Q4 2019/20 Strategic Performance Report

(January to March 2020)

CONTENTS

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 – January to March 2020 (data as of 04/6/2020)

	Quarter 1 2019/20	Quarter 2 2019/20	Quarter 3 2019/20	Quarter 4 2019/20	Year to date 2019/20	Quarter 4 2018/19	Year to date 2018/19
Emergency incidents responded to	1,821	2,101	1,816	1592 ↓	7330 ↓	1,614	7875
Primary Fires	224	244	223	193 ↓	884 ↓	194	971
Secondary Fires	283	354	112	137 ↑	886 ↓	175	1216
Special Services (RTC)	103	112	141	91 ↓	447 ↓	113	501
Special Services (other)	310	350	311	314 ↑	1285 ↑	263	1269

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 21,836 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 8,198 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 3,417 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 2: Increase the diversity of our workforce to better represent and therefore serve our local communities

- Leonard Cheshire Change 100 intern programme agreed for 2020. This will the fourth year we have run the programme and have seven positions available
- We have awarded a contract to provide Equality, Diversity and Inclusivity face to face training, and we are working with the EDI forum to design sessions.

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

- Learning Management System (LMS) contract commenced in February, with the Digital Learning Specialist commencing in role in January. The introduction of the LMS will increase the flexibility in how we deliver and support development over all staff groups but we hope it will really benefit on-call colleagues.

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

- Behavioural Competency Framework has been implemented and training delivered with all managers and teams. This gives the Service a common platform to discuss and manage behaviours.

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

- We continue to invest in staff wellbeing. Treadmills, cross trainers and rowers were replaced in March 2020 providing staff with modern up to date equipment to maintain fitness.
- We continue to raise awareness of health and wellbeing, example health promotion activities this quarter included Winter Wellness, World Hearing Day, No Smoking Day and World Sleep Day.

Other Successes

Service Provision

- This quarter, we attended 78.6% of emergency incidents within ten minutes from the time of call. This is the third quarter this year where the response standard has been achieved. The restrictions in place in late March due to the COVID-19 pandemic have helped contribute to this, fewer vehicles on the road have led to quicker travel times and in March our performance we reached over 80% of incidents within 10 minutes. However performance in January and February, prior to the impact of COVID-19, was also high, at 78.4% and 77.2% respectively. Performance against our response standard has been improving and reflects our ongoing focus in this area, culminating in our achievement of the standard for the 2019/20 year as a whole, the first time we have met our annual target.

- Our wholetime fire appliances were available for 100% of shifts this quarter, and 99.6% of shifts across the whole year. This was achieved despite the period including the start of the COVID-19 pandemic, where a number of members of operational personnel were required to self isolate due to symptoms, or who were shielding themselves or family members.

- Despite the restrictions put in place for the second half of March, which curtailed our activities in this area, we have met both of our Safe and Well visit targets this quarter, delivering 7,509 visits to those at heightened risk of death, and 2,507 to those at heightened risk of injury.

- After a year where levels were particularly high, the number of non-fatal fire casualties in accidental dwelling fires has continued to be lower this year. In quarter 4, there were 2 casualties of this type, compared with 6 in the same period last year. Across the year as a whole, we saw 15 non-fatal fire casualties in accidental dwelling fires, meeting our target of a maximum of 20 and well below last year's total of 50.

Corporate Health

- 100% of those eligible for testing have completed the cardiovascular fitness test. Of those completing the test, the pass rate was 98.5%.

- The number of women in firefighting roles has increased to 29 this quarter due to two On-Call female firefighters starting in wholetime roles also. This has increased the percentage of female firefighters from last quarter by 0.25% from 6.07% to 6.32% exceeding our target of 4% once again this quarter.

- Performance continues to be strong against our Finance and procurement targets. This quarter, we continued to see compliant spend at 100%, and saw 93.6% of our spend subject to competition, exceeding our target of 85% by some margin.

Concerns and Plans for Improvement

- There has been one fire death this quarter, bringing the total for the 2019/20 year to three. A CEMT was set up and concluded that RBFRS acted appropriately in both Response and Prevention. Two of the three fire deaths this year have been linked to faulty electrical wiring, and this will inform our future prevention work.

- We have failed to achieve our target number of Fire Safety Audits for the second quarter in a row. Although COVID-19 restrictions have had an impact here in March, across the year as a whole we have seen a continuing challenging environment. External pressures stemming from the Grenfell Tower disaster continue to test us, and the sector as a whole. Internally, we have seen some staff turnover and are still working to ensure our relatively new staff develop their technical skills and knowledge. We now have an Investigation and Enforcement Hub and are refining our Risk Based Inspection Programme which should provide the foundation for improving our performance in 2020/21.

Emerging Issues and Risks

- On 18 March, RBFRS, in line with government guidance, suspended non-essential activities in order to protect our community, staff and our critical functions. Although we have seen some easing of the restrictions since, these are limited and we recognise that the situation remains fluid and changeable. We have adapted our Annual Plan and Corporate Measure targets for 2020/21 where we can and will monitor developments closely through the coming quarters.

Supporting Performance Information

Quadrant One: Service Provision

Corporate Measures** (Data accurate as of 17/4/2020*)

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
1	Number of Fire Deaths in Accidental Dwelling fires	0	1	0	1	1	3	0	1	1	↓

West Hub

It is positive to report that there were no fire deaths in the Reading and West Berkshire areas in Q4 or during the 2019-20 performance year. The measures detailed in the current IRMP, Local Safety Plans and Station Plans will continue to contribute to the downward pressure on fire deaths across the Hub in the year to come.

East Hub

As with the West Hub, we can positively report that, this quarter, there were no fire deaths in the Windsor and Maidenhead or Slough and Langley areas that make up East Hub. This reflects well on the continued work that the Response, Prevention and Protection teams complete to drive down these instances to the lowest possible level. For example, following a fire death in Central Hub at Ascot, there has been cross-hub action in response to this incident, mainly in relation to reviewing, and where appropriate improving recording systems in place across the Service. Building on this, further training and guidance has also been provided to CSAs and Technicians to further improve the capture accurate of information during safe and well visits.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

Central Hub

We are saddened to report a fire death that occurred in Central hub on the evening of 24/03/2020. The occupant of the house in Ascot was unconscious when rescued from the property by fire fighters but sadly died in hospital shortly after. There had been a previous fire at the property and fire detection had been fitted by the attending fire crews at the time. Safe & Well visits were offered following the original fire with the Safe and Well Technician attempting different engagement methods to make contact with the individual. However, these attempts were unsuccessful. A CEMT was set up and concluded that the RBFRS acted appropriately in both Response and Prevention. A thorough fire investigation identified that the most probable cause of the fire was faulty electrical wiring.

Whilst respecting the restrictions in place because of COVID-19, a mail drop to the local area was conducted which included a fire safety leaflet and information on Safe & Well visits.

Year End View

Tragically, three people have lost their lives in dwelling fires in Berkshire this year. Each fatal fire has been the subject of a thorough review identifying any learning points and improvements that can be made. It is clear that two of the fires were linked to faulty mains electrical wiring and this information will be used to inform future engagement. Nationally it can be seen that electrical distribution and appliances is the second most common cause of fire in the home.

Whilst, in the wider context, deaths from fire are relatively low, our aim is for there to be zero fire deaths. Therefore activity continues as we strive to prevent any death from fire. The developing Hub structure has resulted in more joined up working between Prevention, Protection and Response teams, easing the sharing of information and enabling more effective and joined up working. An example of this is Prevention team members flagging safety concerns, in regard to a House of Multiple Occupation, to Protection colleagues. By highlighting their concerns the Protection team were able to act on this intelligence and conduct an inspection. This has led to the Protection team identifying a number of safety concerns that required urgent attention. By working with the Landlord, these matters were rectified on the same day. This removed the need for a prohibition notice being served which would have meant re-housing all

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		the occupants. A Safeguarding referral was also made leading to the involvement of the housing authority. Great work across teams, achieved within a single day and reducing risk to members of our community. We will continue to extend the reach of our ARP programme in 2020/21 in order to make contact via referrals with those most vulnerable in our community. The COVID crisis has significantly impacted our ability to deliver our prevention and protection activities since March 2020. Plans have been developed to re-introduce some activities in line with the government restriction levels. Managers and teams on stations are currently exploring alternative delivery methods, where our traditional methods cannot be utilised.										
2	Number of Fire Casualties in Accidental Dwelling Fires	20 MAX	2	3	8	2	15	20 MAX	6	50	↑
		West Hub **Data analysis** There were no casualties as a result of an accidental dwelling fire in Reading and two in West Berks during Q4. Both West Berkshire incidents were in the Newbury area. One was a small domestic kitchen fire which was extinguished with CO2. The cause was cooking related; crews gave Safe and Well fire safety advice post incident whilst waiting for SCAS. The second incident was a fire in the rear of a domestic property which was started by the occupant outside and spread to the house, causing heavy smoke logging. The occupant was removed from the house by RBFRS. This represents a reduction in Q4 casualties in Reading from 4 in the same period last year to 0 this year. West Berks hire saw an increase of two in Q4 compared to the same period last year but over the year casualties are reduced. Activities will continue to keep these incidents to this extremely low level although preventative and education activities are currently impacted by COVID-19 Restrictions.										

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Action/activity As detailed above steps were taken post incidents by crews giving Safe & Well advice and following up via the Safeguarding route as appropriate. In one of the fires mental health issues were a contributing factor and the occupant was not known to RBRFS. This coupled with the research evidence suggesting those with mental health issues are at increased risk of injury from fires shows a need for increased engagement with mental health services. Therefore West Hub reached out to mental health services and plan to work with them further, delivering ARP sessions to increase referrals from this client group. Regarding the cooking fire, we will continue to work alongside central communications teams to deliver key messages across social media in relation to kitchen fires and unattended cooking, in line with the commitments within the Local Safety Plans. Evidence emerged of the effectiveness of our Safe and Well activity when Newbury crews attended a house fire in the early hours of 12th March. The timer on a cooker had inadvertently been set by the householders and a fire developed igniting a chopping board left on the appliance. Fortunately, the house had received a Safe and Well visit by RBFRS and smoke detectors had been fitted when before there had been none. The family escaped safely and fire damage was limited to a small area around the cooker. **East Hub** **RBWM** It's positive news to report no fire casualties this quarter but to note originally this appeared to be '1' until the casualty unfortunately died in hospital, as recorded under CM1 Fire Deaths. **Slough and Langley** It's positive news to report, no fire casualties in this quarter. **Actions / Activity** Notably COVID-19 has strongly impacted activity in Q4 but some great work is underway linking Prevention, Protection and Response departments. Staff from each area are actively engaging with each other to share information and make use of each-others skills to										

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		overlap on single cases. This has already seen some positive action such as Harris Gardens in Slough where multiple response calls initiated a Prevention department led campaign involving the Police and Landlords. Similarly a Prevention report brought in Protection officers who utilised Prohibition guidelines to ensure the same day repair to an alarm system preventing the need for a House of Multiple Occupation to be closed down and tenants re-housed. Response, Prevention and Protection are currently reviewing how they continue to provide advice and protection to the community during the COVID-19 restrictions and reacting to any alteration of these. **Central Hub** During Q4 there have been no fire casualties recorded in Central Hub. Looking forward to 2020/21 Central Hub will, in line with the Local Safety Plans, continue to work alongside the communications teams to deliver key messages across social media in relation to fire safety in the home. This includes specific advice relating to the current COVID restrictions such as electrical and cooking safety. Response, Prevention and Protection are considering different ways of working to continue to deliver the safety message whilst adhering to the COVID-19 restrictions. **Year End View** Reading had a year-end total of 2 casualties in 2019 compared to last year's 27 and West Berkshire had a year-end total of 2 casualties for 2019 compared to last year's 7 resulting in a reduction of casualties across West Hub for the year. While fire casualties are below anticipated numbers in the East Hub, this figure being small means it can be changed drastically by a single incident. Therefore activity continues to keep this figure as low as possible. The developing hub structure is enabling more joined up working between Prevention, Protection and Response teams easing the sharing of information and enabling more effective activity. We aim to see a continued improvement in these figures over the coming periods as a result of this joined up working. For Central Hub It is positive to observe that Bracknell Forest has recorded 0 fire casualties in 2019/20 down from 3 the previous year. Whilst Wokingham has recorded 2 fire casualties in Q3, these were both at the same incident where an elderly disabled man was rescued from a significant house fire by fire fighters from Wokingham fire station who carried their roles to a very high standard. Both casualties have since made a full recovery from their injuries. Safe and well carried out for the family and also neighbouring properties.									
3		100%	100%	100%	100%	98%	99.5%	100%	100%	100%	↓

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
	% of safeguarding referrals made to Local Authorities within 24 hours	Data Source: manual calculation by Safeguarding Manager Accountable Person: Area Manager Collaboration and Policy There were 123 Safeguarding referrals made during Q4. 101 referrals were signposted into Adult Social Care/Services and 22 were referred into Children's Social Care/Services. 121 Safeguarding referrals were signposted into the Local Authorities or Thames Valley Police within the 24-hour Corporate Measure. 2 referrals did not get signposted within 24 hours. Review of the 2 occasions that the measure was not met highlighted the following issues: On one occasion there was a technical issue resulting from operator error in relation to email being sent within the specified timeframe. Remedial action was taken as soon as the issue was identified through internal communication with the relevant stakeholders and practitioners, outlining the key learning from the incident. The second occasion was the result of decision making with regard to the emergency nature of the referral over a weekend based on the perception of local authority capacity due to COVID-19, subsequently the referral was held back until the working week. The Safeguarding manager has previously liaised with the Emergency Duty Team (EDT) to confirm that RBFRS should make referrals directly to the EDT at all times. The EDT have access to a wider range of information and the capabilities to enable accurate prioritisation and assessment of referrals. Action has been taken to inform and educate the relevant group of decision makers. The safeguarding manager routinely scrutinises performance against this measure and will monitor for further re occurrences of these issues. The Adult Safeguarding Training has seen 68% (396 including. 7 volunteers) of front line staff and volunteers having attended the training so far. This tranche of training was scheduled for completion by the end of Q3 2020-21 but there will now be a delay with this due to COVID-19. A revised schedule will planned in Q1 based on the likely future impacts of COVID19.				

	Adult Referrals	Child Referrals	Q4 Total Referrals
East Hub	Slough - 8	Slough - 3	Slough – 11
	RBWM - 20	RBWM - 1	RBWM – 21
West Hub	Reading - 33	Reading -5	Reading – 38
	West Berks- 22	West Berks - 9	West Berks- 31
Central Hub	Wokingham - 8	Wokingham - 0	Wokingham – 8
	Bracknell - 10	Bracknell - 4	Bracknell – 14
OTB	0	0	0
Total	Adults - 101	Child - 22	123

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		The face to face Children's Safeguarding Training to all front line staff was completed in Q4 2019-20.									
4	The number of deliberate primary fires	Reduction	50	44	36	35	165	149	26	150	↓

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.

West Hub

Data analysis

In Reading there were a total of 11 deliberate primary fires, 5 in Jan, 2 in Feb and 4 in March. In West Berkshire there were a total of 7 primary fires. 4 in Jan, 2 Feb and 1 in March.

Hub	Q4 Total	
East	Slough	6
	RBWM	3
West	Reading	11
	West Berks	7
Central	Wokingham	3
	Bracknell	4
Total		**35**

West Berkshire

The breakdown of deliberate fires in West Berkshire is as follows:

1 domestic fire in a porch way, cause considered to be arson and TVP in attendance.

4 vehicle fires, with one being a motorcycle and 3 car fires.

1 fire in a hostel for the homeless where a resident set a fire in his room.

1 boat on fire which sank, TVP and Environment Agency were informed by crews/Control.

This represents a reduction in incidents compared to last year's Q4 from 9 to 7 incidents. Year-end numbers are up slightly with a total of 37 last year to 41 this year. The reason for the increase is detailed below and the combined work of RBFRS and TVP should contribute to fewer incidents for 2020.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Reading									

Reading

Of the 11 deliberate primary fires in Reading there were:

1 Fire in a derelict pub

10 vehicle fires, 8 were cars, 1 van and 1 motorcycle

This represents similar numbers to last year's Q4 figures however the cause of the car fires is known and considerable actions are being taken jointly with partner agencies. Overall the year-end figures in Reading are down from 39 last year to 36 this year.

Action/activity

Early in Q4, during routine analysis of incident data, the West Hub Prevention Team identified possible links between a number of deliberate car fires. Further evidence gathering was completed involving incident commanders and the data and intelligence passed to Thames Valley Police. Throughout the quarter the Service continued to respond to further vehicle fires and worked closely with the Police to assist them with their investigations. Simultaneously, focused arson prevention visits were offered and delivered to the affected households and appropriate safeguarding measures taken.

Definite links have been established between the vehicle arsons and the TVP investigation continues. The prevention teams and operational crews are maintaining vigilance in this regard.

The fire in the derelict building was followed up with the empty homes officer, who is in connection with the owners and has requested they secure the property. Other similar buildings in the vicinity were also discussed with the empty homes officer who agreed to follow up with the owners to highlight the risks of arson and to firefighters.

The fire in the homeless hostel resulted in a post fire investigation by the West Hub Protection Team who found the building largely compliant with fire safety legislation but due to the residents they house risks were still present. The Protection and Prevention Teams

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

worked together to identify how to further reduce the risks. Prevention liaised with the home manager to offer Safe and Well visits and ARP training which was welcomed by the hostel. The Education Team followed up by arranging Adults at Risk Programme sessions.

We also continue to attend community safety partnership boards in both Reading and West Berkshire on a regular basis, sharing intelligence with our partner organisations.

East Hub

In the Royal Borough of Windsor and Maidenhead there were a total of 3 deliberate primary fires whilst in Slough and Langley there were a total of 6 primary fires.

RBWM
  Of the 3 deliberate primary fires there were:
      1 vehicle fire in Windsor.
      2 small vehicle fires in Slough.

Slough and Langley
  Of the 6 deliberate primary fires there were:
      2 x small vehicle (motorcycle) fires.
      2 x small vehicle (car) fires, including 3 cars damaged by fire at Harris Gardens, Slough (one incident). Joint work undertaken with TVP in relation to Harris Gardens – letter drops to all residents to inform them of actions they can take to report deliberate fires, and deter perpetrators (due to COVID-19 restrictions we are unable to complete face-to-face engagement at this time), and joint work with TVP to increase patrols and monitor activity in the area. TVP are also working alongside the Housing Association to increase CCTV and lighting in the area. RBFRS are also hosting a targeted social media campaign around deliberate fire-setting, which will be posted on Slough and Langley's Twitter pages.
      1 x commercial property fire (Hotel / B&B) – Post-fire inspection of the property was requested. TVP are aware of this incident and of the individual involved. He was a guest at the B&B and they have had several dealings with him recently. They were in attendance and were left to deal with the individual. The individual then left the B&B so no further action required by RBFRS in terms of Safeguarding or TOA visit

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		1 x domestic property fire – Child with lighter, Safe and Well visit completed by crews. Fire-setters referral has been made, however due to COVID restrictions work has not yet begun with the Safety Education Team. This visit was de-prioritised for immediate consideration under COVID restrictions due to the fact that crews had already completed a S&W at the incident, however has now been flagged again for a risk assessment to be completed, and consideration given as to whether a Technician can attend to complete a more in-depth S&W visit with PPE. **Action / Activity** It is not believed these incidents are linked in anyway or form a trend, with no commonality identified or intelligence to suggest otherwise. Such incidents are raised at partnership meetings to share intelligence on activity that may be connected and, where appropriate, collaborative approaches considered to address. Partners include TVP local authorities as well as working alongside our colleagues in the Safety Education Team. Although COVID restrictions have impacted face-to-face engagement, we have been completing alternative engagement e.g. sending letters to affected residents, and completing social media campaigns on central RBFRS social media pages as well as planning a targeted campaign for Slough and Langley's Twitter pages. **Central Hub** Central Hub has recorded 7 deliberate primary fires during Q4 which is an increase of 1 over the same period last year. Although the level has fallen since Q1 this is to be expected given the seasonal nature of these incidents. **Wokingham** There were 3 deliberate fires recorded in Wokingham Borough which continues the positive trend on reduction delivered in previous quarters. Examining the fires reveals that one is possibly linked to a series of arson attacks on cars linked to crime in the Reading area. This has been raised via Wokingham CSP and liaison is ongoing with Colleagues in TVP and West hub Managers. **Bracknell** Within Bracknell, there were 4 deliberate primary fires which is the same as for the same period last year. Examination of the incidents identified 2 vehicle fires, 1 bin store fire, and 1 fire in a private garage none of which appear to be linked. Details of incidents were passed to TVP and crews continue to deploy 'Arson Aware' boards where appropriate.										

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Year End View Due to the impact of the car fires the West Hub contributed to the rise in overall figures for this year however the proactive actions to tackle this with partners is detailed above and is a good indicator of the effective working across Service teams and with partner organisations. While deliberate primary fire occurrences in the East Hub were above target the aim is to drive a reduction in this number in the next period through the newly improved hub structure. The new Prevention Manager has begun having a real impact on Prevention activity in the hub through the building of relationships across staff in Prevention, Protection and Response areas. Working with external partners has also seen an increase in information flow, enabling a more focused and effective reaction when required. It is disappointing that the number of deliberate primary fires in Central Hub has increased by 5 from the previous year. Central Hub has taken proactive action in relation to ensuring that all deliberate fires have been appropriately investigated, advising owners regarding prevention of future incidents, liaising with TVP and deploying 'Arson Aware' boards where appropriate. These activities will continue with additional support being identified via the CSPs. Overall a continued target for work in 2020/21 with teams building on the strong partnership working of the past year. It will be important to monitor how COVID 19 might impact rates of deliberate fires and whether it manifests in any change in anti-social behaviour, including deliberate fire setting that may require proactive prevention work alongside effective response.									

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
5	The number of deliberate secondary fires	Reduction	84	110	40	35	268	284	55	285	↑

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.

