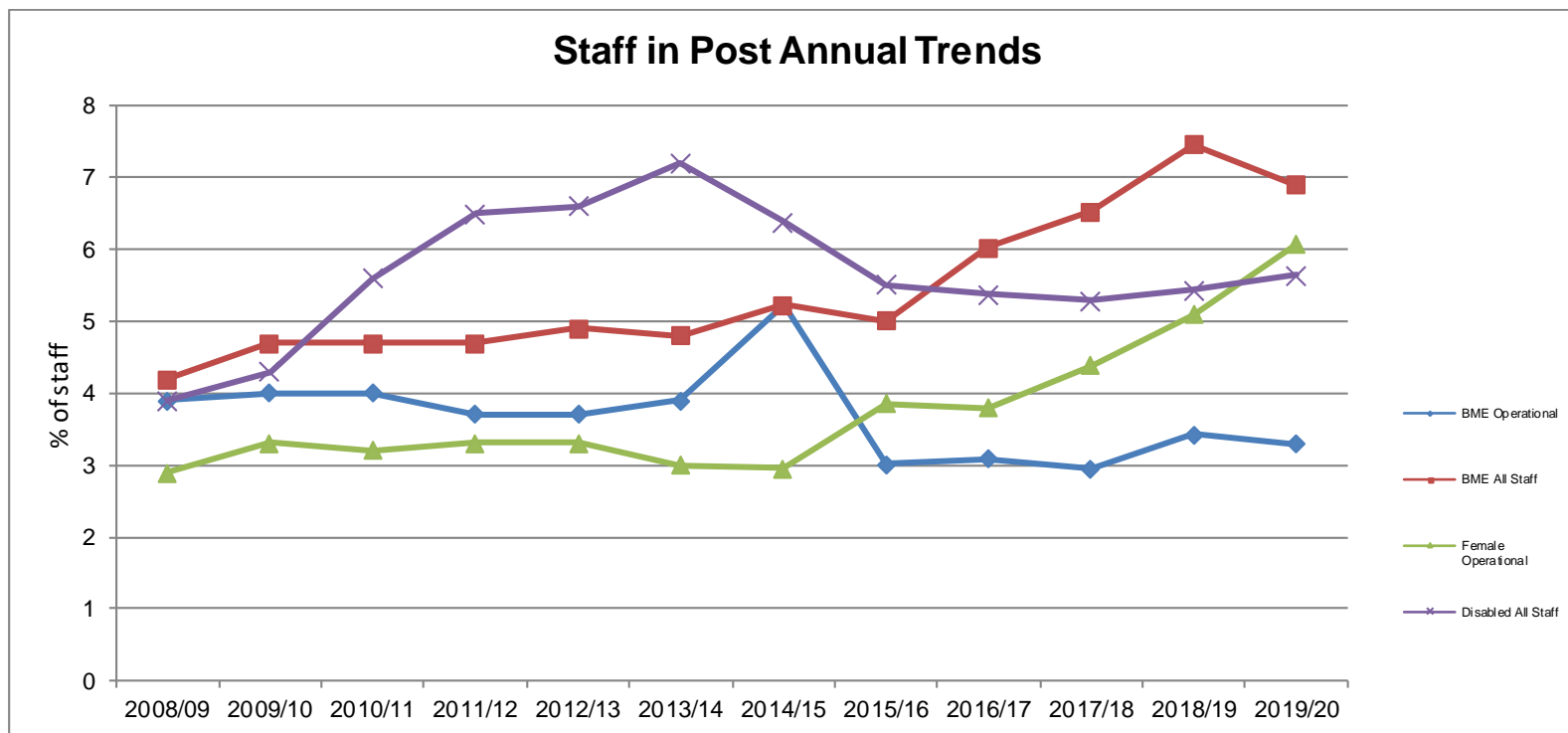
Appendix G: RDS Establishment/ Development Trainees rates

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

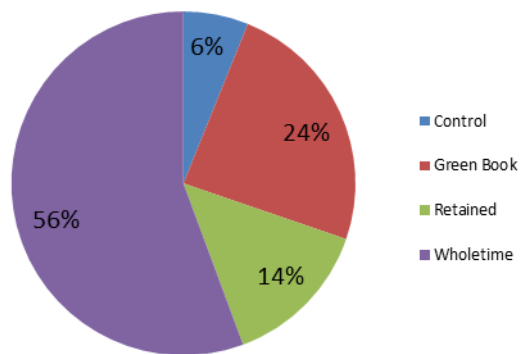
	Staff in Post	FTE	Establishment	In Development	FTE In Development/T rainee	SIP v Est	FTE v Est	% of staff In Development/ Trainee
05 Hungerford	16	7.07	13	12	5.01	123.08%	54.38%	75.00
06 Lambourn	9	3.59	13	8	3.06	69.23%	27.58%	88.89
07 Pangbourne	5	2.91	13	2	1.18	38.46%	22.41%	40.00
09 Wargrave	13	7.00	13	12	6.71	100.00%	53.87%	92.31
11 Mortimer	12	5.80	13	12	5.80	92.31%	44.64%	100.00
15 Crowthorne	16	8.55	13	7	3.64	123.08%	65.74%	43.75
19 Maidenhead	19	7.75	13	12	5.00	146.15%	59.62%	63.16
Total	90	42.67	91	65	30.39	98.90%	46.89%	72.22

Appendix H: HR Supporting Charts

(Source: Data calculated and supplied by HR)



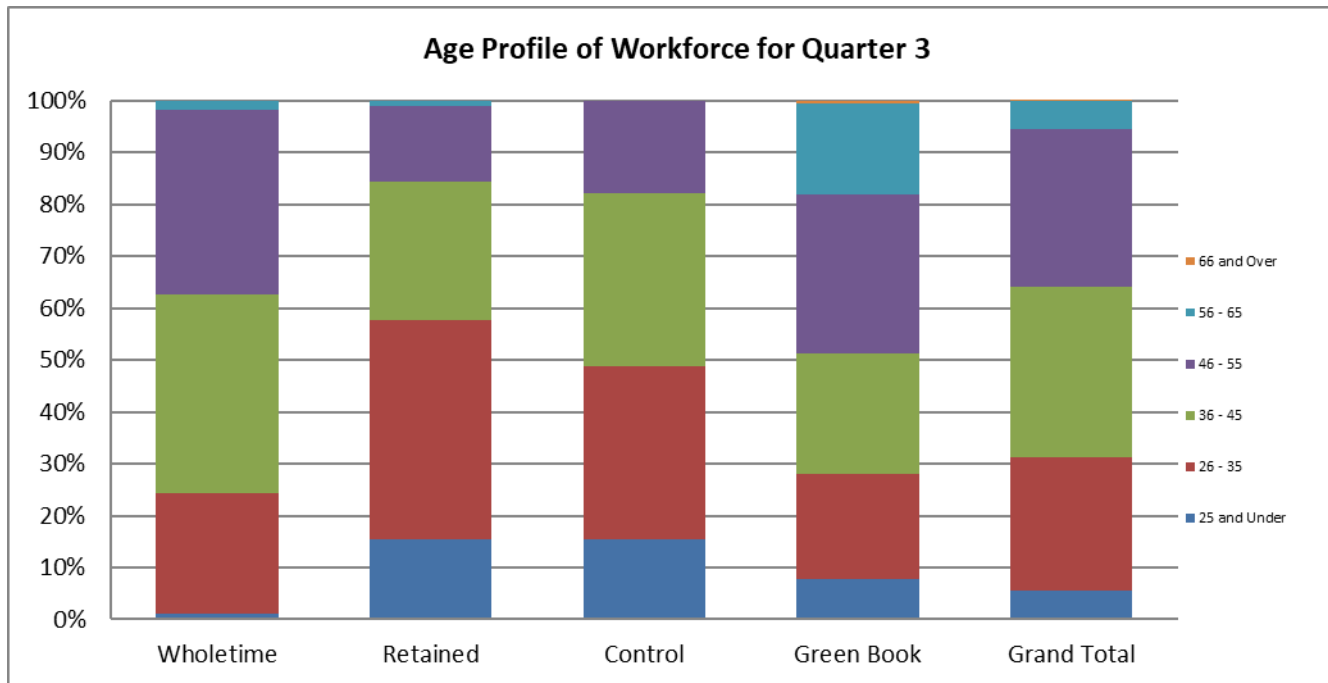
Staff in Post



Quarter 3 – 2019/20

Percentage of BME operational	3.29%
Percentage of BME all Staff	6.9%
Percentage of Female Firefighters	6.07%
Percentage of Disabled staff	5.64%