West Hub

Data analysis

There were 7 deliberate secondary fires were recorded in Reading for Q4. (2 in Jan, 3 in Feb and 2 in March). West Berkshire had 10 in total for Q4 (3 in Jan, 3 in Feb and 4 in March)

The 10 from West Berkshire are broken down as follows:

Hub	Q4 Total	
East	Slough	7
	RBWM	3
West	Reading	7
	West Berks	10
Central	Wokingham	3
	Bracknell	5
Total		34

4 were people setting alight garden / allotment waste on their own land

The remaining 6 were small rubbish set alight on what appears to be public land, these 6 were in different areas therefore there is no evidence to suggest that any of the incidents are linked.

Deliberate secondary fires are up from last year in West Berkshire 55 total last year to 70 this year. The numbers were particularly high in Q2, compared to the previous year, but have lowered dramatically following this and for Q4 the number are down from 15 last year to 10 this year for the comparable time of year.

The 7 from Reading are as follows:

3 were bonfires

1 was bin storage

2 were small rubbish & outdoor items

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		2 were parkland alight. TVP were informed about these incidents. There is no evidence to suggest that any of these incidents are linked and no intelligence currently to suggest who may be responsible.									

Action/activity

Following the increase in bonfires the Prevention Team worked with West Berks council and the RBFRS Comms Team to put out messaging around bonfires. Stations also contributed towards advice given on reducing the risk of bonfires. Messaging was shared on various social media platforms and received a number of shares and comments from the public.

We will continue to monitor data on deliberate fire-setting, sharing intelligence with the police to assist investigations, prosecutions and prevention. This will be via attendance at local community safety boards, from the Group Manager, Prevention Manager and the Community Safety Adviser. 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. At year end this was an excellent reduction from last year's 91 to this year's total of 55 deliberate secondary fires in the Reading area.

East Hub
There were 9 deliberate secondary fires were recorded across the East Hub in Q4. 2 of these occurred in the RBWM and 7 in Slough and Langley.

RBWM
The 3 deliberate secondary Fires comprised of

1 derelict building fire in Maidenhead. This was a bonfire inside a derelict shed being used by homeless individuals. Some work completed with TVP in relation to safeguarding, and crews had fitted a smoke detector to the building previously. The incident was closed using a secondary fire stop code.

1 fire in the open on Maidenheads station ground. A second deliberate fire in a previous quarter has been recorded for this address and is likely to have been lit by homeless persons. The East Hub Prevention Manager is working with TVP and the local authority on this issue.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

1 fire in the open on Ascot Station ground. This was an 'intentional' fire involving leaves in a garden, likely to have been recorded incorrectly.

Slough and Langley

The 7 deliberate secondary Fires comprised of

5 x bin fires – Believed to be linked, all in Harris Gardens, Slough (and linked to those primary fires discussed in the previous section). Prevention Manager working with Communications Team and TVP, letter sent to residents, increased Police presence, social media campaign up and running, leaflet drop by Police, CCTV and security lighting being considered for installation.

1 x skip fire in the open

1 x fire in the open (Pallets and recycling materials) One off incident at a commercial property – no further action taken by Safeguarding/TOA however this will be monitored for any potential trends. Currently no trends identified.

Incidents are raised at partnership meetings in the Borough in order to identify any stakeholder intelligence that may lead to a reduction in numbers and also agree ways to collaboratively address.

Action / Activity

As outlined above, we have been working alongside TVP and partner agencies such as local authorities to respond to these incidents. We have also been working alongside colleagues in the Safety Education Team to make referrals where appropriate. Although COVID-19 restrictions reduced face-to-face community engagement work, alternative engagement routes have been used e.g. sending letters to affected residents, and completing social media campaigns on central RBFRS social media pages as well as planning a targeted campaign for Slough and Langley's Twitter pages.

The increase in deliberate secondary fires seen towards the end of the quarter may be related to the closure of refuse sites due to Covid-19. As a result, we have been working closely alongside the Communications and Engagement team to promote messages on social media to discourage members of the public from having bonfires to burn unwanted rubbish. This is being monitored in Q1 of 2020/21.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Central Hub 8 deliberate secondary fires were recorded during Q4. 3 of these were recorded across Wokingham, and 5 were recorded across Bracknell. This is a reduction from 5 deliberate secondary fires in Wokingham and an increase from 2 deliberate secondary fires in Bracknell over Q3. **Wokingham** Within Wokingham, 1 of these involved burning house hold waste on a bonfire (pre-COVID lockdown), another involved a small amount of newspapers next to a park early evening. The 3rd involved a group of youths in a wooded area adjacent to A1 Car Spares who were seen running off. This occurred during the early phase of lockdown when the businesses was closed. Police called and evidence (bike / rucksack) collected was handed over to TVP. **Bracknell** In Bracknell, 1 incident was a small bin fire in a park early evening and another secondary deliberate fire was located in a secluded area of a different park (no known or obvious link) that involved logs and branches. 2 other incidents involved burning garden / household waste on a bonfire (1 during COVID lockdown). The 5th involved a small pile of leaves near an underpass that was out on arrival. Following an increase in reported bonfires following the COVID restrictions, which included closing council run waste facilities and the public's ability to dispose of garden and household waste, the Prevention team have worked with the Communications team to highlight this issue. Messages have gone out to ask the public to refrain from having bonfires during this time. This appears to have had a positive impact with no known reported bonfires in the hub in the first 4 weeks of Q1 2020. **Year End View** It is pleasing to report that the West Hub total for the year was below 18/19 and demonstrates a downward trend, this is supported by the work of the Hub Managers and Prevention, Protection and Response teams across the West Hub. This work will continue for 2020 with news ways of working being developed to ensure delivery is maintained during the current and future Covid restrictions.									

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
	In the East Hub, while deliberate secondary fire occurrences were below target, the intent is for this number to be further reduced in the next period through refining our working arrangements across the 3 functions and continuing to build effective relationships with Partners. Joint working across the hubs has increased efficiency while allowing targeted approaches in local areas. Overall Central Hub has recorded 80 deliberate secondary fires this year which represents an increase of 7 over the previous 12 months. Central Hub has become increasingly proactive in identifying trends and sharing information with partners, particularly via the CSPs. We will continue to monitor data on deliberate fire-setting, sharing intelligence with the police to assist investigations, prosecutions and prevention. This will be supported by working with the 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.										
Prevention											
6	Risk of Death	7,000	2,288	1,800	2,069	1,352	7,509	7,000	2,181	8,313	
7	Risk of Injury	2,500	416	702	685	704	2,507	2,500	783	2,864	
	TOTAL	9,500	2,698	2,502	2,754	2,056	10,016	9,500	2,964	11,177	
	Number of Safe and Well visits delivered to those who are at heightened risk of dying/being injured in the event of an accidental dwelling fire	Data Source: Internal use only - data as of 17/4/20 (2018/19 YTD figures are based on previous categorisation) **West Hub** **CM6 - Data analysis** During Q4, a total of 622 direct referrals were addressed by the West Hub Team. West Hub Stations completed 437 and Safe and Well (S&W) Techs completed 185. Of these 622 referrals, 132 are not included in Reading figures as they are in the Wokingham unitary area but part of Reading stations grounds.									

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Action/activity The figures demonstrate referrals are being generated from our partner organisations and therefore we are visiting those people more vulnerable within the Reading and West Berkshire areas. Numbers were healthy for the first two months, however the last month of the quarter figures were reduced due to the COVID lockdown. One West Hub S&W Tech was also deployed to help Central as this area had an unfilled vacancy and a number of referrals. We are using the Adults at Risk Programme to promote fire safety and generate referrals in addition to recruiting Fire Champions in our partner organisations. The role of the Fire Champions is to promote S&W referrals and be a link between RBFRS and their teams. This includes passing on updates, ensuring they have sufficient leaflets from us, passing on to team's online info and inviting us to team meetings periodically. Unfortunately this work had to be curtailed due to COVID measures towards the end of the quarter. We have also strengthened links with local Safeguarding teams, for example we attended a partnership strategy meeting for complex clients leading to fire risk reduction and good outcomes for the clients that had longstanding and unresolved risks. The Communication and Engagement Team advertise S&W visits via social media on a regular basis generating self-referrals thus widening our reach further then our partner organisations. S&W Techs have also undertaken talks at several team meetings, day centres and lunch clubs, generating a high level of interest and uptake of S&W visits. In relation to Local Safety Plan targets, Reading had an annual target of 2500 and 1280 were completed, this is due to Wokingham Road and Whitley Wood Fire Stations' proximity to parts of Reading in the Wokingham Borough and the crews undertaking a significant proportion of their S&W visits in the Wokingham area where there is a higher need. Additionally Caversham Road station was requested to concentrate on risk of injury visits targeting high-risk high-rise buildings with lower numbers of CM6 but higher numbers of CM 7 visits.										

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		The West Berks LSP had an annual target of 1000 and 1366 were carried out thus considerably exceeding the target. **CM7 - Data analysis** During Q4 149 risk of injury visits were completed in Reading and 49 in West Berks. Numbers were reduced in the last month of the quarter as S&W visits were suspended due to the COVID crisis. Caversham Road 71 Wokingham Road 28 Dee Road 47 Newbury 46 Whitley Wood 70 The Reading LSP had a year-end target of 900 and 526 were achieved, however Reading stations also completed 205 visits in the Wokingham Borough during the year (as explained above in the CM6 commentary). The West Berks LSP had a year-end target of 200 but 304 were delivered. **Action/activity** Crews were also completing Hot Strikes (S&W visits carried out in an area following a fire locally) in order to reach individuals and households within the community who may be at increased risk of injury in the event of an accidental dwelling fire. In line with this, Prevention and Protection Teams are also working together to offer targeted Safe and Well visits to High Rise Residential Buildings, particularly those currently within Special Measures, in order to ensure that residents are provided with localised safety advice.										

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
	<u>**East Hub**</u> **End of year totals** CM06 - 2,098 of 2,100 CM07 - 884 of 1,000 **RBWM – LSP target of 1200/400** CM06 - 136 in Q4. End of year total is 877 (323 below target). CM07 - 89 in Q4. End of year total is 243 (157 below target). **Slough and Langley – LSP target of 900/600** CM06 - 164 in Q4. End of year total is 1,145 (245 over target). CM07 - 205 in Q4. End of year total is 640 (40 over target). **S&W Techs** CM06 - 76 in Q4. CM07 - 1 in Q4. **Actions / Activity** While the station crews have hit their targets the totals for each borough have been impacted by reduced contribution from S&W techs due to vacancies and sickness. This has impacted crews in particular as they have been asked to complete a greater number of CM6 visits, which has in turn impacted their ability to carry out CM7 visits. Furthermore, performance has been impacted by the fact that crews and Technicians were prevented from completing any Safe and Well visits from mid-March onwards due to COVID-19 restrictions. Consideration have been made on how we can safely carry out S&W visits in line with COVID-19 restrictions (e.g. remote visits, or visits with social distancing and PPE) in order to enable Technicians to reach those most at risk of fire. Further consideration will also be given as to how we can continue to safely engage										

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		with those residents who may fall within the CM7 category, including those in HRRBs, whilst also maintaining social distancing and COVID-19 restrictions. **Central Hub** **Wokingham CM06 annual target 590** **Wokingham end of year achieved 1386** During Q4 296 S&W visits have been completed in Wokingham unitary. 81 were completed by Techs, with the remaining 215 completed by stations as follows; Wokingham fire station (75), Wokingham Rd (114), Crowthorne (26), Whitley Wood (19) and Wargrave (2). **Bracknell CM06 annual target 1056** **Bracknell end of year achieved 817** During Q4 144 S&W visits have been completed in Bracknell Forest unitary. 21 were completed by Techs, with the remaining 123 completed by stations as follows. Bracknell (95), Ascot (1, although a further 33 visits were in Windsor & Maidenhead), Crowthorne (27), Wokingham (1) **Wokingham CM07 annual target 208** **Wokingham end of year achieved 378** During Q4 101 S&W visits have been completed in Wokingham unitary. 30 were completed by Wokingham fire station, 26 by Wokingham Rd, 6 by Crowthorne and 39 by Whitley Wood.										

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

It is interesting to note that just under half of the annual target has been completed in one quarter. 65 of these 101 visits were completed by stations outside of the Central Hub

Bracknell annual target 416

Bracknell end of year achieved 311

During Q4 91 S&W visits have been completed in Bracknell Forest unitary. 83 were completed by Bracknell, 7 by Ascot and 1 by Wokingham. Ascot completed 19 S&W with Windsor & Maidenhead.

Table showing S&W visits completed by WT Stations

Bracknell Fire Station	Jan	Feb	Mar	Q3
CM06	46	55	5	**106**
CM07	35	48	0	**83**
Ascot Fire Station				
CM06	21	10	3	**34**
CM07	9	7	10	**26**
Wokingham Fire Station				
CM06	38	36	2	**76**
CM07	11	18	2	**31**
Safe & Well Technicians				
CM06	13	29	16	**58**
CM07	0	0	0	**0**

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Year end view Despite some challenges, it is encouraging that RBFRS have been able to achieve our target numbers for Safe and Well in relation to corporate measures six and seven. Long term absences and vacancies for technicians have impacted on their numbers, but this has been mitigated by the use of crews to deliver safe and well referrals. The COVID crisis will continue to provide a challenge well into 20/21 in terms of our ability to deliver our expected volume of safe and well. We will continue to visit those most at risk from fire and will develop new ways of managing risk for the wider community.										
8	% of home safety referrals, where there has been a threat or incidence of arson, completed within 48 hours	100%	75%*	100%	94.7%	75.0%	87.5%	100%	84.6%	76.3%	

Data Source: Internal use only - data as of 17/4/2020
Accountable Person: Area Manager Prevention & Protection

West Hub

Data analysis

During Q4 Reading had 4 threats of arson referrals which were all undertaken within the 48 hour target period. Of these 3 were completed by S&W Techs and 1 visit by a station based crew.

In Q4 West Berkshire had 4 threats of arson referrals. Three of those were completed in 48 hours and the fourth one was attempted in timescales however the occupant declined after several unsuccessful attempts to make contact. Of these 4 visits two were delivered by station crews and two were undertaken by S&W Techs.

Action/activity

County wide arson threat visits have gone up from 38 in total for the last year to 64 by 2019/20 year end. We have promoted the service with TVP and other local partnerships and therefore this could account for the increase in TOA referrals. In addition linking to

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		the spate of car fires our prevention and safeguarding teams have done extensive analysis of data and joint working with TVP to find potential arson victims. We have then actively requested TOA referrals from TVP so preventative measures can be put in place. **East Hub** **RBWM** 1 x TOA referral received which was not completed within timescale. **Slough and Langley** No referrals received in Q4. **S&W Techs** 1 x TOA referral received which was completed within timescale. 1 x TOA referral which was not completed within timescale (although the visit was later declined). 1x TOA referral conducted by East Tech but in the West Hub area. This visit was carried out after the 48 hour period, but this was due to the availability of the recipient. **Action / Activity** The East Hub Prevention Manager is working with the Safeguarding Manager to understand why the timescale was exceeded for the two RBWM cases. **Central Hub** During Q4 no TOA were received in Central Hub.									

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
9	% of priority home safety referrals, where there is a significant heightened risk of an individual dying in the event of an accidental dwelling fire, completed within 48 hours.	Monitor	75%*	64.7%	66.7%	38.1%	58.5%	Monitor	New Measure for 2019/20	Monitor	75%*

West Hub

Data analysis

During Q4 there were 3 CAT1 referrals in West Berks which were completed in 3, 3 and 10 days. The reasons for the not hitting the 48 hour target was due to the requests for joint visits with professionals or families due to the complexities of the referrals. RBFRS staff made contact promptly and visits were done at the earliest opportunity. Delays were not due to RBFRS in these instances.

During Q4 in Reading there were two CAT 1 referrals these were both since the COVID lockdown and are yet to be completed. Issues involve difficulties getting hold of social care staff and clients to arrange the visits and gather the necessary information.

Action/activity

The COVID lockdown is affecting timescales as we need to consider COVID risks as well as fire risks as we follow government guidelines. Some clients are reluctant to have visits and so we are offering non-contact drop off visits in some cases to reduce risks pending an opportunity to do a full S&W visit. All clients are requested to give consent to a visit and COVID risks and PPE explained before the visit is undertaken. We are also finding that partner agencies have other priorities and therefore are not as prompt as usual to engage with us.

Despite the challenges we continue to contact CAT 1 referrals as a priority and use our COVID risk assessment and guidelines to reduce the risks to these vulnerable occupants. We continue to receive referrals despite COVID from our partner agencies in particular SCAS, and therefore are continuing to drive down risk even during these challenging times.

East Hub

S&W Techs

Referrals received x 6

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Completed within target x 1									

Completed within target x 1

Completed outside target x 5 (one due to resident in hospital, two due to COVID-19 restrictions)

Action / Activity

During March 2020, a number of visits were delayed due to COVID-19 restrictions. Although wherever possible we have attempted to meet these timescales, in certain cases they have taken slightly longer to meet deadline due to having to complete a more thorough risk assessment, wait for PPE, and/or prioritise more urgent visits. Moreover, East Hub's only Technician was unavailable for the majority of the month of March before COVID-19 restrictions came into place, and there was also staff annual leave and sickness across West and Central Hubs, leading to loss of staff cover across all three Hubs. As of review on 05/05/2020, there were only 2 outstanding Cat 1s on the Technician's backlog. One (from March 2020) has now been completed, however is still showing on the backlog. One (also from March 2020) is still outstanding and is delayed due to requiring a joint visit from social care. A further update has been requested and for a full risk assessment to be completed by CSA.

Central Hub

8 Category 1 referrals were received in the Central hub in Q4, all completed by the same Technician. 6 were completed within 48 hours. One was missed by an hour and 11 minutes due to waiting for a care manager as part of a joint visit.

The other was completed within 48 hours but appears to be a recording issue that is currently been investigated.

The Tech vacancy within the hub has put additional pressure on the current Tech as planned visits have to be re-arranged when TOA or Cat 1's need to be completed. It is pleasing to see that all of the vulnerable people identified as having a significant heightened risk of dying in the event of an accidental dwelling fire were seen quickly during this quarter.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
Protection											
	Full Audits	1,658	470*	321*	323	283	1,394	1,658	397	1137	↑
10	Total Number of Full Fire Safety Audits carried out	**West Hub** **Data analysis** 62 Fire Safety Audits were (FSA) recorded as closed by West Hub Protection within this quarter (Reading 38, West Berks 24). This compares to 171, 109 and 100 in previous quarters. The reduction in numbers was a result of several influences: An increase in activity related to the significant number of high-risk high-rise buildings in Reading. These premises require special management, with increased correspondence, file management, meetings, and monthly visits to check on the interim measures that have been put in place. Formal enforcement activity. West Hub Officers continue to manage new and ongoing inspections which require formal action. A couple of these where prohibitions which require checks and potential casefiles or prosecution to be created. Preparation for legal cases are time consuming as they require the inspector to ensure that all evidence is exhibited and ready to go to court. During Q4 the 3 West Hub Development FSIOs began working towards the Level 4 Diploma. The first course involved pre-course and post-course assignments, along with a full time training course. In effect, 60% of West Hub officers were in full time training, therefore not inspecting, for approximately 50% of Q4. COVID 19 restrictions in March. Over the year the West Hub has lost 2 full time FSIOs through promotion and resignation taking the overall establishment from 7 to 5 and the number of competent FSIO's from 3 to 2 (33% loss). **Action/Activity** Looking forward, the completion of the Level 4 Diploma will see the 3 FSIOs complete their development programme, be able to deal with formal consultations and complex building audits on their own. They will also be a position to mentor the 3 new West Hub FSIO recruits who begin their RBFRS Protection careers in May.									

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

East Hub

Closed services;
Q1 – 185, Q2 – 130, Q3 - 108, **Q4 - 90** (total 513) = 103% of yearly target 500.

Influences affecting numbers; The monthly Hub target has been met and the end of year target has also been met despite some difficulties including;
New Hub Protection Manager started in role Jan 2020,
Several staff in development working towards the Level 4 diploma,
Some staff vacancies, new recruits started in May 2020,
COVID-19 effects on March/April audits - Suspended RBIP, and the PFI's/Complaints became case by case desktop audits which means a number of jobs may be left open until premises can be visited, and therefore cannot be accounted for in this period.

	Q4	EOY
RBIP	90	513
PFI	27	90
Complaint	7	63
AFA's	2	29
Request/consultation	3	58
Not recorded	2	3
HRRB repeat audits	18	TBC

Action / Activity

While targets have just been met there is some considerable work to be done regarding the bedding in of the new structure and the development of the roles within it. Work progresses with connecting Prevention, Protection and Response departments to align working and promote best practice across the three hubs. Some great work has already been done here with a recent example involving Prevention crews reporting issues to Protection Officers and involving Response crews in a whole service solution leading to a premise avoiding a prohibition notice and being closed down through the careful work of all three departments.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Central Hub Total for Q4 130 Closed Audits in (Q4) YTD = 438 Audits (88%) of Central Hub target (500) <table><tr><td></td><td>**Q4**</td><td>**EOY**</td></tr><tr><td>**RBIP**</td><td>114</td><td>345</td></tr><tr><td>**PFI**</td><td>7</td><td>35</td></tr><tr><td>**Complaint**</td><td>4</td><td>19</td></tr><tr><td>**AFA's**</td><td>0</td><td>4</td></tr><tr><td>**Request/consultation**</td><td>12</td><td>32</td></tr><tr><td>**Not recorded**</td><td>1</td><td>6</td></tr><tr><td>**HRRB repeat audits**</td><td>3</td><td>TBC</td></tr></table> Q4 has seen 15% increase in Audits closed compared to Q3. **Central Hub Year End** The End of Year target was narrowly missed with officers completing in excess of 100 audits for each FTE post. Had auditing not been curtailed due to COVID-19 restrictions at the end of Q4 then the totals would have been even closer to the 500 target. That said the output of the FSIOs has been seen to increase throughout the year.										