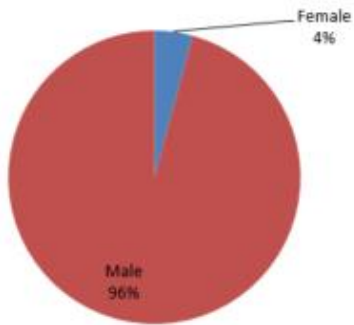
Staff Age Profile



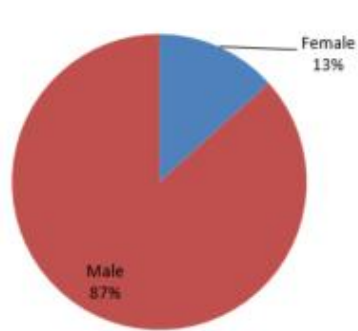
Age Group	Wholetime	Retained	Control	Green Book	Grand Total
25 and Under	4	14	6	12	36
26 - 35	82	38	13	31	164
36 - 45	136	24	13	36	209
46 - 55	127	13	7	47	194
56 - 65	6	1	0	27	34
66 and Over	0	0	0	1	1
Grand Total	355	90	39	154	638

Gender of Staff

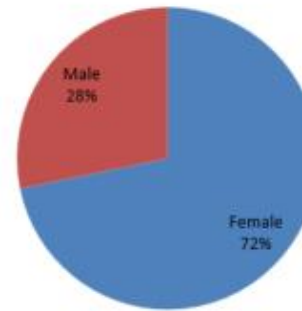
Gender Profile - Wholetime



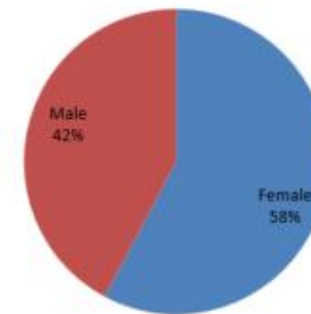