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Year End View The Protection operating environment has been challenging in 2019/20. External pressures stemming from Grenfell continue to test the resilience of the sector. Internally, there have been a number of staff in development roles and the hub Protection manager roles have seen some turnover. Despite these challenges, and time lost to auditing during March 20, we fell just short of our audit target of 1400. Whilst the Service are building a function fit to deliver against those external pressures, the technical skills and knowledge associated with Protection take time to mature. Within Service delivery, we now have a two Protection manager roles permanently filled and a healthy mixture of experienced and developing Fire Safety Inspecting Officers. Additionally, with the creation of the Investigation and Enforcement Hub (Collaboration, change and finance) in late 2019, the Service have a dedicated function to support our enforcement activity, the Primary Authority Scheme Partnerships and also the development of Fire Engineering. Combining the developing structure with the refinement of the Risk Based Inspection Programme should provide the foundation to not only deliver on the 20/21 Corporate Measures, but also place us well to respond to any legislative changes.									
11	% of audits where the results were satisfactory	50% max	67.9%*	61.8%	55.8%	64.3%	63.0%	50% max	68.6%	64.6%	↓
12	The number of formal and informal fire safety activities	Monitor	141	154	141	87	523	Monitor	New measure for 2019/20		
13	Success rate when cases go to court	4:1	0:0	0:0	2:0	0:0	2:0	4:1	1:0	1:0	↔
	Outcomes of Full Fire Safety Audits (above)	**West Hub** **Data analysis** Overall 51.61% of audits resulted in a 'satisfactory' outcome. Further unitary analysis below: Reading Borough - 24 in total (63%)									

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		West Berkshire – 8 in total (33%)									

West Berkshire – 8 in total (33%)

The figure for Reading Borough sits outside of typical West Hub performance. Further analysis indicates;

Of the 32 satisfactory outcomes;

   5 x inspections were Risk Based Inspections (Proactive)

   16 x inspections were Post Fire Inspections (Reactive)

   11 x Inspections were Complaints (Reactive)

Overall, 27 (84%) of the satisfactory inspections were reactive inspections with no scope for proactively targeting non-compliant premises.

Specifically with Reading Borough;

   3 x Inspections were Risk Based Inspections (Proactive)

   12 x Inspections were Post Fire Inspections (Reactive)

   9 x Inspections were Complaints (Reactive)

Within Reading Borough, 21 (88%) of the satisfactory inspections were reactive inspections with no scope for proactively targeting non-compliant premises.

Audit activity resulted in a total of 38 informal and formal enforcement actions including 1 enforcement notice. This number is down from previous quarters mainly due to the influences detailed in CM10 above.

Action/activity

With increased inspection resources, further targeting of non-compliant premises is more readily achievable however the steadily increasing burden of high-rise risk will influence both the numbers of completed audits and the outcome of those audits.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		East Hub The new East Hub Protection Manager has investigated the high rate of satisfactory audits and found several contributory factors including that FSIOs were recording audits as satisfactory despite informal action being taken. This has now been corrected such that from Feb 2020 only audits resulting in 'broadly compliant' will be recorded as satisfactory. Formal actions are up this quarter with an increase to that of Q3. Informal activities have decreased slightly from Q3 due to COVID-19 and FSIO development. **Action / Activity** RBIP of mainly med/high risk premises now being audited. Developing FSIO's now auditing higher risk premises. Partnership working/referrals affected by COVID-19 during March and April. The last month of Q4 percentage achieved 54% Satisfactory, which shows prior to COVID-19 East Hub were heading in the right direction for this CM. When businesses return to 'the new normal', these processes will need to be reviewed and aligned. In review of the last year, East hub has identified key reasons for why the satisfactory figure is high, (red). Works have commenced to rectify this and starting to take effect. East hub, priory to COVID-19, were confident that these satisfactory figures would reduce, as we would have better referrals on high risk premises and correct recording of information in place. **Central Hub Q3** Total Number of closed services – 113 **CM 11 – Unsatisfactory (29%) Satisfactory 55 (71%)** It is regrettable that it has not been possible to maintain the improvement in Q3 in relation to this measure. This has been due to a number of factors including:										

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Only Low Risk premises presented for audit via the Risk Based Inspection Programme due to activity in previous months Partnership working to identify high risk premises impacted by COVID 19 restrictions in March Evidence that companies with multiple premises have actively reacted to audits at other properties and improved fire safety across their portfolio. During quarter 4, partnership works with Public Protection Partnership, Immigration Enforcement and Care Quality Commissions were developed to identify local risks based on shared intelligence. Processes for partnership working were being implemented and teams were being introduced to each other. The ARP project in development has started to embed key messages that cross over with protection to bring in referrals of concern through various partners. FSIO's met with watches across Central hub to raise awareness of the protection work which increased their knowledge on how to refer any concerns back to the central hub protection officers. **CM12 – 22 x Deficiency Notices, 2 Enforcement Notices, 2 Action Plans and 1 x prohibitions** **CM13 - No court cases this quarter.** **Year End View** A key element of our Protection strategy relates to seeking out and challenging non-compliance within commercial premises. This year has seen limited gains compared to 2018/19. There are a number of contributing factors. The management of HRRB work has taken some resource away from targeted activity through the risk based inspection programme A high turnover of staff in roles has impacted on the consistency of approach The experience levels of the teams has been a limiting factor, where for part of the year some development FSIO's were predominantly auditing simple premises, which are less likely to be non-compliant. However, as the new Protection structure matures and the staff develop further it is expected that our capacity and ability to target non-compliance will improve. Additionally, plans to refine the risk based inspection programme with additional data will support the identification of the "riskiest" and most likely offenders in terms of non-compliance.									

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
14	% of statutory fire safety consultations completed within the required timeframes	95%	92%*	95%	90%	85.5%	90.4%	95%	New measure for 2019/20	95%	92%*

Data Source: Internal use only - data as of 17/04/20

Accountable Person: Area Manager Prevention & Protection

West Hub
Data analysis

A total of 123 consultations were completed compared to 117, 150 and 132 in previous quarters. Throughout the year the Hub has received a high proportion of the Service's consultations. Of the quarterly total:

- 11 were building consultations received from Local Authority Building Control Bodies.
- 86 were building consultations received from Approved Inspectors.
- 24 were consultations relating to licensing applications / reviews.

Of the 123, (74%) were completed within the consultation timescale (down from 84%) in Q3, of the 30 (26%) not completed within timescales:

- 9 were within the Reading area.
- 21 were in the West Berkshire area.

The high volume of consultations and other high priority work e.g. maintenance of high-rise building and other cases, and numbers of FSIOs suitably qualified to undertake consultations influenced the performance.

Action/Activity

During Q4, 3 FSIO's in development commenced their Level 4 Diploma training. If candidates are successful, they will be able to complete consultations.

This will increase team resources by 60%. This increased resource, coupled with increased LM actions should improve performance.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

West Hub continues to receive a large proportion of the Service's consultations and with similar resources to manage volume across the 3 hubs, other Hub's FSIOs have been assisting the West.

East Hub

Total consultations met within target 99% (Q4) and 96% (EOY).

Targets are very close to having been met however during Q4 there was one consultation under Building Regulations that missed the statutory timescale. The Protection Manager is exploring reasons for this but believes it was due to complexities of workloads over the COVID-19 period.

Action / Activity
The East Hub has been supporting West Hub by carrying out consultations for them to ensure their statutory timeframes have been met. This sharing of resources and supportive working has been replicated across several work-streams including HRRBs and recruit induction and training. This joined up working is proving successful and will be continued. Once COVID-19 restrictions are lifted the sharing of best practice will also be increased, such as by Protection Officers working with Response crews and sharing experiences across hubs.

Central Hub

Central Hub Performance total consultations met within target 94% (Q4) and 92% (EOY)

Completion rates in January were adversely affected by Annual Leave and this resulted in a dip in performance against this measure. This has been remedied through managerial action and completion rates have returned to 100% in March. Central hub has supported West Hub with additional consultations during this period to ensure timeframes were met.

	Q4	EOY
Licensing	15	64
Building Regulations	86	285
Marriage Act	0	0

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Year End View Across the hubs there has been limited capacity to address Consultations during 2019/20. Those FSIO's who are qualified to do so are also the ones who were most relied on to audit more complex premises. With 9 FSIO's shortly being qualified to level 4, this will create more capacity to meet this target. Additionally, this investigation and enforcement hub should support by handling consultations which are deemed more complex. On top of this, intended purchase of CAD type software, will make the task of dealing with consultations more efficient.										

Response

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
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%	78.6%	75.7%	75%	74.7%	72.9%	↑

Data Source (internal use only)

Accountable Person: Area Manager Response & Resilience

West Hub

Analysis

Across the West Hub we attended 699 incidents in Q4, compared to 693, 837 and 775 in previous quarters.

Across Reading the Service attended 393 incidents. 90.8% (357) were attended within 10 minutes, similar to that reported in Q3 (91.7%). Overall performance for the year was 90.2%.

In West Berks we attended 306 incidents. 62.4% (191) were attended within 10 minutes compared to 55.2% in Q3. Overall performance for the year was 53.1%.

The large geographical area, with widely dispersed communities often served by On-Call fire stations continue to present a challenge in relation to the 10 minute Response performance and the proposal in the draft IRMP to explore a dynamic day-time crewing model in the West Hub should assist in achieving this target.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		In relation to the individual notional station grounds*: Caversham Road performance was **down** from 97% in Q3 to 91% in Q4. Wokingham Road performance was **up** from 76% in Q3 to 86% in Q4 Whitley Wood performance was **up** from 83% in Q3 to 93% in Q4. Dee Road performance was **up** from 75% in Q3 to 80% in Q4. Newbury performance was **up marginally** from 74% in Q3 to 76% in Q4. *Note: some of the notional station grounds extend beyond unitary boundaries notably Wokingham Road and Whitley Wood Fire Stations. The main causes of fluctuations from quarter to quarter relate to travel distance and the proximity of the appliance from the incident at time of call. **Action/Activity** With Watch Based Station Managers in place across the Hub and in Reading managing a single watch over two station locations they are perfectly placed to manage performance locally. Given the overall Service performance achievements for the year they are seeking to achieve marginal gains in relation to response performance through factors such as management of appliance availability, co-ordination of activity across the Hub and turnout times. **East Hub** **RBWM** 70.9% (down from 74.9% in Q3), below target of 75%. Equates to 180 out of 254 incidents attended. This measure is difficult to address as incidents can occur anywhere and hence be some distance from the nearest fire appliance. Appliances can also be held up by traffic conditions or need to re-route due to road works. Some aspects within our control are being addressed such as ensuring that the Windsor appliance leaves Maidenhead and gets to Windsor after the change of										

| ID | Measure ** | 2019/20 Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | Y.T.D. Actual | YTD Target | 2018/19 Performance | | |
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		shift very promptly. Local managers are exploring more creative solutions while addressing the obvious tweaks for small gains to achieve an improvement in 2020.									

Slough and Langley

90.8% (up from 88.5% in Q3) Consistently high performing against target of 75%. Equates to 246 out of 271 incidents attended.

Appliance specific figures are 97.6% for Slough and 89% for Langley but note that first attendance made from other stations and OTB when home appliances are committed elsewhere brings that figure down.

East Hub

70.9% (down from 74.9% in Q3) below target of 75%. Equates to 180 out of 254 incidents attended.

Due to the random nature of where incidents can occur, which may result in them be some distance from the nearest fire appliance it presents challenges when looking for methods of improving this measure. Appliances can also be held up by traffic conditions or need to re-route due to road works. However, some aspects within our control are being addressed such as ensuring that the Windsor appliance leaves Maidenhead and gets to Windsor after the change of shift very promptly. Local managers are exploring solutions and looking for the small gains to achieve an improvement in 2020.

Central Hub

Overall Central Hub achieved this measure on 73% of occasions. Further detail is given below:

Bracknell – 92%

Wokingham – 72%

Ascot - 55% (N.b Ascot appliance located at Bracknell fire station for significant proportion of Q4 due to refurbishment works)

An issue is experienced in Bracknell Forest when Ascot's appliance is not on its station ground and in the Wokingham Borough when the Wokingham fire appliance is not on its station ground. This may occur for example when the fire appliances are providing fire cover in Bracknell or Reading. This situation was exacerbated for the Ascot appliance for a period during Q4 when BA servicing procedures

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

were modified due to COVID-19. This resulted in the Ascot appliance remaining at Bracknell fire station for a longer duration at change of shift. This issue has now been resolved.

Year End View

Overall we have seen a strong performance across the year with the service delivering against its response standard in three of the four quarters. Performance of the West Hub is of a high standard achieving above the target for the year with performance up from the majority of the whole time stations. It is worth noting that in Q4 the effects of 'lockdown' and the lack of traffic had a positive impact on performance. Looking forward the IRMP proposal to explore a dynamic day-time crewing model in the West Hub area should assist in improving these results

The East hub for 2020 will focus on improving their performance for RBWM and to continue the excellent work in Slough and Langley. This ensures that the Response is delivered speedily to be the most effective with earl intervention at incidents

Over the course of the year the Central Hub performance in relation to this measure has improved by 3%. Ongoing management action to identify further improvements continues and the hub looks forward to a successful 2020 on this measure.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
16	% of full shifts where there is adequate crewing on all wholetime frontline pumping appliances	100%	100%	100%	98.4%	100%	99.6%	100%	100%	99.5%	↑

It is a key aim of Royal Berkshire Fire & Rescue Service to maintain fully-crewed Whole-time appliances 24/7, 365 days a year. Performance for **Q4 was 100%,** an increase on the 98.4% recorded through Q3 and resulting in 3 of the 4 quarters of the year were delivered at 100% against the measure.

For Q4, this 100% performance outcome was achieved despite an extremely challenging period of time due to the ongoing COVID-19 Coronavirus pandemic with a number of members of operational personnel required to 'self-isolate' due to COVID-19 symptoms and/or shielding. A number of personnel remain unavailable for operational duties and are 'placed' on restricted duties with a number of these undertaking different roles through alternative non-operational positions within the Service.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Looking forward to Q1 the provision of testing for staff has been positive with staff taking the tests and being able to return to work significantly quicker if tested negative for COVID-19, this along with other measures introduced such as restricting the movement of staff across fire stations and social distancing measures is keeping the numbers of staff out of the workplace to a minimum. The availability of On-Call personnel due to being 'furloughed' or home working has also allowed On-Call personnel to supplement the Whole-time establishment where gaps have occurred, which was to a greater extent in the early days of the COVID-19 emergency. Looking forward, these measures will be constantly reviewed to plan for any changes in the approach to COVID-19 and any alteration to HM Government guidance. The range of measures that are in place should assist RBFRS to reach the 100% in Q1 which will be an excellent achievement whilst being cognisant that the relaxing of HM Government measures could cause further COVID-19- infection rate peaks. The figures for the whole year are 99.6% availability which is a significant achievement when dealing with impacts such as the a number of staff movements from the last phase of the RMS/FDO project and the onset of the COVID-19 pandemic with the Hub Management team and the WBSM's managing staffing to a high standard. The Service crewing report indicated that there was a crewing deficiency on two occasions where one pumping appliance was deemed unavailable due to insufficient crewing levels. Following detailed investigations into these recorded deficiencies on the 2nd March 2020 (day shift) and 3rd March 2020 (night shift), It was confirmed that the cause was a recording issue for essential on-station training. On both occasions, the recording issue was manually over-ridden by TVFCS; at no time was a frontline appliance unavailable for immediate operational response.									

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

Hub Management Teams continue to actively manage and address crewing levels, minimising extractions from watches (eg: non-critical training) and pre-planning to identify potential crewing deficiencies and utilising pre-arranged overtime (PAOT) to resolve a crewing deficiency as appropriate.

The 22 firefighter recruits have completed their training course successfully and have been placed on their respective stations/watches. The anticipated surplus of personnel has been eroded due to temporary promotions and retirements from the Service with nine of the firefighter recruits temporarily posted to stations/watches pending allocation of a substantive posting. This will require careful consideration by Hub Management in consultation with R&RS to ensure that qualifications and experience levels are maintained to ensure an effective operational response.

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
17	% of hours where there is adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing)	60%	35.9%	28.2%	32.7%	34.7%	32.9%	60%	40.0%	31.7%	↑

West Hub
Hungerford

Availability continues its upward trend to 59% in Q4 (40, 41 and 45% in Q1, 2 and 3 respectively). The recruitment activity over the last few years has seen the establishment grow to 16 in total. During the quarter critical qualifications grew in number, up 1 driver, 1 initial BA wearer, 1 Firefighter returned from whole-time training in Devon with a BA team leader qualification. As the station approaches its target availability of 70% and members of the team gain experience and critical qualifications the forecast is for further gradual increases in availability as we move through 2020-21.

Station	Q4 Actual
Hungerford	59.0%
Lambourn	1.9%
Pangbourne	2.9%
Wargrave	13.2%
Mortimer	36.5%
Crowthorne	78.2%
Maidenhead	51.3%

Lambourn

Appliance availability has decreased significantly from 16% in Q3. The decrease was mainly down to the unexpected resignation of a key member of the team and sickness absence of others. The establishment figure is relatively healthy with 7 Firefighters and a new recruit moving through the recruitment process. However the station lacks critical incident command and driving qualifications which take time and experience to gain. To note the two fire fighters are currently on their LGV course with driver training. West Hub

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

managers and the Lambourn team have put in place a focused action plan with elements already in place to support leadership, development and training needs at the station however it will take time before we see any significant increases in availability in 2020.

Mortimer

Mortimer's availability has dipped from 46% in Q3 to 36.5% in Q4. The main reason for this was the temporary absence of two Firefighters who were undertaking whole-time training in Devon and the long term sickness of a driver and BA team leader. The establishment base remains strong with 13 Firefighters in the team however the critical qualifications base is in need of reinforcing. The outlook for the station continues to be positive with a whole-time Firefighter having recently joined the station on a dual-contract and the return of the two whole-time dual-contract recruits with critical BA qualifications. The forecast is for a steady rise in availability in 20-21.

Pangbourne

Availability decreased to 2.9% in Q4, down from 4.9%. The establishment remains at 4 experienced Firefighters and one Firefighter very early in their development. The cessation of core training during the COVID crisis has delayed the initial BA training for the trainee Firefighter however this is due to go ahead in Q1 20-21. With the station due to close when Theale Fire Station opens West Hub managers and the team at Pangbourne remain committed to providing as much availability as possible from the station.

East Hub
Maidenhead On-Call

Availability continues to improve as recruit Fire fighters pass operational assessments enabling them to contribute to crewing.
In addition to more qualifications having been completed recently a qualified driver / Crew Manager has returned from a sabbatical. There are a large number of Dual Contractor (who offer correspondingly reduced availability) and Trainees but Maidenhead On-Call anticipate achieving the 60% target by the end of quarter 1 2020 as more firefighters in development are working through their development plan and being able to crew the appliance more fully. At that time managerial focus will shift slightly towards the

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

retention of competent staff and away from developing new staff. The aim for quarter 1 2020 is to keep the steady increase in availability in an upward trajectory with more staff attaining competency with courses continuing during the COVID restrictions.

Central Hub

Crowthorne – The Q4 average is up just over 5% from Q3, which is pleasing to see. January availability of 80% is under the target of 85% but shows an upward trajectory from Q3. The significant drop off in availability in February was due to a sickness absence from the WM, who offers excellent availability and is a key role for the appliance availability. This was a planned absence & pre-planning identified the need for an additional manager for this period, unfortunately the individual was unsuccessful in their Incident Command L1 assessment. March saw an excellent availability of 93% which can be attributed to the global COVID-19 situation, and personnel at home being able to provide more availability.

Wargrave – The Q4 average has risen by just over 1% from Q3, although still significantly under the station target of 60%. Looking forward to Q1 2020/21 these figures are predicted to be lower, this is due to the WM being socially distanced for 12 weeks due to COVID-19, and there has also been two FF resignations at the end of Q3, one of which was an appliance driver which is a key role for appliance availability. The training to be an appliance driver for responding to emergencies takes a number of months to achieve the levels to take the test. Work continues to raise availability

Year End View

The recent trajectory has been positive across the stations in the West Hub and fire fighters gaining critical qualifications will continue to support this. The availability at Pangbourne will continue to be challenging due to the confirmed closure linked to the opening of Theale Fire Station but Service Delivery remained committed to providing a response from Pangbourne.

The On Call cadre at Maidenhead continues to improve and is assisted by the return of a team member from a temporary promotion as they can provide more availability. This is demonstrated by the improvement of the percentage of availability over the year. The aim for 2020 is to achieve the 60% target

ID	Measure **	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		Over the course of the year Crowthorne fire station has continued to demonstrate high levels of availability despite inevitable disruption due to the construction of the new fire station and the retirement of members of staff. However they are now back in their new station and this should improve the availability. Wargrave Fire Station has faced significant staffing challenges throughout the year and this and this will continue to impact on their availability.										
Customer Service											
18	Domestic Fire Respondents	100%	100%	100%	100%	100%	100%	100%	100%	100%	↔
19	Commercial Fire Respondents	95%	100%	100%	100%	100%	100%	95%	100%	100%	↔
20	Fire Safety Audit Respondents	90%	100%	98.5%	100%	96.9%	99.2%	90%	100%	98%	↓
21	Safe and Well visit Respondents	100%	Not available	Not available	Not available	99.3%	99.3%	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 Q4: 91surveys were sent out following domestic fires and 28 responses were received. 34 surveys were sent out following fires in commercial premises and 10 responses were received. 169 surveys were sent out following fire safety audits and 32 responses were received. 400 surveys were sent out following fire safety audits and 146 responses were received. Those returning surveys continue to express satisfaction with the service they have received. Survey issue was suspended in mid-March due to COVID-19 restrictions, These will be re-introduced when possible.										

Service Provision - Service Measures

(Data accurate as of 17/04/2020)

| | Measure | 2019/20 Target | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Actual | Y.T.D. Actual | YTD Target | 2018/19 Performance | | |
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
1	Dwelling Fire	Monitor	63%	61.6%*	61.8%	73.3%	65.5%	Monitor	57.6%	54.4%	↑
2	Road Traffic Collision	Monitor	55.3%	54%	53.9%	58.3%	54.5%	Monitor	50.7%	50.7%	↑
	% of occasions a second fire appliance attending arrives within 2 minutes of the first appliance to arrive	**West Hub** **Analysis** Dwelling fires – of 36 incidents in Q4 across Reading and West Berkshire, on 30 occasions the second appliance arrived within 2 minutes (83%). RTCs – of 14 incidents, on 7 occasions the second appliance arrived within the target time (50%). 12 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. **Action/Activity** The Watch Based Station Managers will continue to balance prevention, training and other vital activity with appliance availability and fire cover to maintain performance in this area at an acceptable level. The variation in incident location will however remain the overriding influence on travel distance and thus attendance times. Crews continue to deliver prevention activity and education to help reduce the number of RTCs and dwelling fires being attended. With the anticipated COVID restrictions adversely influencing our access to schools over the forthcoming year the West Hub Prevention Team and Firefighters are exploring new ways of delivering road safety education to school age children in support of our efforts to drive down fires, water incidents and RTCs.										

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

	East Hub
	RBWM
	      SM01 x 17 Dwelling fires requiring a second appliance, arrived within two minutes of first 82.4%, (End of Year = 59.1%)
	      SM02 x 6 RTCs requiring a second appliance, arrived within two minutes of first 33.3%, (End of Year = 43.9%)
	
	Total = 23 incidents, 69.6% Q4 (End of Year = 52.1%)
	
	Slough and Langley
	
	      SM01 x 31 Dwelling fires requiring a second appliance, arrived within two minutes of first 58.1%, (End of Year = 67.4%)
	      SM02 x 13 RTCs requiring a second appliance, arrived within two minutes of first 76.9%, (End of Year = 63.8%)
	
	Total = 44 incidents, 63.7% Q4 (End of Year = 66.1%)
	
	The percentage figure used for this measure will naturally shift due to the small number of occasions being measured. Some small improvements have been seen but this is primarily due to the location of the incidents relative to the current location of appliances being relatively better placed
	
	Central Hub
	Wokingham Borough
	Dwelling Fire (SM1) 44.44% (End of Year = 53.49%)
	
	Road Traffic Collision (SM2) x 41.67% (End of Year = 28.9%)
	
	The time taken for a second appliance to arrive at an RTC or dwelling fire will be influenced by the same factors as those affecting the overall response time.										

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		The geographical location of Wokingham Fire Station within the unitary authority of Wokingham Borough and the stations proximity to its neighbouring stations, means that any incident that is not towards Bracknell or Wokingham Road, will probably result in a failure. In Q4, there were 12 RTCs in the unitary of Wokingham Borough, 7 of these incidents saw the 2nd appliance take more than 2 minutes to arrive after the first. There were 9 Dwelling Fires, 5 of these incidents saw the 2nd appliance take more than 2 minutes to arrive after the first. Bracknell Forest There has been a significant improvement in Q4 for response to Dwelling Fire up 30.1% and a slight improvement for RTC. This is due to the fact that 14P1 has been located at Station 16 for longer periods of time this Quarter (due to Ascot Station refurbishment works) combined with the fact that more incidents occur on Bracknell fire station's ground. Looking forward to Q1 2020 the works at Ascot have now been completed which improve vehicle location and attendance times Dwelling Fire (SM1) 85.71% (End of Year = 64.29%) Road Traffic Collision (SM2) x 73.33% (End of Year = 60.34%) **End of Year View** Hub managers will continue to work to improve the performance on this measure but it is impacted by incident locations versus the crews location and their work at the time of call.									
3	% of occasions where the time to answer emergency calls is within 10 seconds	97%	98.2%	97.7%	99.2%	97.6%	98.4%	97%	98.5%	97.8%	↑
		Data Source: Accountable Person: Area Manager Collaboration and Policy TVFCS continues to perform strongly against this measure. There is a strong link between performance against this target and the maintenance of appropriate crewing levels in TVFCS to meet demand levels. A significant amount of work is carried out by members of the TVFCS management team to manage crewing levels which is reflected in the high levels of compliance with this measure.									

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
4	% of occasions where time to mobilise is within 90 seconds	80%	72%	73.5%	74.5%	72.1%	73.1%	80%	70.9%	71.5%	↑

Data Source: internal use only

This performance measure has seen a drop compared with the preceding two quarters, although performance still compares favourably with the equivalent quarter in 2018/19. There are a number of factors which have contributed to the decline in this area during the period.

During January and February 2020, the UK was affected by storms Brendan, Ciara and Dennis in relatively quick succession. Whilst the impacts of these storms in isolation did not cause spikes in demand high enough to put TVFCS into a 'spate' call situation (where exceptionally high numbers of calls for assistance are being received simultaneously), the cumulative effect of the rainfall caused ongoing issues with floodwater, particularly on the road network. Emergency calls reporting flooding issues involving the road network necessitate extended call handling times, as questioning from TVFCS call handlers has to be expanded to ensure that the FRS are the correct organisation to provide assistance, or whether the call needs to be referred on to the Police or Local Authority highways department.

In Mid to late March, TVFCS staff began to capture information relating to the potential presence of COVID 19 symptoms at premises which the FRS was being asked to respond to. Again, this involved additional questioning of callers being required which has an impact on the speed with which a resource can be mobilised to respond to the call.

During February a new cohort of recruits was introduced into the Control room establishment. Historically, the introduction of new Control staff has a short term impact on the speed of call handling as the new staff develop confidence in applying the skills they have learnt during their initial training to real 999 calls.

Although there are likely to be some continuing impacts related to the COVID 19 pandemic on this measure, we would expect to see these figures improve during Q1 2020/21 as new staff gain confidence and weather conditions become more settled.

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
5	% of occasions where wholetime Duty System crew turnout time is in under 90 seconds	90%	91.9%	93.4%*	94.2%	94.5%	93.4%	90%	90.1%	89.4%	↑

West hub
Analysis
Performance remains above target across all stations in the West Hub.

The breakdown of performance for Q4 is as follows:
Newbury – 94%
Dee Road – 95%
Caversham Road – 99%
Whitley Wood – 96%
Wokingham Road – 98%

Of the incidences where the target turnout time was missed it was missed by seconds only or was a result of a systems issue. Risk critical activity such as site familiarisation visits and realistic training can occasionally impact turnout performance as crews make their way back to the appliance or re-stow equipment before responding to the turn-out.

Action/Activity
The Service's operational assurance programme involves crews arranging and participating in a range of regular exercises, many involving other agency partners and other FRS crews. These occasionally impact turnout times due to the extent of equipment used and the location of the exercises.
An example of this crucial activity was the successful joint Environment Agency/FRS exercise and training event run at Whitley Wood on 4th March. A simulated leak from a road tanker was the scenario with whole-time and on-call Firefighters from several stations attending and working with EA representatives with a view to improving our performance at incidents and multi-agency working. Exercises like these often involve deploying large amounts of equipment but are vital in our quest to continually improve performance at real incidents.
Crews are well aware of the influence that speed of turnout has on overall response times and continue to manage their ability to respond accordingly.

Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
								Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

			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
			
			RBWM
			• Maidenhead, 52 of 53 turnouts were within 90 seconds = 98.1% (End of Year = 92.0%)
			• Windsor, 95 of 99 turnouts were within 90 seconds = 96.0% (End of Year = 94.0%)
			
			Slough and Langley
			• Slough 1, 161 of 167 turnouts were within 90 seconds = 96.4% (End of Year = 92.6%)
			• Slough 2, 245 of 257 turnouts were within 90 seconds = 95.3% (End of Year= 93.3%)
			• Langley, 152 of 164 turnouts were within 90 seconds = 92.7% (End of Year = 94.0%)
			
			Hub total = 95.3% Q4 (End of Year = 93.1%)
			The results are for the year are above the targets and last year's total this is due to the continuing monitoring by the WBSMs which demonstrates the effectiveness of the Hub Management team.
			
			Central Hub
			All stations within Central Hub have continued to demonstrate good performance against this measure in Q4. Following continued effective management action over this period.
			
			Turnout times 10P1
			Q4 = 98%
			    Q4 WOKINGHAM
			   JAN FEB MAR
			 100.00% 96.55% 96.97%
			
			We continue to see strong performance across Q4, with Wokingham achieving the 90 second turnout target in all three months across the quarter and an overall quarterly result of 97.78%. The month of January saw 100% turnout success for the 2nd month running, this is a fantastic achievement.							

Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
								Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

	Turnout times 16P1
	Q4 = 91%
	Q4 BRACKNELL
	JAN FEB MAR
	84.9% 95% 94.1%
	
	A continued effort ensures that we have met the WT turnout target of 90% (90.8% Actual quarterly average) during Q4. The only significant variance occurs during January (84.9%). Upon analysis there were 11 failures during January which were broken down into the following reasons.
	
	No of instances Reason
	   3 MDT issues
	   3 Roadworks
	   1 Incorrectly recorded – no failure
	   4 16P1 mobilised then changed to 14P1, Crew being detailed and pump was being moved, Using bathroom, unknown as IBIS only highlighted attendance time failure which was traffic
	Total = 11
	
	Turnout times 14P1
	Q4 = 90%
	Q4 ASCOT
	JAN FEB MAR
	91.2% 89.3% 90.0%
	
	The overall average for Ascot was 90.2% over Q4. This is a reduction in performance against Q3 impacted by differing arrangements during the Ascot fire station refurbishment with JY14P1 being based at Bracknell fire station for an extended period. Managers will monitor closely through Q1.
	
	Year End View
	These are excellent results and demonstrates the work at Hub level to ensure that the appliances turned out under 90 seconds. The teams are looking for marginal gains in 2020.									

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 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%	81.1%	75.1%	90%	Not reported in 2018/19		

West Hub

Analysis

Hungerford – Out of 25 mobilisations in Q4 on 1 occasion the appliance missed the target turnout time. This was down to human error when booking out on the Mobile Data Terminal (MDT).

Mortimer – Of the 20 mobilisations of 11P1 11 missed the target time. Of those, 8 were missed by a minute or less. There were a range of reasons for the missed times including delays due domestic issues and traffic conditions.

Q4	Number of times ordered to an incident	% turned out within agreed timeframe	Agreed timeframe (seconds)
Hungerford	25	95.7%	360
Lambourn	0	NA	480
Pangbourne	0	NA	360
Wargrave	8	62.5%	420
Mortimer	20	55.0%	420
Crowthorne	24	87.5%	360
Maidenhead P2	20	90.0%	360

Action/Activity

The general increase in mobilisations of the On-Call appliances due to improved availability at some stations is good to see. With turnout performance a vital element in the ability of the Service to meet response times the West Hub Station Manager and individual Watch Managers will continue to monitor this performance area. Over quarter 1 2020 we will closely monitor turnout performance at Mortimer in particular and consider whether the target turnout target for the station requires reviewing or action taken to reduce the catchment area for recruitment.

Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
								Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
	East Hub **Maidenhead On-Call** There has been a big improvement on availability due to increased staffing qualification levels and good management from the Watch Manager. It is anticipated for quarter1 2020 that a continued improvement will be seen as staffing levels increase and those newer staff gain qualifications that enable them to contribute to crewing the fire appliance more significantly. This is whilst dealing with the issues from COVID019 restrictions. **Central Hub** **Crowthorne** Whilst the target of 90% has been missed by Crowthorne in Q4 this does in fact represent a significant improvement from 70.6% in Q3. As identified in the Q1 and Q2 and Q3 reports, Crowthorne moved to a temporary location at Wellington College in April 2019 whilst the new fire station was being constructed and turnout times had been further extended by local roadworks. Crowthorne are now back in their new station and looking forward in 2020 this is expected to improve again **Wargrave** Wargrave's performance has seen a 5% decline in Q3 with 3 turnouts falling outside of this measure. Further investigation and managerial action is being taken. **Year End View** Overall for the year some good performance and some area to focus on for managers in 2020.									

	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 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%	100%	New Measure for 2019/20		

Data Source: Manual Calculation from Business Support Lead
Accountable Person: Head of Corporate Services

We received four complaints within Q4. One complaint was received anonymously; all other three complaints had initial contact made with the complainant within the 7 days' timeframe. Three complaints relate to Service Delivery, and one to Support Services.

Overall, one complaint related to driving and three to conduct. FRIC did not need to be informed of the driving complaint.

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*

Corporate Measures *See appendix E for corporate health measure definitions

ID	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 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%	4.7%	4.5%	3%	4.67%	4.05%	↓

*(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)

Q4 saw an improvement in performance on the previous quarter of 0.6 percentage points following a reduction in days lost to both long and short-term sickness. The percentage of working time lost out-turned at year-end at 4.5%, 0.45 percentage points above 2018/19s performance. Time lost to sickness continues to be actively monitored through the sickness working group and data is examined to identify any trends and inform areas of focus.

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 4 we continued to support Managers to put plans in place for those individuals on long-term sick to aid their return to the workplace, reviewing their wellbeing on return.

This quarter saw our busiest time for Trauma Support requests. Seven trauma support sessions were completed, and a number of these were supported by our newly qualified volunteers who completed their training in September 2019. Feedback on all sessions was positive. A welfare check on the volunteers' wellbeing is undertaken after the event.

Health Promotion activities this quarter included Winter Wellness, World Hearing Day, No Smoking Day and World Sleep Day. Where appropriate the health promotion messages were related to the menopause to continue to normalise the topic in the workplace. The Cycle to Work scheme was available to join throughout March, 15 employees applied for the scheme.

The Mental Health Policy has been revised to include the Management of Work Related Stress policy. One comprehensive policy now exists clearly detailing roles and responsibilities around all aspects of mental health. To support the policy the stress page and mental health

ID	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
1		managers' pages on Siren have been updated. The Mental Health Managers Guides have been also been redesigned. All changes have been communicated to staff. The annual Time to Talk Day was on 6 February. Several workplaces across the Services took time out to talk about mental health. A resource pack of different activities was provided to open up the conversations around mental health. Days lost to sickness by Quarter/Year across all staff groups									
		100%	96.6%	99.8%	96%	98.5%	98.5%	100%	99.3%	99.3%	↑
2	% of eligible operational staff successfully completing fitness test	*(Source: Data calculated and supplied by HR)* The October round of fitness testing was concluded by the end of Q4. 406 were eligible for testing and 100% have completed the cardiovascular fitness test. Of those completing the test, the pass rate was 98.5%.									
3	% of eligible staff with	100%	47.5%	81.9%	92%	92%	92%	100%	97%	97%	↓

ID	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
	Personal Development Review	(Source: Data calculated and supplied by HR) 560 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. 66 employees were exempt for the following reasons: • 61 new employees • 5 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. 513 staff are recorded as having had their PDR this year which equates to 92% (same percentage as last quarter). This is however lower than the same period last year. Of the meetings that have taken place, 388 PDR forms have been returned to HR. This has not changed since Q3. An electronic report has been developed and is now available for all staff to enable managers to monitor performance locally.									
4	% of eligible operational staff in qualification	100%	98.8%	99.3%	99.10%	99.18%	99.10	100%	98.33%	98.33%	↓

(Source: Data calculated and supplied by L&D)

This corporate measure for Q4 provides overall analysis of core operational training. Further detailed analysis and discussion will be undertaken at the Workforce Planning Group, which ensures relevant stakeholders from across the Service consider workforce matters and associated impacts. Locally in the Learning and Development department, detailed analysis is undertaken and liaison with individual managers as necessary to address requirements, competence related matters and issues of attendance.

Training and assessment activities in RBFRS are set out against a number of operational core skills requirements for Firefighters and Officers. National Occupational Guidance further informs the core skill areas (Water, Working at Height, Road Traffic Collision (RTC), Hazardous Materials, Casualty Care, Breathing Apparatus (BA), Driving, Incident Command and Core Skills).

Our performance for Q4 is 99.18% a slight increase of 0.08% from last quarter (99.10%) and an increase in performance of 0.85% compared to the same quarter last year (98.33%).

The total number of qualifications monitored for this quarter was 1587. Out of these 16 individuals were deemed not qualified, the reasons for these are shown below.

ID	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		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).									

Notable outcomes:
- Incident Command- 100% (All 182 eligible individuals qualified)

Emergency Response Driving (officers light vehicle) – 100% (1 individual exempt for this quarter due to starting with RBFRS at the end of March. . A course is scheduled for 2 April 2020.
    RTC - 99.8% (1 individual's qualification has expired after returning from long term light duties. Scheduling affected by COVID-19 restrictions and will be accommodated as soon as practicable.
- Working at Height WT – 99% (1 individual's qualification has expired after returning from long term light duties. Scheduling affected by COVID-19 restrictions and will be accommodated as soon as practicable
    Working at Height RDS – 100%

- Breathing Apparatus 99.7% (One expired due to failure of assessment)

Areas for improvement:
- Water Rescue Module 2- 98%. (5 individuals have qualifications which have expired. Course spaces are secured although impacted by COVID-19 restrictions.)

- Water Rescue Module 3 – 100%

- Water Rescue Module 4 – 92%. Loss of 1 helmsman due to retirement, and 1 via station transfer. 2 suitable replacements have been identified, awaiting course dates once COVID-19 working restrictions are lifted. Availability not affected.

Items for further consideration
- Emergency Response Driving- 62% remains slightly above corporate target but will likely continue to fall in the short term due to the postponement of planned courses in order to comply with PHE and NFCC COVID-19 guidelines. Towards the end of Q4 only those courses deemed to be 'essential' to service delivery were taking place and this situation was further impacted by the inability of instructor staff to attend the workplace due to COVID-19 restrictions..

- IEC (Casualty Care) - 87%. A 7% increase on Q3. We have exceeded the target of 75% over a two-year period (Jan 2020), collaborative arrangements between the Thames Valley FRSs help maximise course attendance numbers. This qualification will be included in next year's performance figures.

Towards the end of Q4 L&D staff and delivery was impacted by the COVID-19 working restrictions. Activities were prioritised and instructors commenced BA team leader training for On-Call, (RDS) staff, and focused on training product improvement activities when home

ID	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD

working. The department is now designing online training sessions which are conducted via Zoom Smart Rooms, to support staff on the development programme. It is the intention that this training is expanded to other operational work groups.

This is a new Corporate Measure based on the number of staff within Protection that are fully qualified. 13 staff members are fully qualified (62%). This has increased from last quarter (12 in Q3) due to the new East Hub Protection Manager joining the Service.

As in previous commentary, 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: This figure remains the same as last 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	13

Health and Safety

ID	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
5	All RIDDOR accidents	6	1	0	0	1	2	6	4	7	↑

Data Source: Data calculated and supplied by H&S
Accountable Person: Assistant Chief Fire Officer

ID	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		There was one RIDDOR** reportable accident in this quarter. This was due to an individual being unfit for work for more than 7 days due to an elbow injury sustained during routine duties. The event was investigated and recommendations made to prevent a re-occurrence. Examination of trends and follow up action is taken by the Health and Safety Department in all cases and is reported through the Health Safety and Well-being Committee. **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.									
6	% of spend subject to competition	85%	95.4%	91.4%	95.1%	93.6%	94.7%	85%	92.3%	92.3%	↑
7	% Compliant spend as % of overall spend	100%	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 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.									

ID	Measure	2019/20 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y.T.D. Actual	YTD Target	2018/19 Performance		
									Q4 18/19	YTD 18/19	18/19 Vs 19/20 YTD
		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. **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.										
	Human Resources										
8	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation	0	0	0	1	0	1	0	0	0	↓
		(Source: Manual Input from Information Governance)									
9	Number of Information Commissioner assessments finding that the Service has breached Data Protection Legislation	0	0	0	0	0	0	0	0	1	↑
		None									

Budget Update
Royal Berkshire Fire Authority
Revenue Position Quarter 4 19/20

	Annual Budget £'000	Annual Outturn £'000	Variance £'000
EMPLOYEES			
STATIONS	16,636	16,408	(228)
NON-STATIONS	10,389	10,464	75
TRAINING	618	645	27
OTHER	221	236	15
	27,864	**27,753**	**(111)**
PREMISES			
REPAIRS & MAINTENANCE	713	845	132
RATES	886	875	(11)
CLEANING	250	280	30
UTILITIES	436	439	3
	2,285	**2,439**	**154**
SUPPLIES			
INSURANCE	325	321	(4)
EQUIPMENT	533	615	82
IS EQUIPMENT & LICENCES	574	582	8
CLOTHING/PPE	346	433	87
COMMUNICATIONS	966	944	(22)
OCCUPATIONAL HEALTH	181	179	(2)
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	155	142	(13)
HYDRANT REPAIRS	37	23	(14)
COMMUNITY FIRE SAFETY SUPPLIES	164	158	(6)
SUPPLIES OTHER	174	167	(7)
	3,455	**3,564**	**109**
CONTRACTS			
CONTRIBUTION TO TVFCS & COLLABORATION	857	843	(14)
LEGAL	40	44	4
CONTRACTS OTHER (incl. Professional Services)	682	737	55
	1,579	**1,624**	**45**
TRANSPORT			
VEHICLE RUNNING COSTS	694	677	(17)
TRAVEL	233	241	8
	927	**918**	**(9)**
PENSIONS			
PENSIONS	422	388	(34)
	422	**388**	**(34)**
INCOME			
GRANTS	(2,170)	(2,182)	(12)
RENTAL INCOME	(187)	(181)	6
TVFCS RECHARGE INCOME	(295)	(295)	0
INCOME OTHER	(285)	(399)	(114)

	(2,937)	(3,057)	(120)
NET COST OF SERVICES	33,595	33,629	34
DEBT CHARGES INTEREST	392	392	0
INVESTMENT INTEREST	(130)	(117)	13
NET OPERATING EXPENDITURE	33,857	33,904	47
REVENUE FUNDING OF CAPITAL	500	500	0
CAPITAL CONTRIBUTIONS TO STAFFING COSTS	(38)	(38)	0
APPROPRIATION TO/(FROM) RESERVES	(596)	(138)	458
MINIMUM REVENUE PROVISION	359	359	0
REVERSAL OF ACCRUED HOLIDAY PAY	(1)	(1)	0
NET EXPENDITURE	34,081	34,586	505
GOV GRANTS / PRECEPTS / BUSINESS RATES	(34,081)	(34,173)	(92)
(SURPLUS) / DEFICIT	**0**	**413**	**413**
ANTICIPATED ONE-OFF INCOME FROM BUSINESS RATES POOLING		(200)	(200)
UTILISATION OF BUDGET CONTINGENCY RESERVE		213	213

Revenue Budget Monitoring position Qtr. 4 2019/20

When setting the 2019/20 Revenue Budget, expenditure exceeded income by £458,000, meaning that the Fire Authority is reliant on its reserves to make the budget balance. Some in-year savings means that the draft outturn position is a deficit of £413,000 compared to the budgeted deficit of £458,000. The use of reserves should be further reduced by a one-off inflow of income from business rates pooling which could be around £200,000, although we are still awaiting confirmation of this amount from Bracknell Forest Council. Once pooling income is taken into account the revenue account deficit is anticipated to be £213,000, resulting in £213,000 being taken from the Budget Contingency Reserve to support the revenue expenditure in 2019/20.