Gender Profile - Retained



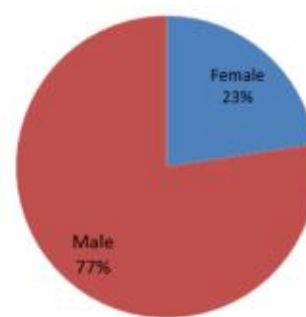
Gender Profile - Control



Gender Profile - Green Book

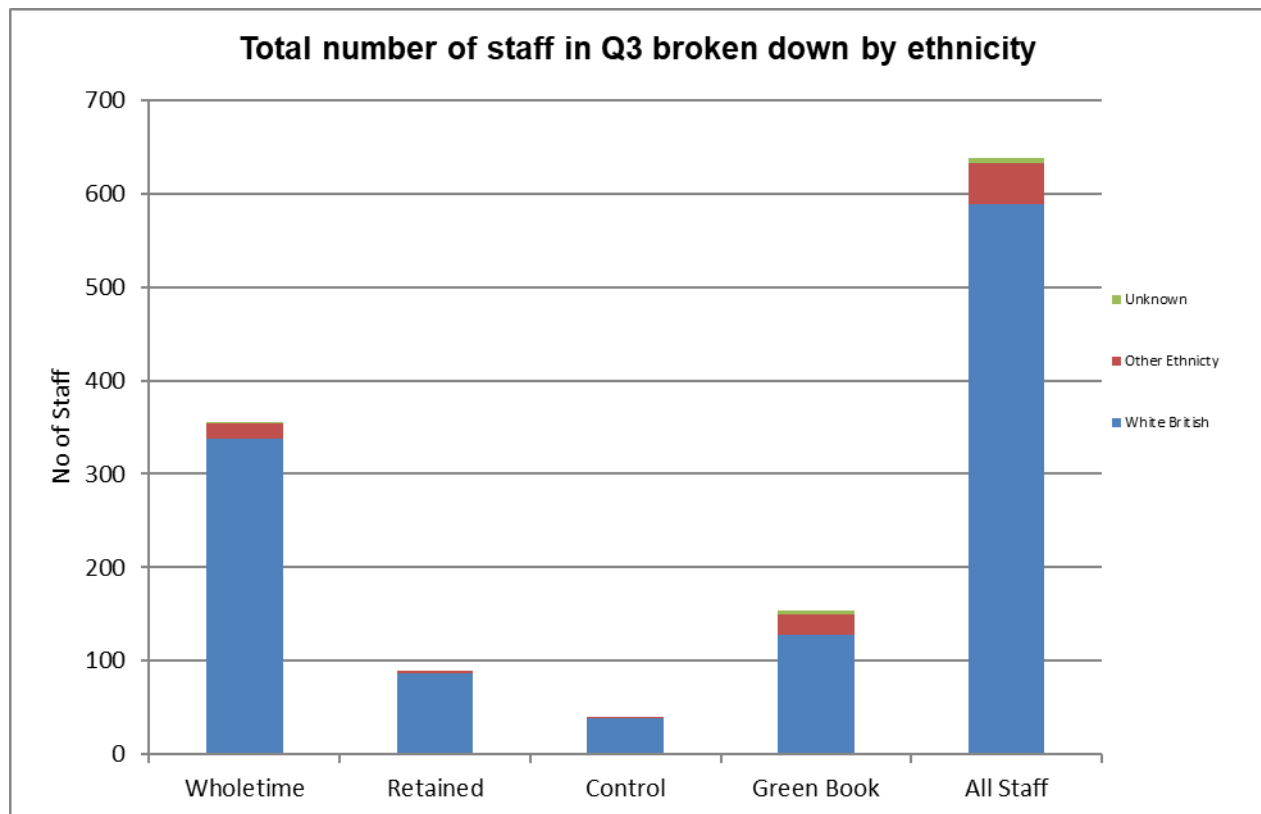


Gender Profile - All Staff



Gender	Wholetime	Retained	Control	Green Book	All Staff
Female	15	12	28	89	144
Male	340	78	11	65	494
Total	355	90	39	154	638

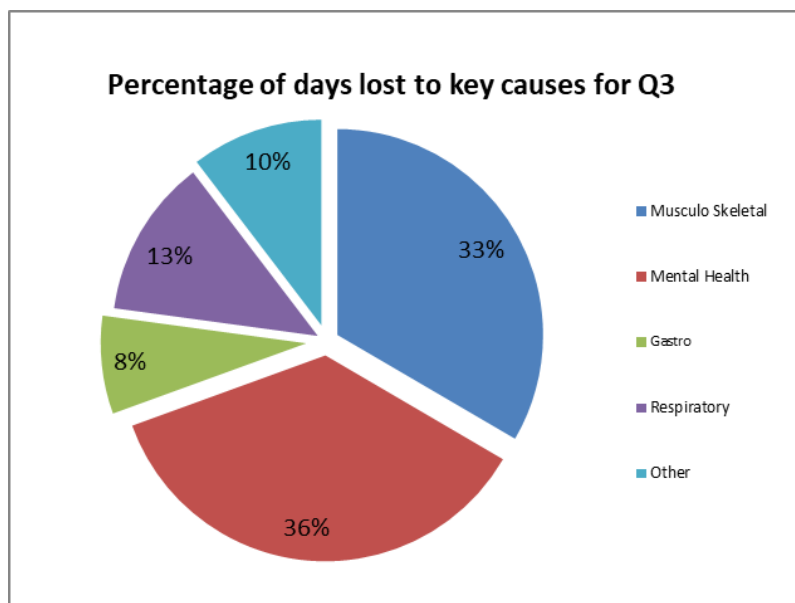
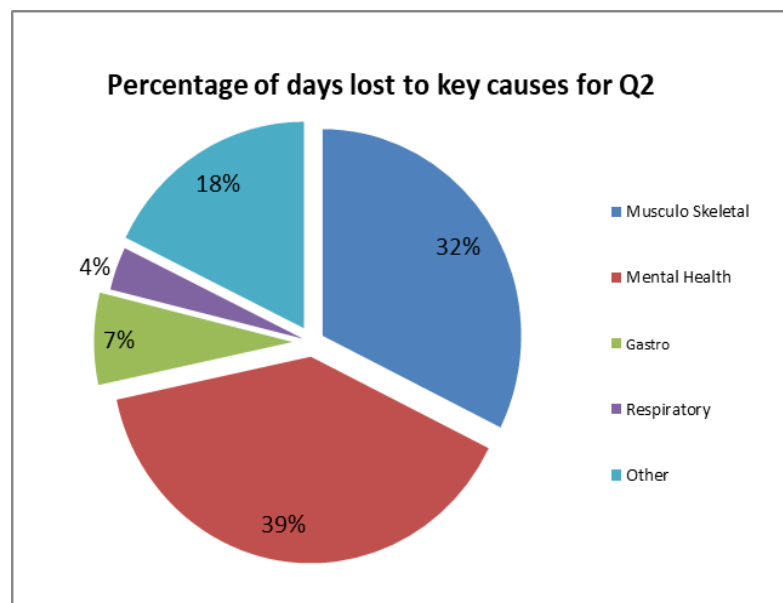
Ethnicity of Staff



Ethnicity	Number of Staff
Asian or British Asian: Indian	4
Asian or British Asian: Other	4
Black or Black British African	3
Black or Black British Caribbean	4
Black or Black British other	1
Chinese	1
Mixed White and Asian	3
Mixed White and Black Caribbean	1
Other	1
Other Mixed	5
Unknown	5
White British	589
White Irish	5
White Other	11
Asian or British Asian: Pakistani	1
Grand Total	638

Ethnicity	Wholetime	Retained	Control	Green Book	All Staff
White British	337	86	38	128	589
Other Ethnicity	17	4	1	22	44
Unknown	1	0	0	4	5
Total	355	90	39	154	638

Days Lost to Sickness



New format for Q2 onwards

Cause	Q2 19/20		Q3 19/20	
	Days Lost	Occurrences	Days Lost	Occurrences
Gastro	87	35	126	43
Mental Health	476	23	590	24
Musculo Skeletal	391	57	547	55
Respiratory	41	14	204	55
Other	215	46	170	51

Percentage of working time lost to Sickness

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



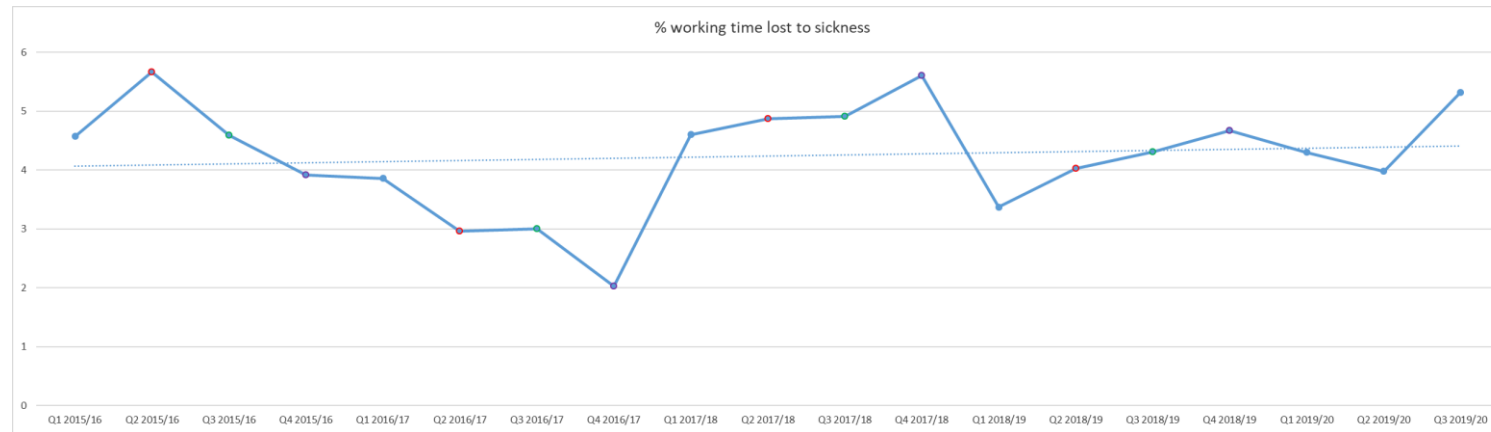
The % of working time lost to sickness Q1 18/19 to Q3 19/20