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, including 22 new trainees (whose costs appear as non-stations until they are deployed).

Repairs and maintenance has a variance of £130,000. Much of this relates to a bringing premises to a higher level of repair and making stations fit for purpose. Also the Authority is transitioning 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 finalisation of the old contract has resulted in increased costs over budget in this year. The same applies to the cleaning contract.

A number of ongoing pieces of work focusing 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.

Communications - the Home Office charges for IT Firelink Airwaves Radios were £24,000 lower than budgeted.

Unbudgeted costs on contracts included additional actuarial fees in relation to the calculation of firefighter pension scheme deficits and extra cost on the contract for operating the stores and deliveries out of Kidlington and additional communications support.

Pension costs were lower due to no upper-tier ill-health charges being incurred during 2019/20.

Cross border income was budgeted to be breakeven. Cross border income exceeded cross border charges for Buckinghamshire by £105,000.

Government grants and precept income is £92,000 higher than budget. Partly, this relates to an additional £68,000 in 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 other £24,000 was a Levy accounts surplus for 19/20 which is always settled in arrears and cannot be certain until received.

TVFCS and Transition Summary Qtr. 4

Royal Berkshire Fire Authority
Revenue Outturn 2019/20

Thames Valley Fire Control Service (TVFCS)

	Annual Budget £'000	Annual Outturn £'000	Variance £'000
Employees	1,684	1,646	(38)
Corporate recharges to TVFCS from RBFRS	295	295	0
Supplies	39	47	8
Technology	245	241	(4)
Net cost of TVFCS	2,263	2,229	(34)
RBFRS Share of Costs (37.8%)	857	843	(14)

Transition Fund Summary	**£'000**
Total Budget available	2,000
Total Budget allocated	1,729
Total Budget available for allocation	271
Total spend:	
2015/16	411
2016/17	515
2017/18	176
2018/19	259
2019/20	71
	1,432

Financial Position as at March 2020 (Capital)

Active Capital Projects		Total Project Budget £000's	Actual Spend in Prior Years £000's	Actual Spend in 19/20 £000's	Estimated Project Spend to Completion £000's	Total Estimated Project Spend £000's	Commentary
New fire station - Theale		9,220	851	814	7,555	9,220	Following 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. Site clearance has commenced, along with works to remove Japanese Knotweed. Following completion of these two packages of work, ground remediation will commence.
Major redevelopment - Crowthorne (capital and decant costs)		2,056	199	1,484	395	2,078	The re-build of this fire station was originally planned for completion and return to full operational use in July 2020, but was delivered ahead of schedule the first week of May. This was despite the restrictions imposed due to Covid19 which makes the achievement even more notable. The final project account is now being finalised and will be reported by end of Qtr 1 2020/21, however early indications suggest this project was delivered with a budget variance of around 1%.

Fire stations - minor works		1,250	0	0	1,250	1,250	The allocation that was approved at Fire Authority in February 2019 was £650k. Fire Authority in February 2020 approved an increase in funding, taking the budget to £1.25m. Due to funding pressures that are impacting on the programme of rebuilding stations as set out in the SAIF it is necessary to invest in the refurbishment of our buildings. Early engagement with stations has begun to identify focus areas and priorities. Further assessment will also be undertaken using the services of a building surveyor, building services surveyor and a quantity surveyor and all work agreed will be in consultation with the Lead Member for Strategic Assets supported by the Property Development Working Group.

Fleet & equipment - fire appliances		4,860	1,778	913	2,169	4,860	A collaborative exercise with Thames Valley partners delivered 7 new appliances by the end of 2018/19. A further 4 vehicles were then delivered (2 in July and 2 in December 2019). It was then planned for a further 4 vehicles to be delivered in September 2020, however, due to the impacts of Covid-19, delivery timelines suggest a delay to January 2021. Once these vehicles are in service, it will mean that all whole-time pumps will have been renewed. At Fire Authority in February 2020, approval was given to purchase another four main pumping appliances. Orders have been placed with an anticipated delivery of around Summer 2021, however the impacts of COVID-19 may affect this timescale. Budget allocation shown covers the expected requirements for the period April 2019 - March 2024.
Fleet & Equipment	Aerial Ladder Platform	740	0	579	158	737	Project is progressing well with the vehicle currently under construction and due to be delivered in Qtr 2 2020/21.
	4x4 Fire Appliance at Maidenhead	175	0	0	175	175	At Fire Authority in February 2020 approval was given to replace the 4x4 fire appliance at Maidenhead and renew the Water Rescue vehicle. The fleet and equipment teams are working with users to generate requirements and specifications with a view to commence procurement processes once complete. Approval was also given to purchase up to eight double cab pickup 4x4s to primarily support our on-call stations and provide additional resilience in spate weather conditions. Also, there was approval to procure up to six used Volvo fire appliances, subject to testing and inspection, to further support Service Delivery activities such as Young Fire
	Water Rescue Vehicle	110	0	0	110	110	
	8x 4x4 Utility Crew-cab Vehicles	160	0	0	160	160	
	6x Used Volvo Pumping Appliances	120	0	0	120	120	

						Fighters, fleet standardisation and our wider reserve fleet.
ICT - IBIS redevelopment		131	95	32	4	131	Project has been extended into 2020/21, additional resources have been secured to support the safe & well tablet project. All project milestones to end of Q4 were delivered on time.
ICT - helpdesk system		45	29	0	10	39	System upgrade and introduction of starters, movers & leavers workflows was scheduled for March 2020 but has postponed due to ongoing pandemic.
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 1 2020/21.
ICT - Learning Management System		45	0	0	45	45	Tender evaluation and contract award was completed in quarter 3 2019/20. Contract commenced in February 2020. Initial team training and design and development commenced and underway. Work to be completed prior to a planned go live date in early Q2 2020-21. There will be an ongoing requirement to develop and refresh content on the platform.

ICT - asset replacement / licences		1,070	0	210	860	1,070	The budget allocation shown was approved at Fire Authority in February 2019 and is based on the 5 year period. Phase 1 was completed in July 2019 costing £120k. Phase 2, replacing all station, TVFCS admin, training and secondary site desktops was completed in Qtr2 2019/20, costing £90k. Phase 3 cost was increased to £97k as ICT have decided to order some extra number of machines to accommodate new starters and temporary device allocation to members of staff to work remotely due to COVID. We have received delivery of 130 Laptops and docking stations this week and expecting to start a rollout starting week commencing 22 June 2020. We have now awarded a 3 year contract to Softcat to procure and software and cloud related licencing. We are currently working with Microsoft and with our partner on our O/M265 plan to best suite our organisation.
TOTALS		**20,047**	**2,969**	**4,032**	**13,059**	**20,060**	

Transitions Bids Spend Summary

Cost Centre	Description	Owner	Date bid approved	Budget	Cumulative Spend to end of Q4 19/20 (£k)	Start Date	Forecast End Date	Update
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.	Becci Jefferies	05/07/16	21,100	14,404	01/06/2018	30/09/2020	To assist in a full review of the NVQ methodology of determining competency. 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. **Delivered to date** - External quality assurance of Group and Area Manager pathway - GM + AM pathways implemented - Design and approval of Watch Manager, Crew Manager and Firefighter - Development and Assessment Pathways - Design and SLT approval of Control (TVFCS) FF - GM pathways - Consultation undertaken on FF, CM & WM, and FF (Control) pathways - External quality assurance of FF, CM and WM, and FF (Control) pathways - Policies reviewed to meet awarding body requirements and align to new arrangements - Where new pathways implemented, staff have been transitioned from NVQs to DAPs where appropriate

								To be undertaken: • Consultation, endorsement and implementation for Control (TVFCS) pathways • Consultation on revised policies • Specific Development and Assessment Pathways for fire safety roles to be designed • Prioritisation of professional development and assessment pathways • Progress to be monitored via Programme Board
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	02/08/16	92,200	80,964	03/04/ 2017	31/08/ 2020	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. **Delivered to date:** • Undertaking activities related to invoicing, accounts payable and receivable, cash management and credit control for the Fire Authority • Post to be required until the successful delivery of the P to P process • Chart of Accounts restructure in progress which will allow the P to P project to move forward. **To be delivered:** • Support implementation of efficient P to P processes during 2020/21

K24-602	**Temporary procurement officer** Funding for an additional procurement support. This resource will assist in the change of how procurement will be delivered going forward as well as assist in the delivery of the Procurement service plan ensuring compliance.	Conor Byrne	02/08/16	90,000	51,451	14/08/ 2017	31/03/ 2021	This funding is required while procurement processes are being streamlined. **Delivered to date:** • 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, and medical supplies as part of allocation of work within the team. • Supported the achievement of 90% of spend now in formal contracts. **To be delivered** • Procurement elements of the P to P project to be delivered.
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	16/09/16	69,516	0	31/12/ 2018	31/07/ 2021	Introduction of an e-learning platform required to facilitate achieving the organisational development objectives **Delivered to date:** • 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 • Digital Learning Specialist commenced at RBFRS 13 January 2020 • Procurement finalised and contract awarded

								• Training on the system rolled out to those responsible for implementing and maintaining system and creating content • Design of RBFRS LMS platform commenced • Design of course content and e-learning packages commenced • Sourced and re-purposed e-learning products from other FRSs **To be delivered:** • Finalise system design • Continue development of content for system • Pre-test by HR and L&D department personnel (consider and address feedback) • User Acceptance Testing (consider and address feedback) • Final live release planning • Communications • Go live – expected early Q2
K31-601	**L&D resource** 2 general Instructors (grey or green book) for 1 year	Becci Jefferies	22/01/19	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 • Individual commenced role on 6 Jan 2020 • Delivery of learning and development activities to support priority areas **To be delivered:**

								• Design training products (operational e-learning) for delivery through new Learning Management System
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	05/03/19	64,912	12,051	02/05/ 2019	01/05/ 2021	**Delivered to date:** • 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 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 **To be delivered:** • Job profile to be reviewed before publication of job advert - delayed due to Covid response. • Recruitment of vacancy
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	22/01/19	70,600	0			**Delivered to date:** • This position was filled on 23rd March 2020 during Covid-19 lockdown, On boarding and induction were carried out remotely. The recruit has since completed his induction process and has been adding value to support operations. Initial feedback from existing team members has been highly positive.
	Total ongoing (open) projects			475,728	178,436			
	Closing total for completed projects prior to Q4			1,253,730	1,253,730			
	Grand Total			**1,729,458**	**1,432,166**			
	Total budget allocated			1,729,458				
	Total budget available for allocation			270,542				

Procurement – contracts awarded in Q4

(Data accurate as of 02 June 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	Dept	Contract Detail	CURRENT STATUS	PROCESS	Comments	Collaboration	Est. Contract Value
563	HR & L&D	Staff Helpline - Workplace Concern Currently Say So	Awarded to Sayso Ltd	Waiver	Waiver signed as confidential service and Sayso have built relationship with staff.	No	£ 10,000.00
615	Corporate Services	Videography and Film Creation Services	Awarded to 3 suppliers on a tiered basis: **1st** Howling Bear, **2nd** Media 2u Limited, **3rd** Postcard Productions.	Quotes	N/A	No	£ 40,000.00
624	HR & L&D	Legal Investigation Training	Awarded to Bond Solon	Quotes	N/A	No	£ 30,000.00
742	Facilities/Fleet	Provision of Warehouse Fulfilment Services and	Awarded to Thames Valley Police	Waiver	N/A	Yes	£ 23,000.00

Project	Dept	Contract Detail	CURRENT STATUS	PROCESS	Comments	Collaboration	Est. Contract Value
		Distribution Services TVP agreement					
743	Facilities/Fleet	Maintenance of Appliance Bay Doors	Awarded to Assa Abloy	Waiver	Currently we have Appliance Bay Doors under warranty with Assa Abloy and these doors are Bespoke. This is on the workplan for tender to start in Sept 2020 so when new contract is placed all doors will be out of warranty.	No	£ 31,000.00
746	HR & L&D	Specialist Vehicle Training and Qualifications	Awarded to T H White	Waiver	Specialist HGV rescue vehicle with crane. Crane can only be maintained by the supplier as Bespoke.	No	£ 24,000.00
756	Finance	Internal Audit	Awarded to RSM Assurance	Extension	N/A	No	Original Contract award £120,000 increased to £180,000
759	Finance	Treasury consultancy	Awarded to Link Treasury Services Ltd	Extension	N/A	No	£ 23,000.00

Project	Dept	Contract Detail	CURRENT STATUS	PROCESS	Comments	Collaboration	Est. Contract Value
761	HR & L&D	Occupational Health, Physiotherapy & Employee Assistance Scheme	Awarded to Duradiamond Ltd	Extension	N/A	No	Original Contract award £500,000 increased to £669,000
762	BIS	Chemdata Hazard information	Awarded to ChemData Ltd	Waiver	Service unique to supplier and government approved.	No	£ 12,130.00
776	HR & L&D	Equality, Diversity and Inclusion Training	Awarded to the The Inclusion Initiative	ITT	N/A	No	£ 50,000.00
779	Facilities/Fleet	Trainers - New Balance	Awarded to New Balance	Waiver	New Balance Trainers have been tested and approved which we buy directly. Looking at options of testing trainers in the future to include in the Uniform Contract.	No	£ 18,000
781	BIS	Mobile connectivity and Avaya VOIP Support and Maintenance	Vodafone	Waiver	Unicorn contract under review, waiver put in place due to COVID-19.	No	£ 19,140.00
782	Property / FM	Courier Services	Awarded to Rapid Despatch Ltd	Extension	N/A	No	No change to contract value just extended

Project	Dept	Contract Detail	CURRENT STATUS	PROCESS	Comments	Collaboration	Est. Contract Value
786	Facilities/Fleet	Planned and Reactive Electrical Works	Awarded to Corrigenda Ltd	Tender	N/A	No	£ 165,000.00
790	Facilities/Fleet	Fire Alarm Testing	Awarded to TH White	Quotes	N/A	No	£ 7,400.00
793	Facilities/Fleet	Caverhsam Boiler Spec	Awarded to Artic Building Services Ltd	Quotes	N/A	No	£15,000
797	Finance	IAS19 report based on a full valuation	Awarded to Barnett Waddingham LLP	Quotes	N/A	No	£ 6,000.00
799	Property & FM	Secure Storage Space	Awarded to Lok and Store	Extension	N/A	No	No change to contract value just extended
801	HR & L&D	Awarding Body for Level 3 BTEC NVQ's	Awarded to Pearson Education	Waiver	Training material and awarding body assessments provided is unique to Pearson Education.	No	£ 15,000.00
803	Professional Services	Confidential Minute Taking Service	Awarded to Ubiqus	Waiver	Ubiqus Ltd offer a very specialist service and no other alternative provider has been identified.	No	£ 20,000
805	HR & L&D	Managing Mental Health	Awarded to The Inclusion Initiative Ltd	Extension	N/A	No	

Project	Dept	Contract Detail	CURRENT STATUS	PROCESS	Comments	Collaboration	Est. Contract Value
							No change to contract value just extended
806	HR & L&D	Maximising Engagement and Coaching as a Management Tool	Awarded to South East Training Network Ltd	Extension	N/A	No	No change to contract value just extended
809	BIS	100 Laptops - Lenovo	Awarded to Specialist Computer Centre Ltd	Mini-Comp	N/A	No	£ 115,567.00
810	HR & L&D	Reed Specialist Recrutiment Ltd - Lot 2 Specialist Fire Consultants	Awarded to Reed Specialist Recruitment	Extension	N/A	No	No change to contract value just extended
811	BIS	x25 mobile phoones	Awarded to CDW Ltd	Quotes	N/A	No	£ 4,238.64
812	Finance	Procurement training	Awarded to Cordie	Quotes	N/A	No	£ 500.00
813	HR & L&D	Fitness Equipment Maintenance	Awarded to Fit-Tek	Quotes	N/A	No	£ 8,340.00
815	Facilities/Fleet	Fire Safety	Awarded to ADT	Waiver	ADT is a closed protocol fire alarm system and can only be maintained by ADT.	No	£ 47,000.00

Project	Dept	Contract Detail	CURRENT STATUS	PROCESS	Comments	Collaboration	Est. Contract Value
817	HR & L&D	Job Evaluation Training	Awarded to Korn Ferry Hay Group	Waiver	Korn Ferry offer a very specialist service and not other provider has been identified.	No	£ 36,000.00
818	Facilities/Fleet	Furniture	Awarded to Berkshire Upholstery Services Limited	Quotes	N/A	No	£ 10,000.00
819	HR & L&D	Equipment for Strength Training and Occupational Health	Awarded to Pulse Fitness Ltd	Extension	N/A	No	No change to contract value just extended
TBC	BIS	X100 Monitors	Awarded to CDW Ltd	Quotes	N/A	No	£ 11,219.00
820	Facilities/Fleet	Replacement Boiler at Training Centre	Awarded to Close Brothers Rail Ltd	Waiver	Urgent requirement to replace boilers which was unforseen.	No	£ 17,000.00
821	BIS	Microphones for Firefighter	Awarded to Radiocoms Systems Ltd	Waiver	Unforeseen circumstances COVID-19 requirement.	No	£ 12,000.00
822	Facilities/Fleet	Black T-Shirts	Award to Waterfront	Quote	N/A	No	£ 7,000.00
823	Facilities/Fleet	Medical Supplies	Awarded to Reliance Medical	Waiver	Unforeseen circumstances COVID-19 requirement.	No	No change to contract value just extended
824	Facilities/Fleet	Misc Equipment	Awarded to Arco Ltd	Waiver	Unforeseen circumstances	No	£ 50,000.00

Project	Dept	Contract Detail	CURRENT STATUS	PROCESS	Comments	Collaboration	Est. Contract Value
					COVID-19 requirement.		
825	Facilities/Fleet	Breathing Apparatus consumables	Awarded to Draeger Ltd	Waiver	Unforeseen circumstances COVID-19 requirement.	No	£ 50,000.00
826	Facilities/Fleet	Personal Protective Equipment - Medical Supplies	Awarded to Hunter Apparel Solutions Ltd	Waiver	Unforeseen circumstances COVID-19 requirement.	No	£ 50,000.00
828	Facilities/Fleet	Vehicle Telematics Supply and Installation	Awarded to Stansfield Auto Electrial Services	Waiver	Provision and supply of vehicle telematics is unique to a single supplier.	No	£ 50,000.00
768	Facilities/Fleet	Furniture	Awarded to The Senator Group	ITT	N/A	No	£ 250,000.00
788	Facilities/Fleet	HVAC	Awarded to Corrigenda Ltd	ITT	N/A	No	£ 185,000
829	HR & L&D	Smart Rooms	Awarded to Smart Assessor Ltd	Extension	N/A	No	£ 3,000.00

Human Resources Performance

	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2019/20 YTD	Q4 18/19	Authorised establishment (No of authorised posts including Fixed Term and Project Posts)
STAFF IN POST	Wholetime	363	357	355	372	372	366	384
	Retained	90	89	90	87	87	85	91
	Control	40	39	39	41	41	40	40
	Green Book	152	149	154	160	160	153	184
	Total Number of Staff in Post	**645**	**634**	**638**	**660**	**660**	**644**	**699**
							Q4 18/19	
STAFF TURNOVER	Wholetime	6	8	2	9	25	7	
	Retained	3	5	1	4	13	1	
	Control	1	0	0	2	3	0	
	Green Book	7	12	1	11	31	11	
	Total Number of Leavers (Heads)	17	25	4	26	72	19	
	Staff in Post (SIP)	645	634	638	660	644	644	
	Percentage of Leavers vs. SIP	**2.64%**	**3.94%**	**0.62%**	**3.94%**	**11.2%**	**2.95%**	
							Target	**YTD Q4 18/19**
FEMALE STAFF	Wholetime	4.4%	4.2%	4.2%	4.6%	4.6%	4%	4.3%
	Retained	8.8%	12.4%	13.3%	13.8%	13.8%		8.23%
	Control	72.5%	71.8%	71.8%	70.7%	70.7%		72.5%
	Green Book	56.6%	57.0%	57.8%	56.3%	56.3%		56.86%
	Total	**21.5%**	**21.9%**	**22.6%**	**22.4%**	**22.4%**		21.58%
							Target	**YTD Q4 18/19**
ETHNICITY FIGU	Wholetime	4.9%	4.8%	4.8%	5.1%	5.1%	5%	5.19%
	Retained	3.3%	4.5%	4.4%	4.6%	4.6%		3.52%

93

Control	2.5%	2.6%	2.6%	2.4%	2.4%		2.5%
Green Book	15.7%	14.8%	14.3%	13.8%	13.8%		16.33%
Total	**7.1%**	**6.9%**	**6.9%**	**6.9%**	**6.9%**		**7.45%**

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

Staff Turnover at the end of this quarter is 3.94% out-turn at year-end is 11.2%. There were 26 leavers and 32 new starters this quarter.