This graph shows in general sickness increase from Q1 to Q3 in both years across all staff groups with the exception of RDS (On-Call)

% Working Time Lost To Sickness

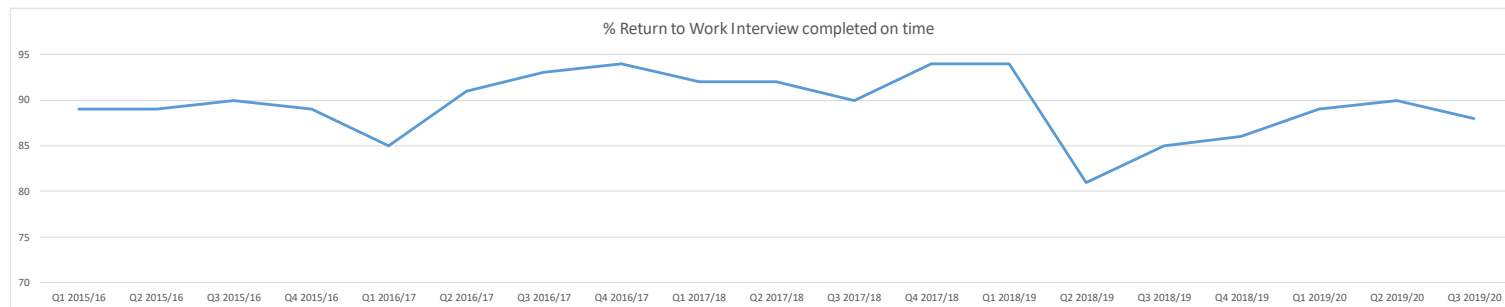
This graph shows trends over the last four years and includes all staff groups

While it can be seen that there is significant deviations quarter on quarter the current year is less variant and is out turning on or around the average trend line during the first two quarters this then increases in Q3 similar to last year.