Following examination of the reasons for leaving 10 staff retired, seven resigned (4 personal betterment, 2 job dissatisfaction and one didn't say therefore no trends identified), three fixed term contracts ended, two individuals transferred to different contracts (one joined wholetime and one joined Control contract) and the remaining four left due to dismissal, ill health or medical capability. Of the 26 leavers this quarter 21 exit surveys (81%) were issued to staff that have left the service, seven surveys were completed and returned (33%). No significant issues were identified within these surveys. . A review of leaver data recently took place and work will commence on the actions recommended during Q1 and Q2 of 2020/21.

Ethnicity figures have increased this quarter from 6.9% in Q3 to 6.97% in Q4 (0.07%). This increase is due to staff in post figures increasing, three BAME individuals joining and one leaving the service this quarter. Compared to this quarter last year we are 0.48% lower. Overall performance stands at 6.97%, exceeding the current target of 5%.

The number of female firefighters employed in the Service has increased to 29 this quarter due to two On-Call female firefighters starting in   Wholetime roles also. This has increased the percentage of female firefighters from last quarter by 0.25% from 6.07% to 6.32%

The number of staff employed by RBFRS with a disability has increased from 36 to 37 staff this quarter. The percentage of disabled staff has however reduced this quarter to 5.6% (5.7% in Q3). This is due to staff in post figures increasing, one employee with a disability leaving the service and two new starters with a disability joining the service.

Age Profile

Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2019/20 YTD	2018/19 Performance	
						Q4 18/19	YTD 18/19
25 and Under	45	38	36	42	42	39	39
26-35	163	162	164	179	179	168	168
36-45	211	209	209	208	208	210	210
46-55	192	191	194	193	193	192	192
56-65	33	33	34	37	37	34	34
66 and Over	1	1	1	1	1	1	1
Total	**645**	**634**	**638**	**660**	**660**	**644**	**644**

(Row label: AGE PROFILE)

Days Lost to Sickness

Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2019/20 YTD	2018/19 Performance	
						Q4 19/20	YTD 2019/20
Short	516	552	612	573	2253	597	1992
Long	563	628	957	618	2766	730	2509
Total	**1079**	**1180**	**1569**	**1191**	**5019**	**1327**	**4501**
(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).							

(Row label: DAYS LOST TO SICKNESS)

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 Q4	Number commenced in Year to Date 19/20	Number commenced Year to Date 18/19
Misconducts (including gross misconducts)	3	Q1 - 2 Q2 - 4 Q3 – 5 Q4 - 3 **YTD = 14**	Q1- 5 Q2 - 10 Q3 – 2 Q4 – 5 **YTD = 22**
Grievances	1	Q1 - 3 Q2 – 0 Q3 – 8 Q4 - 1 **YTD = 12**	Q1 – 5 Q2 – 4 Q3 – 5 Q4 – 4 **YTD = 18**
Complaints (External)	4	Q1 – 3 Q2 – 6 Q3 – 8 Q4 – 4 **YTD = 21**	Q1 – 7 Q2 – 11 Q3 - 14 Q4 - 5 **YTD = 37**
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.	• Recruitment project work is has now been paused due to change in project manager. • Review of any further work required will be undertaken in Q1 20/21	• Review and reset of project objectives with new project manager	A	• New project manager not due start until Q1 20/21
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.	• The L&D review of the last three RDS initial training models to determine the areas of best practice and to identify areas for improvement, has been undertaken and is under consideration.	• L&D implementation of additional training activity to On-call staff to further upskill this section of the workforce • Conclusion of consultation and implementation of new BA delivery model.	G	• No Issues at this time

	• Outcomes of the 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 was completed and approved by SLT, this has been subject to consultation prior to implementation	• Review of reporting and modelling arrangements for green book staff to be completed by Q2 • Review of pension implications of Sargeant tribunal case to be undertaken regarding individual impacts by end of Q2 provisionally		
M. Implementing recommendations from the review of assessment of operational competence	• 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 • 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.	• 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. • 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	A	• A delay of approximately 2 months to complete the project. Expected completion date end of February 2020. This is due to Officer capacity (additional operational and Fire investigation work) and Business partner capacity (Firewatch testing)

	• New WBSM and FDO Training schedules agreed by Workforce Planning group. Schedule implemented for standardised training across L2 groups and FDO cadre.	across 1st line operational managers to increase awareness and effectiveness of OTP on station.		
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.	• Agreement to extend to up to eight placements from CFO. Eight roles identified and submitted, with seven matches. • Varying approaches to managing Interns remotely due to COVID 19 Pandemic in development. Still planning to welcome seven interns during Q2 2020/21, with at least one within Service Delivery (Protection Project Assistant) for the first time.	• On boarding expected to be delayed in some cases to July (from June) to align with current Government lockdown relaxation plan.	G	• Flexibility required to adapt to COVID-19 pandemic restrictions but on track to meet objectives
C. Deliver the 2019/20 requirements of the RBFRS Equality, Diversity and Inclusivity (EDI) Objectives and Action Plan	• EDI Co-ordinator working with R&D to plan a programme of events for Positive Action. • Work undertaken to assess guidance needed for home working due to COVID-19. • EDI face-to-face training contract awarded and sessions designed. Pilots postponed due to COVID-19. • Guidance on schools/careers and other events drafted, shared with other	• Liaise with procurement to coordinate the inclusion of EDI language statement in terms and conditions. • Complete and implement COVID-related guidance regarding home working arrangements and accessibility. • Further guidance required to support current situation: Domestic abuse guidance, bereavement support,	G	• No Issues at this time

	stakeholders for consideration i.e. Safety Education team. • Transgender policy drafted. • Inclusive language and EDI statement produced; to be shared with relevant groups. • Report for on-call recruitment statistics (2019) in progress.	religious observance advice and research on risk for BAME individuals to be completed. • Plan for remote delivery of Positive Action to be commenced. • Review of possible EDI memberships to be commenced. • Transgender policy to be completed and next steps arranged. • Disability Policy review. • Schools/careers guidance project to be advanced. • On-call recruitment report to be completed and shared with relevant groups.	*(green)*	
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		• Review requirements in Q1	*(grey)*	
C. Review and develop talent management systems to support succession planning	• Position statement 'Developing Potential: Meeting Workforce and Succession planning requirements' written detailing current tools and processes in place. Approved by SLT • Project plan for work package written and approved by SLT • Review and research work concluded	• Project plan timescales revised and agreed by DSS • Identification of process gaps and additional process and tools required • Stakeholder engagement • Proposals created • Review new and emerging research ongoing throughout.	G	• No Issues at this time

| E. Develop career pathways across all staff groups across the organisation. | • Learning Management System contract commenced from 01.02.2020
• Digital Learning Specialist commenced in role on 13.01.2020
• Those working on LMS trained in use of system and content creation packages.
• LMS system build and design commenced.
• LMS content / e-learning packages creation commenced
• Fire Fighter, Crew Manager, Watch Manager and Firefighter Control pathways approved by SLT. Consultation concluded.
• Application for external assurance for the Fire Fighter, Crew Manager, Watch Manager and Fire Fighter Control pathways completed and endorsement obtained.
• Detailed content design and adaption of pathways for Control (TVFCS) staff in relation to operational / technical elements completed and approved by SLT | • LMS design and initial content creation completed. LMS and content pre-test with HR and L&D staff. Followed by User Acceptance Testing.
• LMS final review and amendments. Communications and release / go live of system and content in early Q2.
• Implementation of Fire Fighter, Crew Manager, Watch Manager and Firefighter Control pathways for new starters and newly promoted staff, transition of those on NVQs to DAPs where appropriate
• Control (TVFCS) supervisory and middle managers' pathways consultation and application for endorsement to be completed. Implementation to follow.
• Development pathways for Green Book staff to be reviewed and designed commencing from April 2020 starting with Fire Safety pathways. | G | • No Issues at this time |

F-L. Increase opportunities to gain new skills by broadening existing schemes and training options we have in place	• Scope and design transition from course delivery to qualification delivery – research undertaken.	• Scope and design transition from course delivery to qualification delivery - to be further considered and if appropriate completed. • Continued review, design and addition of course as required	G	• 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	• Full roll out of BCF awareness training across the Service and embedded within PDR process. • The development of the BCF based Line manager recruitment / job design workshops has been completed.	• Initial recruitment / job design workshops to be held delayed due to COVID-19 work. Now planned for Q1/Q2 20/21	G	• No Issues at this time
E. Review the Communications and Engagement Strategy to support effective internal communications	• Start of activity impacted due to priority work on COVID-19	• Planned for activity to start during Q2 20/21		

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.	• Work underway on the data and implementing processes for automation related to updating addresses in IBIS to reduce level of risk • Small updates for the prevention process maps	• Conclude process for updating addresses in IBIS and recommendations to be proposed • Review of project work to be completed to determine future roadmap	A	• Project progress impacted due to resource focused on COVID-19 work

	• Work on the project has been impacted by focus onCOVID-19 • Support provided in layout of the Stores process maps		🟧	
D. Initiate development of additional core skills courses on continuous improvement and business process improvement	• Not started yet	• Review requirements in Q1 20/21	⬜	

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	• Treadmills, cross trainers and rowers were delivered in March 2020 to replace some of the older items on the fitness equipment inventory. • 15 applications were received for the Cycle to Work scheme. • Health promotion activities this quarter included Winter Wellness, World Hearing Day, No Smoking Day and World Sleep Day. • The Benenden account manager made some watch visits to promote the full range of benefits of the scheme to employees. • Two Senior PES to support on-call staff recruited. • Development of resources to support staff during coronavirus pandemic	• Delivery of strength testing equipment to on-call stations is anticipated. • Work to continue on updated Health, Safety and Wellbeing Strategy. • Completion of assessment against Blue Light Wellbeing Framework. • Development of resources around alcohol and financial wellbeing. • Continued work to support wellbeing during coronavirus pandemic and return to 'normality'.	G	• No Issues at this time

	including guidance on Working From Home, Managing Remotely, Domestic Abuse, Bereavement siren pages			
E. Deliver the requirements of the 2019/20 Mental Health Action Plan.	• Time to Talk Day activities took place across the Service with watches taking time out to talk about mental health. • Updated manager's mental health resources published on Siren. • The Mental Health policy was revised to incorporate the Management of Work Related Stress policy resulting in one comprehensive policy. The stress pages of Siren have been updated. • Seven trauma support sessions were delivered during the quarter.	• Continued work to support mental health during coronavirus pandemic • Awareness activities around Mental Health Awareness week. • Completion of assessment against Farmer / Stevenson core and enhanced mental health standards.	G	• No Issues at this time
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.	• 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 incorporate further prevention and protection information to ensure we have an even better understanding of all foreseeable fire and rescue related risks.	• Ordnance Survey average road speed modelling software purchased. • The software will provide greater flexibility and accuracy when undertaking road speed modelling tasks. • IRMP Strategy Consultation presented to Fire Authority for consultation which commenced on 2 March.	• IRMP Strategy consultation to conclude with results presented to Fire Authority in June.	G	• No issues.
We will ensure that any changes to our Risk Methodology are independently validated.	• Existing Risk Methodology has been independently validated.	• Work will commence to identify an academic partner to work with to peer review and validate our work.	G	• No issues.
We will work in collaboration with our Thames Valley fire partners to complete work on a theoretical Thames Valley response model.	• Project close down report accepted by TV Exec Board. Maintenance of model absorbed to BAU	• The theoretical response model maintained and will continued to be maintained as business as usual.	G	• No issues.

We will participate in the National Fire Chiefs Council's (NFCC) Community Risk Management Group.	• Ongoing participation in the NFCC Community Risk programme. • Director of Support Services is the Project Executive for NFCC IRMP Guidance Project.	• Participation in NFCC 'Definition of Risk' project consultation. • Ongoing participation in programme work streams at both a practitioner and strategic level.	G	• No issues.
Project 2: Prevention				
We will review our Young Firefighter programme to ensure alignment to the National Cadet Programme.	• 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. • Costings for cadet trousers. • Four cadet appliances equipped.	• Project plan to be finalised. • Establish costings for 'wrapping' four Cadet appliances (on hold waiting update on appliances). • Training for Safety Education Team for BTEC qualification for Fire Cadets. • Plan for the reintroduction of face to face contact when restrictions are lifted.	A	• NFCC BTEC training has been suspended due to COVID-19 restrictions. • No face to face contact with cadets due to COVID-19 restrictions.
We will extend the reach of our Adults at Risk Programme.	• 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.	• Full review of the project to be completed to align to the Prevention (Safe and Well) Project. • Internal Comms plan to be created. • Devise new delivery methods during COVID-19 restrictions.	A	• Currently unable to deliver training. • Interest levels from other agencies could reduce. • Requirement to look at virtual delivery method for medium term future.

	• 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. • Data recording aligned with new Safe & Well referral form. • ARP working group disbanded, now links to Safe & Well Forum.			
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.	Safe Drive, Stay Alive • Safe Drive Stay Alive (SDSA) 2019 has been successfully delivered in November 2019. • Safety Education Manager has attended the first NFCC SDSA evaluation meeting.	• Continue to attend NFCC SDSA evaluation meetings. This project has been planned over a five year period. • Planning for 2020 delivery. Event to be held 5/6/9 November.	A	• Partners are monitoring the feasibility of 2020 delivery due to COVID-19 restrictions.
	Biker Down • Three Biker Down sessions have been successfully delivered from RBFRS premises. • Year one delivery complete – five successful sessions delivered. Final session was suspended due to COVID-19.	• Evaluate programme year one and move to BAU. • 20/21 Sessions suspended due to COVID-19 restrictions. Liaise with partners to look at alternative delivery methods.	A	• COVID-19 impact.
	Water Safety initiatives • Road and Water presentation have been rolled out by crews.	• Evaluation process for service users to be written. • Devise Year 7 delivery method during COVID-19 restrictions and future delivery.	A	• COVID-19 impact. • Non-COVID challenges

				• around delivery methods.
We will issue updated Local Safety Plans for all of our Hubs.	• SLT agreed plans pre-COVID-19. • Work underway to develop detail within station plans. • SLT LSP/Station plan day scheduled.	• Align LSP's to Annual Plan in relation to COVID-19. • Publish LSP's with Annual Plan. • Further develop / refine station plans in light of COVID-19 restrictions.	A	• Significant COVID-19 impact in terms of our ability to deliver prevention activities identified in the LSP's.
Project 3: Protection				
We will review and publish a new Risk Based Inspection Programme methodology.	• Associated work formed part of the IRMP strategy consultation.	• Consultation outcomes will be presented to the Fire Authority in Q1. • Pending approval, leads and stakeholders will subsequently meet to discuss inspection methodology and plans to implement.	G	• No issues.
We will publish a new suite of protection policies.	• A number of draft technical guidance notes have been produced and some stakeholder consultation has taken place.	• Focus on new ways of working across newly formed teams, clarity on roles and responsibilities and work towards sign-off for draft documents.	A	• Some uncertainty across teams and departments following structural changes and the formation of the new enforcement hub. • Changes to personnel in key roles, new GM P&P policy,

				outgoing AM P&P.
We will support two staff members to complete their Masters in Fire Engineering.	• Year two now underway.	• Expected to complete June 2020.	G	• No issues.
Dependent of the publication of any recommendations relating to the Grenfell Tower fire, we will conduct a gap analysis on those recommendations.	• 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 coordinate this programme. • Currently conducting a gap analysis to assess organisational position relative to report recommendations and prioritising action to address identified gaps. • Initial high-level Presentation to FA. • Identified key work streams and programme structure / governance. • Present finding back to SLT/Key Stakeholders.	• PID to be completed and approved. • Detailed work stream objectives to be finalised and prioritised within project plans • Programme Risk Register to be established *(incorporating some existing corporate risks where appropriate).* • Resources to be identified and secured for the 2 work streams and central programme function in line with prioritised objectives and available funding. Link to be fully established with national stakeholders to ensure programme adapts to changing environment and benefits from sector developments and support.	A	• Gap analysis conducted with Built Environment Programme established. • Still some areas of concern in relation to HRRB's, which will see enhanced resourcing over coming months.
We will work in collaboration with our Thames Valley fire partners to align protection policies, processes and resources	• Working to agree next steps for the project.		R	• No dedicated project lead – process being developed to allocate resource. • TV business case being developed;

to improve efficiency and effectiveness.			█	however, COVID-19 has impacted on progress.
Project 4: Response Resource Deployment				
We will complete the implementation of our 2017 IRMP decisions.	<u>Retained Support Unit</u> • Agreement received for the project to be closed down. • Project review report completed and reviewed	• Project completed	C	
	<u>Theale</u> • Commencement of site enabling works – development of temporary site entrance, provision of contractor welfare & cabins, and erection of temporary site hoardings / fence. • Commencement of removal of Japanese Knotweed. • Project team continuing engagement with station working group to finalise outstanding aspects, such as training requirements. • Approval and sign off of final internal layout plans – fixtures and fittings. • Monthly project meetings have continued via virtual meeting spaces. • <u>Theale stakeholder group.</u> Now established and meeting monthly to manage wider impacts of Theale build	• Q1 of 2020/2021 will see the commencement of site clearance and ground remediation works. • On completion of site clearance, permanent site hoardings will be erected. • Commencement of the sub-structure works. • Monthly site visits by the Cap Projects team will proceed.	G	• COVID-19 has impacted on ability to support multiple sub-contractors on site at one time. This has led to slight delays in the overall programme. It is hoped this can be mitigated as the programme progresses.

	outside the actual build project, such as impact of the new station on staff at Dee Road and Pangbourne, carrying out a gap analysis to identify provision requirements elsewhere around the estate when Dee Road is closed; the wider Comms requirements.		 	
	Aerial Ladder Platform (ALP) Replacement Project • The updated project plan has now been received from Angloco. • The ALP has been delayed further, with the anticipated delivery date being the 29th July. • Regular contact has been maintained with the manufacturer to discuss progress. • All RBFRS operational equipment has been delivered to Angloco. • We have received updated photos from Angloco, and good progress has been made on the bodywork and locker configuration. • Comms. plan was updated, with an article in October's edition of 'The Shout'.	• We plan to visit Angloco in June, to sign off all equipment configuration issues. • We have started to discuss when the training of our instructors and mechanics can commence. • We will be working with the internal Comms. team to plan a date when our install can commence. • Keeping in regular contact with Angloco to ensure that there is no further slippage, prior to delivery. • Project team to visit Angloco to agree inventory, equipment configuration and review progress with manufacturer. • Procurement of all equipment to complete stowage.	A	• Delivery is now overdue. Communication with manufacturer has been maintained in this regard and managerial action has been taken. • Vehicle expected on 29 July.

	• The locker configuration was signed-off with Angloco and has now been ordered. • Thermal Image Camera ordered. • We have been in constant communication with the personnel at Whitley Wood Fire Station, to keep them updated on the delay.	• Agree training dates for mechanics, instructors and operatives. • Delivery is now delayed until the end of June. The body work has been subcontracted to another supplier and some work is required to confirm the Angloco standards will be met. • Two instructors from Whitley Wood Fire Station will be attending Angloco for the final sign off and testing in July.		
	<u>Remotely Managed Stations and Flexi Duty Officer Project</u> • Initial project evaluation work scoped out.	• Project evaluation work to continue.	G	• No issues, although priority actions around COVID-19 has delayed progression.
We will complete an analysis of housing and infrastructure development to determine that these do not significantly impact our risk-based model.	• 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	• Continue to analyse for impacts on our risk based model • Work now part of business as usual	C	• No issues
Project 5: Response Safe Systems of Work Development				
We will work in collaboration with our Thames Valley fire partners to align our systems of work and training to National Operational Guidance	• 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	• 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.	A	• Key role to drive this activity has been vacant since Q3. Although WM Ops Policy now in post, the GM P&P Policy role is

and National Operational Learning.	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.	• 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 – focus on internal gap analysis and plan action to resolve issues and plan full implementation to support NOG alignment across the TV. • Deliver recruitment process for Key GM Ops guidance role		required to ensure thorough and detailed planning for full NOG implementation.
We will review our four-wheel drive capability.	• Decision taken at Fire Authority in February 2020 to approve the purchase of up to 8 4x4 double cab pick-up vehicles. Primarily these vehicles will be used to support on-call stations and provide additional capability and resilience in spate weather conditions.	• Develop vehicle specifications and final costings.	G	• No issues.
We will continue to procure standardised pumping appliances and work towards the	Standardised pumping appliances • Two appliances scheduled to be delivered in August for Bracknell and Ascot.	• Work to finalise the new collaborative procurement contract with our Thames Valley partner FRS' to be nearing conclusion with sign	A	• COVID-19 has now delayed next batch of Appliances until

standardisation of Breathing Apparatus.	• The following two appliances scheduled for delivery late Autumn. • Fire Authority in February 2020 approved the purchase of a further four fire appliances off the existing collaborative contract. Orders have been placed. Estimated 18 month lead time. •	off expected to happen in Q2 2020/21.		approx. January 2021.
	Standardisation of Breathing Apparatus • Initial work on shaping the outline plan for replacement of breathing apparatus has started. The intention is that this will be done in collaboration with our Thames Valley FRS' partners.	• Paper due to go to SLT in Q1 2020/21 to instigate replacement breathing apparatus project.	G	• No issues.
We will review any NFCC outcomes on Safer Systems of Work.	• To be monitored		G	• No issues.

Quadrant Four: Risk

Corporate Risks as of 16 July 2020

Key to Classification of Risk Scores and Risk Movement

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

⟷	No risk movement
⬇	Risk decreasing
⬆	Risk increasing

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
Firefighter Safety (Risk: 417)	**Risk Owner: Deputy Chief Fire Officer**				
Inherent Risk Score: 25					
If we do not maintain the safety, health and wellbeing of our operational staff through effective training; operational policy and guidance; safe systems of work and; means to capture and respond to operational learning, we risk a significant firefighter injury or fatality, a failure to comply with our legal duty and an undermining of the operational effectiveness and competence of our staff. This could significantly impact the effectiveness of our operational response, have a long term impact on staff welfare and damage our public reputation and trust levels.	Monitoring experience levels on RDS stations Operational assurance framework processes, ensuring firefighter risk management, are being monitored for effectiveness and changes implemented as necessary. Monitor operational competency Monitor operational refresher training. Alignment of RBFRS Operational Policy and Guidance with the National Operational Guidance (NOG) R, R & S to provide quarterly reporting to SPB on all OA activity Monitoring access necessary courses (BA1, BA2, ICS L1 etc) to ensure operational staff have undertaken in support of operational competence and confidence Targeted work to ensure that all watches are complying with reading operational bulletins and H&S bulletins and that records are accurately maintained to confirm this has happened.	T&F group set up to look at RDS DAPs and training, monitored through OPAS reporting fed back to the Hub's. Reviewed at RDS working group 27/11/2019. Completed through Hub Management meetings in December. SM P Thomas new in role for RDS in the West Hub. Review of the skills required to crew a pump in progress with Paul Thomas. Training completed for 18 On Call staff from BA 2 into BA qualified wearers. Focus this year is on competency and contracts. Availability has been excellent during Covid 1-9 pandemic. Q3 report went to SPB 11 Feb 2020. Workshop planned for 06 March 2020 with Response Support Team, and GM's Response Assurance. Purpose is to review Response Support work streams and OA processes and how learning being acted upon to identify improvements in ways of working. On-going OA reporting to SPB will continue. This was discussed at the WBSM days input. Currently reported to Response Group Checked this week and completion is good. MOC review by L&D underway on how to catch up out of date skills for Ops staff. OA continues to gather good info Percentage of eligible staff in qualification monitored through SPB, SLT and A&G. Performance measured against core areas. WP Group considering qualification requirements and specialisms. Await consultation on WR/AR. Covid-19 impacts on L&D activity assessed and focus since March has been on essential training only with some assessments extended by 6 months. A review of impact and considerations for recovery discussed with SD and remain under regular review.	19	19	⟷

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	To monitor the number of development staff in RBFRS currently IRMP project to review the potential for a 'Day Crewing' model in the West Hub Risk 570 activity links to and will support treatment of Risk 417	Oversight through SDMT monthly, SD managers' ongoing checks. Progress updated to SLT as part of OA review. Generally good compliance. Next SDMT review due 22.10.19. Email to WBSM/Hub Managers stating requirements of monitoring and individual responsibilities sent feedback gained from WBSM's on ops training planner knowledge and accessibility by FF's, check on AM station visits. Operational training was covered at the recent WBSM meetings. OTP reviewed and completion is good. There has been some impact from Covid 19 restrictions, crews have had the ability to catch up with some training but BA training has been affected due to the rationing of cleaning solution for facemasks and off site training has been paused, although now under review by Hub Managers. The move to Gov level 3 will support the resumption of joint training. BA training can now revert to normal T/GM Ops Policy in post 1 May. UPDATE: Initial findings suggest greater level of risk than previously thought. Separate strategic risk to be created (and treated) [MA to action] following briefing on 12.6. Request to bring fo SLT paper on 7.7 with immediate actions to mitigate. Regular reporting to be commenced for quarterly SPB. A new process for O/A feedback is now in place and working including a new mobilising procedure for monitoring/mentoring. SDMT to review progress on 22.10.19. SPB Q2 reports gave clearer view of completion rates. This is now an on-going activity, report in for Q3. This reporting had a good review by SPB, it is being utilised to ensure ops staff are up to date. Reviewed during Covid to ensure information is getting through. Ongoing review of Ops Bulletins on a weekly basis during Covid and completion is good.			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
		Good feedback at SPB Q4, Meeting with data team and Hub Manager on new targets and reporting processes

Records maintained. ICSL1 courses run for individuals acting up / temp promoted. Review of BA2 to BA1 complete - training undertaken during lockdown for priority On-call staff. External Standards Verifier visit (ICL1 course) undertaken 23/01/2020 and remote QA undertaken and observations being actioned.

Communication issued to all watch's for compliance with current process. Action plan in development to consider process and compliance. Station Audits to incorporate review of compliance. Ops bulletins completion monitored by RSG monthly. Report to SPB Q2, good progress being made. This is now monitored through SPB, report to SPB Q3, issues noted with system and the effect of temp staff on figures. Work continues with regular reporting on a weekly basis during Covid, completion rates are excellent.

 Workforce planning fully aware of the number of development ops staff and monitoring. Currently going through DAP inductions for the GM's. DAPS inductions for GM's completed. Progress being made on assessment of staff through the DAP. Programme. Locations for FF trainees is being reviewed in light of impact of staff in development by Hub Managers R,AS and L&D. Support through Covid being continued with guidance communicated. On Call training has been resumed and distance learning for wholetime staff is now available. Workforce planning discussed development and progress if very good, slight concern around CM's passed the end date due to not being permanent in role, Hub managers and | | | |

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
		L&D to review parameters of what can be completed. WBSM/GM's making good progress on DAP's Agreed as part of IRMP proposals on 14 Feb 2020 by Fire Authority. Now subject to public consultation and final decision of Fire Authority. Provisional work on to be started within IRMP team though progress delayed due to C19 response. Impact of the recruit requirements considered at workforce planning. To be reflected in risk 419. SF PB discussed framework of the project and IRMP team managing this TREATMENT CLOSED. Project lead now appointed for next phase of post Grenfell activity. Coordinating all activity through this project. TREATMENT CLOSED			

ESMCP (Risk: 418) Risk Owner: Deputy Chief Fire Officer
Inherent Risk Score: 18

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
If we do not make sufficient provision of resources to support the development, transformation to and implementation of ESMCP products and capabilities at a Service level, then we will not be a part of the proposed Emergency Services Network and we will be out of step with national and regional partners across the three emergency services. This could significantly impact on the effectiveness of our operational mobilization and response and limit access and use of	Service level project board to oversee RBFRS delivery across national programme work streams and SC partners. Representation on SC Programme Board with funded programme support and appointed staff within each regional work stream group. Representation on National Fire Customer Group by DCFO for SC Region Established relationships with 3ES partners across region to ensure sharing of information and collaboration opportunities identified.	Head of BIS internal sponsor. RBFRS project Board in place. Board tasked with developing RBFRS options under new ESN. RBFRS/BFRS & OFRS mobilising to create joint detailed planning approach. Update: Largely stalled due to impact of covid-19 pandemic Current commitments remain sufficient. Monitoring commitment to work streams in context of incremental approach to ESN delivery and on-going uncertainty. ESN grant funding spend queries for 2018/19 now agreed. Monitoring of Grant funding spend reported quarterly. Business Case for 20/21 grant fund spending agreed April 2020 by HO NRFP. Sufficient grant funding held to meet business case agreed spend for year. Continue to attend FCG for updates and input to National Programme. Next a full meeting 19.06.20.	14	14	⬅➡

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
operational technology to support incident command and joint emergency services interoperability. Consequently this could impact negatively on our collaborative and partnership working and our public and political reputation.	Preparation of systems (e.g. TVFCS ICCS) being completed with national programme funding already secured Regular reporting to Audit and Governance Committee to ensure transparency in service and national programme progress Detail resource requirements to ensure all workstreams are successfully delivered Development of delivery options and plan to support ESMCP take on by ESMCP indicative date of Dec 2022 Regular reporting to TVFCS Joint Committee to ensure alignment of approach and awareness of NP progress and risk	May meeting impacted by C19 activity and early June FCG teleconference cancelled by HO due to C19. FCG continues to provide opportunity to coordinate FRS position, offer constructive challenge and share COP across services. Contact continues to be maintained through SC Board. Police regularly attending and some alignment with Police Region and SE and SC Fire Regions. SCAS less connected and this reflects differing national approach by ambulance. Work underway to coordinate coverage assurance activity with Police and SE Region. DNSP and ICCS upgrades are complete. Not yet known if incremental approach to delivery will create any further upgrade needs and consequently funding. Introduction of KODIAQ interface creating potential change and remains unclear if NP will fund. Clarity is being sought and may be subject to national business case understanding. Quarterly reports being made as standard practice. Report to TVFCS Joint Committee of 23 March 2020 did not take place due to C-19 causing cancellation. Information only so no impact. Consideration being given to when next report goes to A&G given likely delays and limited progress due to C-19. Incremental approach being worked to (subject to FBC which will now likely be delayed for some months due to C-19). Funding agreed for project leads for each service for 20/21. Whilst deployment plan for TV submitted to programme these were given with low confidence and a number of assumptions. RBFRS leads continue to consider feasibility of early adoption of ESN Direct product for more cost effective station end solution (delayed due			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
		to C-19). Work in progress through project board but subject to FBC by national programme - This is likely further delayed for some months due to C19. Output from joint planning session to feed into updated PID for programme board. Update: PID review dependant on project team meetings restarting. L1 plan from national programme indicates delivery timeline into 2024. Update report presented to TVFCS Joint Committee on 28.05.20 (delayed paper from 23 March 2020 cancelled meeting due to C19).			
Operational Availability, Crewing and Capabilities (Risk: 419) Risk Owner: Deputy Chief Fire Officer					
Inherent Risk Score: 21					
If we fail to maintain appropriate numbers of personnel and associated skills and knowledge requirements, in line with our planned establishment and current or future demands, then we can expect this to affect our ability to provide an efficient and effective level of service delivery that matches our commitments and stakeholder expectations. This could significantly impact community safety and organizational reputation.	Focus on RDS recruitment, training, succession planning and retention RDS management and training support Watch management accountable for management of leave policy, maintaining an accurate crewing forecast and ensuring appropriate level of qualifications on watches Hub managers accountable for ensuring leave policy adhered to, watch levels are managed across stations and vacancies are managed. R, R & S accountable for monitoring and reporting on	Recruitment, HAGs and training proceeding as per existing plans and forecasts as expected. The success of recruitment is creating additional pressure and burden on training demand. Training overview provided at workforce planning, RDS is progressing well. Review of how to capture training discussed at RDSWG Paul Thomas to progress. Monday night joint training across On Call progressing well. 18 BA 2 On Call completed their training to achieve BA. Monday night drill nights have resumed following being paused for Covid 19 restrictions. Next RDS course planned for June has been passed due to Covid restrictions Ongoing and increased support from WDS hub stations. Review of assessor support underway with R&D. Pressures in L&D capacity noted and to be monitored to assess additional investment needs. New GM A Hub roles will assist with managing this risk, GM A's now in role and starting to manage the training. GM A's making progress on managing this	14	13	⬇

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	crewing levels across the service (WDS, RDS and FDO). On-going proactive management of service delivery workforce planning needs through the Workforce Planning Group RDS Working Group and RDS User Group established post RDS project to maintain focus on recruitment, retention, training and succession to build and maintain sustainable RDS capability Completion of process mapping and improvement planning of systems and processes supporting availability, crewing and succession planning. R & R are drafting a new leave policy to reflect the changes to staffing levels across the Service. This should ensure that RBFRS do not go below minimum crewing (due to leave). The leave policy is under consultation with the FBU. IRMP project to review the potential for a 'Nucleus Crewing' model in the West Hub.	area. Joint training on Monday nights progressing well. Review of skills require to crew an appliance underway. Support during Covid 19 on going, training now resumed. The move to Gov level 3 will further support this training T&F established to review PAOT use (met 25.06.19) to id efficiency and effectiveness opportunities. Qualification levels being maintained well at station level. Performance issues to be addressed through SDMT. Revised leave policy agreed Nov 2019. Revised optimisation of crewing policy now in consultation with the FBU. Combined with new hub roles emphasis is on managing PAOT within agreed 2020/21 budget. Management is working to a good level. Optimisation for Crewing now published. Check of holidays being moved and rationale noted completed in the Hubs, recent report run on Firewatch to check on leave remaining all Hub Managers notified and confirmed they are monitoring SD monitoring and managing at Hub level to drive compliance. Recent changes (RMS/FDO etc) will create some localised leave impacts. A new leave policy in place following engagement with the FBU. Optimisation of crewing revised and shared with the Rep Bodies over Christmas for comment, meeting booked to agree, chased last week with the FBU. Optimisation of crewing now published. Movement of leave has been checked for rationale being noted FW/Vision used for oversight of crewing. . Reporting through Workforce Planning in place for consideration against establishment and PAOT. Hub managers to be responsible for crewing. This has been raised at the individual Hub Meetings. New Firewatch report allows easy view of staffing with all impacts such as sickness or training counted. Hub Managers			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
		requested to check pinch points due such as Feb half term, staffing link shared with L&D. Staffing being monitored to a good level. Staffing continues to be monitored by GM A's and R,R &S to a good level. Good interaction between Hub Manager and R,R & S on staffing

Long term forecasting and reporting for establishment, crewing and PAOT now in place and overseen by WPG to understand competing pressures. 24 new FF's recruited and in training. Promotion process linked to RMS/FDO project complete. RMS/FDO Phase Two now complete. Leave policy and Optimisation of crewing policy revised for 2020 in consultation with Rep Bodies. Chased with the FBU. Policy now published. Workforce planning held on 21/05 all areas discussed.

RDSWG meeting regularly. Primary issues currently around training and support to convert recruitment to fully qualified crew for appliances and support retention. SD managers working with L&D to progress. . . Proposal for BA competency is going to workforce planning 06/12/2019. At December RDSWG it was agreed to re-focus on retention, development and contracted hours. Quals to crew an a pump under review by Paul Thomas. 18 On Call completed their BA quals during Covid restrictions. RDSWG met 09/06, all On Call should complete RDP by November, then small numbers going forward due to staffing levels being good. RDSWG held in June over WebEx

Treatment to be closed as of 08.06.20 (Steve Foye) Some adjustments/improvements made to processes. Work now being undertaken to look at roles and range of activity of function. Awaiting Librea | | | |

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
		report for 'As is' work and need to commission Libreea 'To be' work within the confines of the recent business case for engaging Libreea for further process improvement work. Libreea asked to do further work with A Chapman, work completed. Outcomes factored into new post to provide Business Support. B/support now in place and working towards more effective reporting and processes. New GM in post and will do a review of the work. Staffing now managed to a higher level across the Hubs. Revised Leave policy agreed Nov 2019 following engagement with the FBU. Work commissioned on an upgrade for Fire Watch staffing system to block the granting of leave when on minimum crewing (60). Optimisation of crewing policy being updated to reflect changes in leave and new RMS/FDO structures. Currently with RB's for consultation, meeting w/c 03/02 Chased up. Optimisation of crewing now published and being used effectively. Covid 19 leave changes are being monitored IRMP presented to Fire Authority 14 Feb 2020 and agreed for consultation. Subject to outcomes of IRMP consultation planned early work to develop potential operating models and maximise time for any trials within the 2020/21 year has been delayed due to C19 response. Workforce planning discussed impacts for recruit etc for this project if agreed for the IRMP. This work will be led from IRMP team. PB SF discussed framework around this action.			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
Capacity, Capability and resilience (Risk: 422) Risk Owner: Director of Support Services **Inherent Risk Score: 21**					
If RBFRS fail to increase the capability, capacity and resilience of our workforce which may become increasing likely as we lose knowledge through retirement of experienced staff, and require new skills and additional capacity to help us responds to the changing demands of the workforce reform programme and vision 2019, then we can expect to fail to deliver against our statutory requirements and broader organisational development objectives	strengthen workforce planning information to cover all staff and regularly review as part of performance monitoring Increase flexibility of recruitment policies to enable RBFRS to attract and retain the best staff Review reward and recognition arrangements for all staff Ensure sufficient capacity in officer specialism before, during and after implementation of phase 2 RMS/FDO Increase capacity for RDS training and development resource Review L&D Delivery Model Due to the large number of staff currently in development we are closely monitor any potential staff moves and placements. Ensure RBFRS have appropriate numbers of Protection staff suitably qualified to deliver the function and a clear plan in relation to development and maintenance of skills.	We have now established a number of workforce monitoring reports that enable us to assess capacity, capability and resilience across the majority staff groups. Workforce planning meetings have now resumed and we are currently using this data to determine a revised recruitment plan. New HR manager has started and will be working with colleagues to review the scope for this project and restart the project. Start date has been pushed back to 2021/2022 due to lack of capacity in the department. This treatment will be removed in the medium term R&R have identified a number of individuals to take up specialist role and will liaise with R&D and L&D to arrange training. Further work is required to develop a recommendation around WIM5 and AR3. This is being picked up by Service Delivery. The close down of the Retained Support Unit and the increase in number of RDS staff in development has had an impact on the overall training capacity. L&D and R&D are working with SD to find ways to improve availability of training and resources for On- Call staff. The current task and finish group created as part of the response to lockdown has already taken steps to improve access. This work will continue post lock down. Work on the review is progressing well and proposal will be coming to SLT ahead of consultation by end of July 2020 A report is provided by R&D that shows details of	15	15	↔

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
		levels of development for each station and watch which is considered in advance of station moves and placement of new starters. R, R & S with L&D and Hub managers placed all the new trainees whilst completing staff transfer requests. This was recently reviewed and R&D and working with SD to ensure learners have adequate opportunity and support for development. Recruitment and development plan for 8 new FSIO's to ensure resilience and succession planning. Establishment of I&E hub to undertake specialist support and QA. Progress in planning the DAPS to align to Competency framework for FSIO's.			
Management of Corporate Data, Information and Knowledge (Risk: 482) Risk Owner: Director of Support Services Inherent Risk Score: 17					
If RBFRS fails to effectively manage the sharing, control and distribution of corporate data, information and knowledge, which is increasingly likely due to the increasing complexity of data flows into, out of and within the organisation, as well as significant change in organisational structure and personnel, then we can expect mishandling and loss of critical information as well as reduced efficiency in getting the right information to the right individuals for the right action to be taken, which is significant in respect to achieving all of our strategic objectives	Create a data classification framework to ensure that appropriate departments and individuals are sighted on the data classes their role(s) demand, and which defines the management and handling of specific record types. Review and update email distribution lists to reduce unnecessary exposure to information Establish a set of procedures, methodologies and measures to provide assurance of ongoing compliance to information management policy. Analyse ownership of unstructured data using Varonis toolset	Treatment Closed - Superseded. Draft framework accepted. Work has begun to draft the business case for necessary resourcing to progress. Update: Work restarted - business case due for SLT review in January 2020 Treatment Completed. Initial scope identified and tangible deliverables documented. Ongoing examination on lists in action Update: distribution lists now under BAU review on a monthly basis. Treatment Closed - Superseded. Will be incorporated into revised business case for presentation and approval in January 2020. Update: Business case approved. Tools implementation delayed due to COVID-19 priority work, however production environment now set up and remote administrator training underway. Update: Varonis installation complete, initial data gathering underway, results expected Q2/Q3	16	16	↔

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	Analyse and remediate permissions in unstructured data (remove open access, define appropriate security groups structure, and apply permissions accordingly Refresh/agree stale data/retention criteria with Information asset owners and apply to unstructured dataset. Create templates, structure and guidance for all primary record types and publish Design, agree and publish governance of primary record management Plan for document management system implementation, either as part of an intranet contract refresh, or as an independent system Devise/create/implement e-learning package(s) in conjunction with L&D LMS function	2020/21. Tools implementation delayed due to COVID-19 priority work, however production environment now set up and remote administrator training underway. Update: Varonis installation complete, initial data gathering underway, results expected Q2/Q3 2020/21. Update: Assigned to IG as PDR objective for 2020/21, PID and project plan to be created Update: Assigned to IG as PDR objective for 2020/21, PID and project plan to be created Update: Assigned to IG as PDR objective for 2020/21, PID and project plan to be created No activity to date. Update: Assigned to IG as PDR objective for 2020/21, PID and project plan to be created Update: Assigned to IG as PDR objective for 2020/21, PID and project plan to be created			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
Volatility of funding (Risk: 506) Risk Owner: Assistant Chief Fire Officer					
Inherent Risk Score: 24					
If RBFRS fails to receive sufficient funding, which is becoming more likely given the level of national debt, the Government's fiscal policy, increasing volatility in local funding and increasing budget pressures, we can expect to face further reductions in service delivery and a loss of public trust, which will severely impact on our ability to deliver our statutory duties and strategic objectives.	Political engagement with Central Government to ensure new burdens are matched with new funding Political engagement with Government to remove precept cap and referendum requirements which will allow additional flexibility in local funding Engagement with Central Government, through Political lobbying, Fire Finance Network and NFCC, on Fire Funding Engagement with fire minister and Home Office Officials to explain and clarify RBFRS pressures and risk/ demand methodology. Write to all Berkshire MPs to gain support for our response to Government in relation to the Local Finance Technical Consultation Respond to the one year settlement Ensure Covid-19 grants (£800k) can be matched to Covid-19 expenditure and have the narrative readily available for Members and Government Lobby for appropriate long-term	Matt Rodda spoke in the Fire Safety Bill debate and highlighted that RBFA needs an additional 30 FSIOs which will require substantial investment and funding from Government. James Sunderland spoke in the Fire Safety Bill debate and highlighted this Authority's need for additional flexibility around increasing the precept such as the fiver for fire for lower quartile FRAs Monthly returns via FFN detailing additional COVID spend Lobbying continues. Will recommence in anticipation of next spending round in autumn RBFA response will be built around local factors but also taking account of the NFCC position Dialogue is being maintained with the NFCC	22	22	↔

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	grant funding of protection activities.				