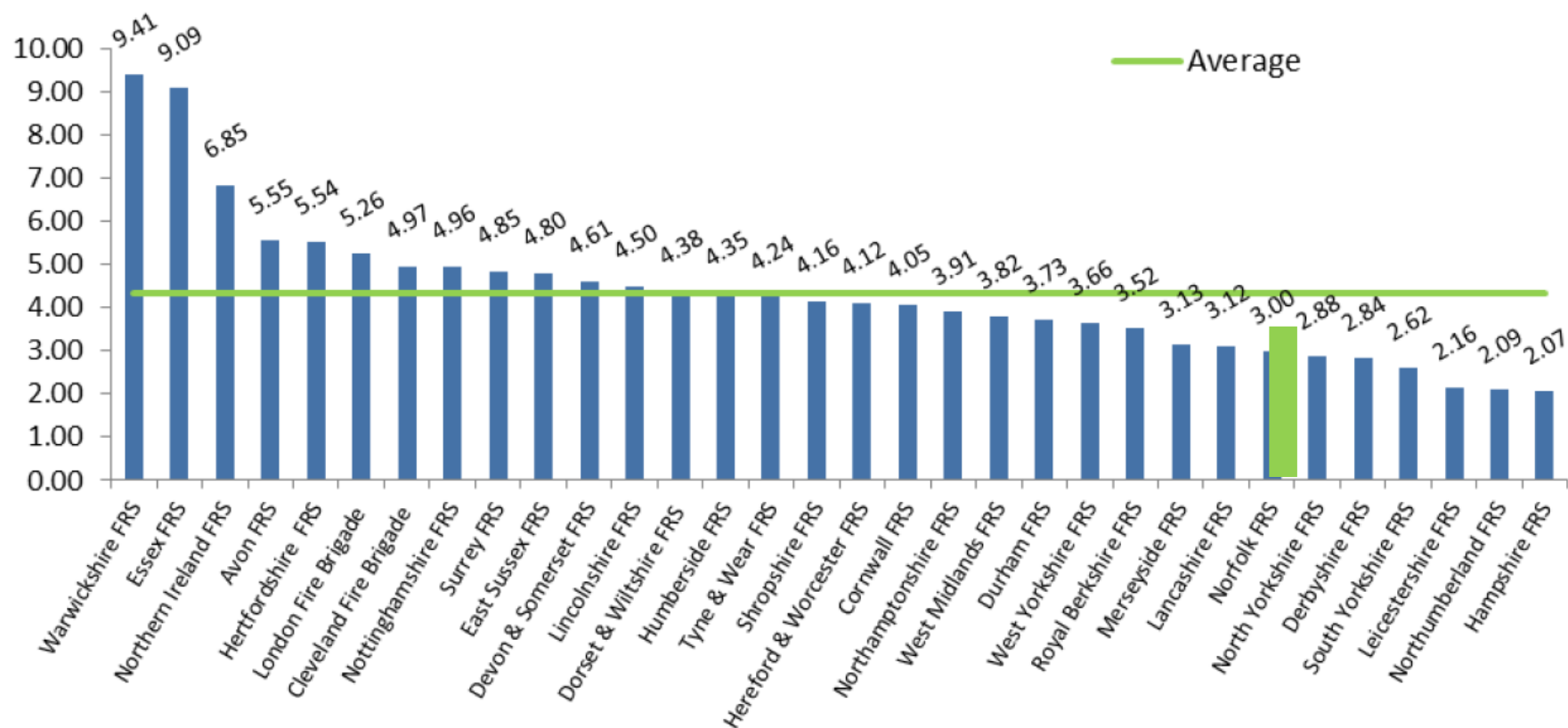


Return to Work interviews completed on time

Due to the number of factors that affect sickness levels, causation cannot be attributed to one specific initiative, a recent return to work interview campaign has been completed, identifying if the campaign has had an effect may take several months although it is noted that the increase in long term sickness absence can skew the figures.



Sickness Absence across other Fire and Rescue Services



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

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

The national data supplied confirms the top reasons for sickness across all fire and rescue services were similar to RBFRS absence as at Q2: Mental Health, MSK, Gastro and Respiratory.

Appendix I: Abbreviations

ACFO	Assistant Chief Fire Officer	
ALP	Aerial Ladder Platform	
AM	Area Manager	
APB	Additional Pensionable Benefit	
AR3	Animal Rescue Level 3	Officer or team specialising in animal rescue
ARU	Animal Rescue Unit	
AWE	Atomic Weapons Establishment	High Risk site which falls under Office for Nuclear Regulations
BA	Breathing Apparatus	
BFBC	Bracknell Forest Borough Council	One of Berkshire's six Unitary Authorities
CAFS	Compressed Air Foam System	Most appliances have this for extinguishing small fires quickly
CFO	Chief Fire Officer	
CM	Crew Manager	
COMAH	Control of Major Accident Hazards	Top tier and low tier sites throughout Berkshire. High risk sites.
CS	Community Safety	
DCFO	Deputy Chief Fire Officer	
DIM	Detection Identification Monitoring	Mobilised from Oxfordshire Fire and Rescue Service
DRA	Dynamic Risk Assessment	One of the methods for identifying risk in the workplace and recording it for legal reasons
DSS	Director of Support Services	
DVR	Digital Voice Recorder	
EPM	Emergency Planning Manager	One for each of the six Unitary Authorities
EPO	Emergency Planning Officer	Some of the EPM's have a EPO, such as Reading Borough Council
FARRG	Fire and Rescue Risk Group	
FBU	Fire Brigades Union	
FCP	Forward Control Point	A nominated point area where resources can be deployed from to meet the needs of an incident
FDO	Flexi Duty Officer	
FF	Firefighter	
FIO	Fire Investigation Officer	A nominated Officer with the skills to assess what caused a fire and why
FPS	Firefighters' Pension Scheme	
FRIC	Fire and Rescue Indemnity Company	
FS	Fire Safety	Green/Grey book personnel carrying out inspections within buildings and events
GDPR	General Data Protection Regulations	

GM	Group Manager	
HERU	Hazardous Environmental Response Unit	
HGV	Heavy Goods Vehicle	
HMEPA	Hazardous Materials Environmental Protection Advisor	Was known as a Hazmat Officer. Specialist Officer with the skills to deal with chemical incidents.
HMICFRS	Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services	
HoS	Head of Service	
HRU	Heavy Rescue Unit	Attends road traffic collisions of 3 or more cars HGVs
ICT	Information Communication Technology	
ICU	Incident Control Unit	Large bus mobilised on 7 pump or more incidents
IRMP	Integrated Risk Management Plan	
IRS	Incident Recording System	
JESIP	Joint Emergency Services Interoperability Principles	
JO	Junior Officer	
JY	Juliet Yankee	RBFRS call sign in Control for all appliances
L1	Level 1 Officer	Crew and Watch Manager
L2	Level 2 Officer	Station Manager/Group Manager A
L3	Level 3 Officer	Group Manager A & B
L4	Level 4 Officer	Area Manager and Principal Officer
LGPS	Local Government Pension Scheme	
LGV	Light Goods Vehicle	
LPP	Light Portable Pump	
LRF	Local Resilience Forum	
MDT	Mobile Data Terminal	
MORRG	Management of Road Risk Group	
MRV	Multi Roll Vehicle	
NILO	National Interagency Liaison Officer	
NOG	National Operational Guidance	
NVQ	National Vocational Qualification	
OFRS	Oxfordshire Fire and Rescue Service	
OiC	Officer in Charge	
ONR	Office for Nuclear Regulations	
OPAS	Operational Policy and Support	
OQP	Operational Qualifications Planner	
OSEP	Operational Support and Emergency Planning	
OSR	Operational Support Room	
OSU	Operational Support Unit	

OTB	Over the Border	
OTP	Officer Training Programme	
PDA	Pre-determined Attendance	
PDI	Personal Development Interview	
PFI	Post Fire Inspection	
PPE	Personal Protective Equipment	
PPV	Positive Pressure Ventilation	
PQA	Personal Qualities and Attributes	
PRF	Personal Record File	
QCF	Qualifications Credit Framework	
RA	Risk Assessment	
RBWM	Royal Borough of Windsor and Maidenhead	
RDS	Retained Duty System	
RMS	Remotely Managed Stations	
RRT	Risk Reduction Team	
SAG	Safety Advisory Group	
SCAS	South Central Ambulance Service	
SCC	Strategic Command Centre	
SDMT	Service Delivery Management Team	
SECTU	South East Counter Terrorism Unit	
SJCC	Staff Joint Consultative Committee	
SLT	Senior Leadership Team	
SM	Station Manager	
SPB	Strategic Performance Board	
Stn 1	Station 1 – Caversham Road	Wholetime
Stn 2	Station 2 – Wokingham Road	Wholetime
Stn 3	Station 3 – Dee Road	Wholetime
Stn 4	Station 4 - Newbury	Wholetime
Stn 5	Station 5 - Hungerford	Retained (On Call)
Stn 6	Station 6 - Lambourn	Retained (On Call)
Stn 7	Station 7 – Pangbourne	Retained (On Call)
Stn 9	Station 9 – Wargrave	Retained (On Call)
Stn 10	Station 10 – Wokingham	Wholetime
Stn 11	Station 11 – Mortimer	Retained (On Call)
Stn 14	Station 14 – Ascot	Satellite Station (operates from 0900-1800 hours daily)
Stn 15	Station 15 – Crowthorne	Retained (On Call)
Stn 16	Station 16 – Bracknell	Wholetime
Stn 17	Station 17 – Slough	Wholetime

Stn 18	Station 18 – Langley	Wholetime
Stn 19	Station 19 – Maidenhead	Wholetime
Stn 20	Station 20 – Whitley Wood	Wholetime
Stn 21	Station 21 – Windsor	Satellite Station (operates from 0900-1800 hours daily)
TCR	Training Course Request	
TIC	Thermal Image Camera	
TRI	Training Records Indicator	
TVFCS	Thames Valley Fire Control Service	
TVP	Thames Valley Police	
UA	Unitary Authority	
USAR	Urban Search and Rescue	
WAH	Working at Height	
WBDC	West Berkshire District Council	
WM	Watch Manager	
WRT	Water Rescue Team	
WT	Wholetime	