Property Capital Projects - Theale (Risk: 516) Risk Owner: Head of Property Capital Projects and Estates **Inherent Risk Score: 22**					
If the site remediation works are more extensive than surveys indicate, which is possible on this site, then we could see an increase in the costs to carry out the remediation works.	Site remediation forms part of separate tender to the main build contract to ensure close engagement with specialist market. Terms of contract should avoid financial impacts, but increased remediation may impact on time. Closer scrutiny & engagement of project progress with nominated remediation contractor and main prof services consultant (Ridge) will identify changes to risk and support early mitigation. Incorporate appropriate contingency/optimism bias into business case and project plan. Land acquisition agreement includes recovery of up to a maximum of 90k from Network Rail in regards to the removal of the Japanese Knotweed.	Specialist contractor nominated and is now working in full alignment with main build contractor. Sub-contractor will report in to monthly formal progress meetings. This separate tender is for a detailed package of works and it should be noted that there are additional ground remediation requirements which will form part of the main build contract. UPDATE- the package of ground remediation works were completed on Friday 3rd July, 2 weeks ahead of schedule. No requirement for any additional ground remediation outside of contract. Performance monitoring of project management has identified the need to have closer control of project risks. Cap Projects have raised this in formal letter to Ridge & HLM. Improvements in risk management are evident. Above industry standard contingency/optimism bias built into project plan (T - 5 months, £ - +15% main build contract amount). Agreement in writing received 18.10.19. All costs associated with the removal of the JKW currently being assembled. This will then be shared with NR for reclaim of up to £90k as agreed in contract of sale. The actual amount to be re-claimed is currently being drawn together. UPDATE - Final JK account has been prepared and submitted to NR's solicitors. We have applied to reclaim the full £90k as costs were actually in excess of this figure (£97k).	18	8	⬇

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
Firefighter Pensions (Risk: 563) Risk Owner: Head of HR and L&D **Inherent Risk Score: 21**					
If we do not comply with the various pension regulations and keep up to date with pension arrangements; which is becoming increasingly likely given the complexity, frequency of changes and limited pensions expertise and capacity within the HR department, then we can expect to be in breach of the regulations, subject to scrutiny from The Pensions Regulator, potential enforcement and penalty notices and adversely impact employees and pensioners, which are significant in respect to our financial security, employer duties and our reputation.	Pension Audit -Audit activity by the Pension Administrators and RSM to ensure application of regulations and accurate records exist Pension Board - Pension Board to ensure the Employer is responding to legislative changes and requirements e.g. various surveys Technical Expertise - Engage in Pensions forums and workshops to access up to date information and share learning Scrutiny - Provide six monthly performance reports to Audit and Governance Committee from the Pension Board Administrator - Ensure Pension Administrator provides regular monitoring reports indicating performance against SLAs and legislative changes and other administration requirements HR team - Regular review of bulletins and communications to ensure action is directed to the correct place and timelines can be met. Regular engagement with Finance department. Review position on split pensions following FPS bulletin 18	Audit undertaken - substantial assurance received - one low action identified in relation to succession plans for WYPF which awaits completion of their restructure delayed by Covid-19. PB review Comms. Bulletins examined & checks to ensure both employer & Administrator complete activities to deadlines. Case outcome/ impacts TBC and additional treatment added. FA confirmed new employer rep appointment. Joint meeting with officers and Board required to confirm updates /progress on matters and input from WYPF to be provided as appropriate. Engage in regional meetings & via WYPF. Finance & HR reps attend LGA conferences. Data conference 3/4/19. Tech updates via WYPF & bulletins. Further LGA training for PB and others provided and wash up sessions available for new members. Regional meeting 28/2/20 at RBFRS, next meeting due virtually. Six monthly reports now provided to A&G. Presentation to A&G in Jan 2020 Change to Employer reps went to FA Feb 2020. Monthly reports provided and updates on specific actions arising from Pension Bulletins confirmed and shared with Pension Board for scrutiny. - Completed and ongoing. Next contract meeting due May 2020 Review of bulletins issued each month - actions and progress recorded on HR pension's action plan. Await guidance following outcomes of cases - modified/1992. Further action on two pensions (Split pensions) being undertaken in house due to	18	18	↔

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	Case law impacts individuals tapered out of 1992 scheme and application of modified scheme - FRSs awaiting guidance on how to manage - Resources to address to be identified Determine actions in relation to part time workers following the O'Brien case	difficulties being able to access records from pension and payroll provider. New HR Manager becoming familiar with management requirements WYPF confirmed applying rules correctly. Review of historic records completed to identify issues. WYPF unable to complete calculation with view to finalising by end of March 2020 and notifying individuals by end June 2020 so activity being addressed in house with assistance from Finance. Large activity demanding additional hours to work through records accordingly. Additional resources (HR/WYPF) considered to support administration of pension changes but likely impacts not currently clear. Interim remedy to Sergeant highlighted / awaiting HO guidance together with taxation impacts etc. The likely remedy will be subject to consultation and indications of timelines and how this will be managed are being discussed in various pension fora. LGA informed of any local case information from FRAs in relation to the ruling. Guidance awaited in relation to the O'Brien case as judgement applies to fire (Matthews Case). Work to identify the start date of all those potentially affected to commence in preparation.			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
Asset Management (Risk: 565) Risk Owner: Deputy Chief Fire Officer **Inherent Risk Score: 21**					
RBFRS needs clear visibility of assets and equipment through records, maintenance regimes and management systems to ensure effective use, efficiency and safety throughout their lifecycle. Failure to do this could led to assets and equipment that are not fit for purpose remaining in service, higher than necessary costs and a potential increase in the likelihood of equipment failure.	We are maintaining existing mechanisms for recording assets and equipment to support maintenance regimes. New ways of working and revised policy and processes to improve visibility and on-going lifecycle management of assets. Once the asset management system is rolled out, the Cap Project team will ensure that all new property builds will have asset marking built into the tender. Property capital projects team will include provision of a detailed Asset Register for Facilities and Finance as part of any future capital build project as part of Soft Landings process. Established maintenance schedules in place for fleet and equipment assets. Roles are in place for on-going management of assets and improvements to overall asset management processes. Established maintenance schedules in place for facilities/building assets. Roles are in place for on-going management of assets and improvements to overall asset management	Tranman in place for vehicles; Firewatch in place for equipment requiring on-going maintenance or managed lifecycle. Facilities asset list for compliance and maintenance being updated and reviewed by new contractors. Improvements to existing processes and systems will be sought within the Asset Management Project. Asset Management Project to be established to develop and revise current ways of working to create improved business processes around organisational management of assets. Work will include creation of an organisational Asset Management Policy. Asset Management PID due to go to Programme Board in July. Draft PID and Project Plan shared with key stakeholders for feedback in preparation for PB. HoCP&E is awaiting confirmation of AMS in order to build into tender process. The re-build of Crowthorne FS provided a test project for this process. Any lessons learned will provide an improved process for future capital projects Fleet & Equipment maintenance conducted by HFRS under Partnership agreement and by RBFRS' own technicians to pre-planned maintenance schedules. REO and Fleet Manager responsible for overseeing the procurement, disposal and management of the fleet and equipment assets through established processes and systems. Asset Management Project Manager now in post - upcoming project will seek to create asset policy for the organisation clarifying asset management processes and staff accountabilities in relation to asset management.	18	18	⬌

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	processes. Ensure data relating to capital expenditure can easily be uploaded to Firewatch. Ensure data relating to capital assets can be easily exported from Firewatch to the Finance Fixed Assets Register. Upload Crowthorne assets to trial functionality from a capital assets perspective	RBFRS has existing pre-planned maintenance schedules for building assets to ensure serviceability and legal compliance. These are managed and monitored by the Faculties team. Recently appointed Faculties Manager to oversee and manage the updated collection of building assets as part of on-boarding and initial servicing regimes of our new facilities contractors. Asset Management Project Manager now in post - upcoming project will seek to create asset policy for the organisation clarifying asset management processes and staff accountabilities in relation to asset management. Matt Pinto has confirmed that cost data can be bulk uploaded to Firewatch asset records. This will need to be tested. It has been confirmed that data can be exported from Firewatch. This will need to be tested. Will form part of the project plan that will be presented to PB in July 2020.			
High rise evacuation management (Risk: 570) Risk Owner: Deputy Chief Fire Officer **Inherent Risk Score: 18**					
If we do not provide clear guidance and training to effectively manage high rise evacuation strategies and tactics, which is likely to attract increased scrutiny following the Grenfell incident, then we can expect potential loss of life or injury to occupants which is significant in respect of managing community risk and our public reputation	Provide training to TVFCS staff and officer lines on learning outcomes from Grenfell Provision of assurance through testing and exercising Set up a task and finish group to look at Policy, procedures, tactics and equipment required. To complete a project that assesses RBFRS High Rise policy	Completed. UPDATE: Check of training records tasked to NC. Records to reflect basic learning objectives of presentation, which is thought to cover wider 'firefighting in HRRB'. Likely requirement for additional tailored input to address specific risk. Wider training requirement for HRRB to be coordinated in BE prog' Hub Managers' have produced a training matrix for high rise to be implemented over the coming months Central Hub have completed a HRRB exercise and will feedback the outcomes. Slough BC gave permission to use buildings for training events	18	14	⬇

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	and procedures and implement any agreed changes Operational staff knowledge of fires in High Rise Gap analysis of current organisational position relative to latest guidance and information to inform action plan.	already taking place. Ops Assurance forms have been completed. Specific Evac learning outcomes to be included in exercise plan with wider HRRB training coordinated via BE Prog' Hub managers have completed a matrix for high rise training across the hubs Paul Binyon to establish T&F group. Once populated the group will be established and T.O.R. agreed. Agreement from ACO to utilise SM Rickard T&F now set up. A new ops guidance note has been circulated to crews on the evacuation of high rise buildings, and a podcast to be produced with Comms dept. Progress paused due to C-19. Likely to move into BE Prog - Operations Work stream (PB leading) OXFRS to share their evac training recently delivered to officers A task and finish group has been set up with the relevant members and a monthly meeting is now in diaries. Tim Rickard to create a project plan for this High Rise review. SLT agreed to change the evacuation strategy. Tim Rickard to complete. A PID to be completed to set up a small project team and is now in draft. Further meetings have been held and a project team met on 26/11/2109, second meeting is on 4th November. This has now been superseded by a project team sponsored by ACO Mark Arkwell. Operational part of the Project, has the first meeting planned. Built Environment meeting on 11/05 to discuss areas of project. This has been assimilated into PB's Operation work stream of the Built Environment programme Hub Managers to feed in the outcome of high rise training planned AM T Deacon completed a programme of visits to watches to enhance knowledge on High Rise buildings fire protection attributes, fire behaviour and			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
		tactics. Exercises paused due to C-19. BE Prog to consider specific evacuation learning outcomes as part of coordinated training packages (NC to investigate existing e-learning modules with KFRS/NFCC). Training to continue when C-19 restrictions allow. NC checking training records. Records checked approx. 260, people trained, requesting PPT of TD to complete Further assessment requested specific to the evacuation risk. Jointly sponsored SLT (SF/MA) paper to clarify current position and recommend next steps due 23 June. Likely remaining actions to be coordinated within BE Prog: Ops works stream (see risk 651).			
Management of Cyber Security (Risk: 629) Risk Owner: Head of Business Information and Systems **Inherent Risk Score: 21**					
If we fail to ensure compliance with Cyber Security best practices and guidelines, which is increasingly likely due to ongoing evolution in the sophistication of attack methodologies, we may be exposed to operational degradation, financial loss and/or reputational damage due to reduced availability, integrity or currency of our data and systems.	Carry out annual IT Health check exercises, to be delivered by independent and accredited external organisations Ensure action plans arising from annual health checks are expedited to minimise exposure Carry out annual Cyber Security Audits, to be delivered by an independent and accredited audit organisation to ensure exposure to RBFA and appropriate sub-committees Ensure that ongoing improvements in IT Security processes are embedded and executed as business as usual activities.	Treatment closed. 2019 ITHC completed, remedial action plan in progress. 2020 ITHC to be scheduled for Q2/3 2020. Significant risks mitigated w/c 6/1 through old server retirements. Update: ITHC action plan complete Treatment closed. Progress against action plan tracked weekly. Good progress made against critical and high actions, with the bulk of these expected to be fully remediated in mid-December following key server decommissioning. Update: Action plan completed. Next audit scheduled for Mid-January 2020. Audit fieldwork completed, awaiting report. Update: Password policy tools installed. High risk to activate during lockdown conditions so currently paused. Treatment Closed. Biweekly meeting focussing on IT Security, in particular patching, updates and antivirus,	18	12	⬇

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	Certify and renew against government and industry accreditation schemes where available. Establish and execute an ongoing communications and education campaign focussing on Cyber Security in the workplace to be delivered across RBFRS. Ensure adequate expert resource is available to RBFRS to carry out IT Security activities Carry out 2020 annual IT Health check exercises, to be delivered by independent and accredited external organisations Ensure actions plans arising from 2020 annual health check are expedited to minimise exposure	are in place. This may move to monthly once initial action plan remediation is complete. Meetings ongoing. Update: Security audit actions tracked in weekly team meetings Support for Cyber Essentials & Cyber Essentials Plus certification already procured through Aristi. Schedule TBD, but likely soon after remediation plan is completed and Cyber Security audit has been received. Update: Activities suspended until after impacts of COVID-19. Investigation into mechanisms for ongoing education and testing of Cyber Security arrangements underway with two vendors. Update: Update: Activities suspended until after impacts of COVID-19. Incorporate into planned organisational review of ICT in Q4 19/20. Update: Update: Activities suspended until after impacts of COVID-19.			
Collaboration (Risk: 641) Risk Owner: Assistant Chief Fire Office **Inherent Risk Score: 21**					
If collaboration activity is not appropriately commissioned, prioritised, resourced and coordinated, which is likely due to the complexity of working across different organisations and the capacity to manage additional demand, then we can expect impacts on delivery of the expected	Governance and accountability - Ensure appropriate, agreed processes, tools, guidance and governance systems are in place and working effectively Risk management - ensure each project records and manages a set of risks. Develop a system for central oversight and ensure risks regularly reviewed as part of	Exec. Board met 22 June reconfirmed priority areas. Internal Comms to develop to share wider Covid-19 Collaboration story. BA replacement BC signed off. BA replacement lead nominated from BFRS. VL to work with lead to generate project risks. RBFRS lead TBC post SLT 7 July, requirement to check and match risks. Protection phase BC and risks to be reviewed. Collaboration coordination group planned 14 July.	New	16	⬌

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
benefits, efficiencies and improvements which is significant in respect of our legal duties and the Authorise commitments in the IRMP and annual plan.	governance structure and project reporting Organisational/service planning - ensure appropriate stakeholder engagement when commissioning and throughout the life of projects to support service prioritisation, budget planning and resource management. Information sharing - ensure all relevant stakeholders have sufficient situational awareness to enable appropriate decision making, planning and risk management Communications - ensure provision of internal and external communications to provide wider awareness and promotion of collaboration activity and events. Review key activity, currently intended to be delivered via a collaborative project, and consider increasing internal resource and in critical elements. E.g. NOG implementation, Protection Policy development. Include into appropriate service plans	Work on RD doc storage paused due to Covid 19. Work to recommence June/July as VL return to work place. No change, work on RD underway. Presentation from Exec. Board to be developed into internal Comms piece. Exec. To establish requirement for external Comms development around Covid-19 activity. NOG alignment review underway - gap analysis coming to SLT 7 July. BA replacement BC agreed at exec. Board 22 June. FI BC in draft to be ready for interop board 15 July.			
Grenfell - Phase 1 (Risk: 651) Risk Owner: Assistant Chief Fire Officer **Inherent Risk Score: 24**					
If we do not respond to the recommendations made within the Grenfell Inquiry	Identify, secure and coordinate appropriate resource to understand the outcomes of the Grenfell Tower	Programme coordinator appointed. Initial programme structure and governance defined with sub-group leads (2x AM SD) in place. Further resource to be	New	22	↔

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
phase 1 report which is becoming increasing likely given the additional changes/information being received through a number of channels then we can expect potential impact to the safety of our staff and members of the public which is significant in respect to our public reputation and managing our community risk.	enquiry (phase 1) and coordinate the organisations plan to address any identified areas for improvement Ensure clear programme scope and direction supported by a range of SMART objectives. Identify, understand and prioritise risks and actions arising from a gap analysis of Grenfell findings and evidenced organisational position. Develop and deliver a comprehensive communications and stakeholder engagement plan. Ensure new information from changing operating landscape is captured centrally, assessed and adjusts programme objectives where applicable. Recognition of previous/existing evidenced activity linked to draft programme objectives. Identify action owner and where agreed incorporate into programme to avoid future duplication, improve organisational alignment and effective use of resource Continue to deliver priority RESPONSE tasks as directed by Service Delivery Service plans, being cognisant of draft programme objectives and integrating into	identified from existing resource, with recognition of additional fixed term support and associate support for specialist tasks. Recruitment activity to attract programme support and L&D advisor commenced. BC in development for wider resource in conjunction with objective approval. Shortlisting for Programme Office Support is happening and interviews due to take place next week. Leonard Cheshire intern starting on the 13th July. Further resource has been identified and a business case will support the SLT paper due on 22nd July Draft programme and work stream objectives, ToR and governance agreed (Subject to approval and sign off via SLT commissioning paper, PID and 2x Project plans) SLT commissioning paper, based on completed gap analysis to come to SLT in July 20. SLT paper now due on 22nd July Gap analysis completed leading to draft work stream objectives. Gap analysis to form part of SLT commissioning paper (July 20) SLT paper due 22nd July. New treatment - early development. Initial communications in place, but requires attention. Liaising with Comms Manager a draft plan will be available early next week this will require further work once SLT paper has been submitted and objectives confirmed. Programme design reflects this treatment, yet currently untested. Further links to be developed direct from Programme coordinator to national			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	OPERATIONS work stream Continue to deliver priority PROTECTION tasks as directed by Service Delivery Service plans, being cognisant of draft programme objectives and integrating into RISK INFORMATION / PROTECTION Workstreams	stakeholder groups. Currently linked into all NFCC workplace groups but will due to make contact with NFCC to check we are linked in where we should be. Wider 'Grenfell gap analysis' complete and shared with AM SD P&P / R. Full position paper with recommendations to commission programme objectives, resource etc due July 20. N.B. RISK 570 identified as potential for early migration to programme and attracts specific joint sponsored SLT paper. New treatment - Draft ToR and objectives linked to initial gap analysis complete influencing current tasking and prioritisation. [Check status]. Work has begun on the Operations workstreams and task have been identified with owners, now reviewing resource requirements Clear objectives and scope agreed for built environment workstreams. Planned resourcing to meet Service and BRR requirements relating to residential buildings over 18m.			
Management of operational risk (Risk: 653) Risk Owner: Mark Arkwell **Inherent Risk Score: 18**					
If we fail to manage the capture, processing and storage of operational risk information which is likely given the range, volume and complexity of the data, then we can expect to have inaccurate, invalid or out of date information which is significant in managing community and firefighter	Develop and Deliver a revised policy for vulnerability information on MDT Update relevant process, procedure and systems to reflect policy changes - include change control process for PDA, SSRI, safeguarding, Threat of Arson Ensure TVFCS has access to IBIS and working MDT	Initial workshop completed, second workshop postponed due to Covid 19. Action plan to be presented to SLT 22 July. Work has commenced on SSRI's to update the form and provide updated training to crews. Training in draft and needs agreement meeting 11/05. All HRRB are now rated high with red triangle on MDT, tactical plans being produced for these and an EPIP front page for each HRRB initially then onto the reaming high rises. Work completed on SSRI visits with the removal of over 200 (rationale captured) and on out	New	18	⟷

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
risk and meeting the requirements of GDPR.	Cleanse inaccurate, invalid or out of date data from IBIS, Vision and MDT Review and update privacy statements and retention schedules in line with policy amendments Design and deliver processes to ensure systematic application of retention schedules across all systems Ensure changes to policy, process and guidance are communicated to all relevant stakeholders and appropriate training is delivered where required	of date data, waiting resource from IT to actually remove of MDT, IBIS will still keep the files. Refresh training on SSRI's agreed by ACO Arkwell can go ahead. Linked to BE prog. Outlined in refreshed action plan. SSRI training will be cascaded by 20 July, it is out for comment by WBSM's Treatment Closed. IBIS access via desktop. MDTs to place in HQ and Kidlington Update: Paused due to Covid-19 isolation impacts. Update: Physical MDT deployed to control as per Simon Harris' requirements. New treatment. Matt Pinto to look at potential for automated solution. The risk team have identified information to be removed and requested feedback on the proposals. Waiting for BIS support to complete, affected by Covid and IRS requirement. Update: system changes approved through change management process, undergoing rigorous testing prior to full deployment Development stalled due to lockdown measures. Progress has been made to define vulnerability, risk and retention schedules with RR&S. Included in action plan. Work delayed due to Covid 19 response. Captured in action plan Comms/training plan to be developed as part of gap analysis and action plan.			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
Impact of spread of COVID-19 (Risk: 654) Risk Owner: Director of Support Services **Inherent Risk Score: 24**					
If we lose a number of staff from critical roles simultaneously across the organisation, which is becoming increasing likely as COVID-19 spreads through the UK then we can expect to fail to deliver core services for the public.	Established arrangements to limit exposure of TVFCS Staff in the workplace and have in place effective mitigations and degradation plans to maintain effective call handling and mobilisation of and communication with response resources Reduce Service Delivery Activity to mitigate and delay spread of COVID19 in the community and staff groups - except where risk of fire or other emergency outweighs the risk of COVID 19 Establish means to manage and sustain key service delivery activity of operational response. Establish means to manage and sustain key service delivery activity of P&P activity on a risk based approach, Establish means to manage and sustain key operational fleet and equipment - working in conjunction with partners in Hampshire and TV FRSs. Establish means to manage and sustain buildings and facilities - working in conjunction with key contractors	TVFCS ConOp recruitment being planned to fill existing gaps, delivery of process and training creates short term pressures. Capacity issues at supervisory (CM) level due largely to non Covid issues but creating additional pressure. TVFCS management developing plans to address the short and long term impacts. Currently all shifts are crewed at minimum level or above using TVFCS resources. In line with NFCC guidance, risk assessed approach implemented to assess and conduct critical activity (e.g. Threat of arson visit). COMPLETE The delivery of key services is managed through the Response group, Operational and Staffing groups. There are now a range of scenarios from a planning perspective on how RBFRS will continue to deliver the operational service whilst potentially crewing below minimum levels. This includes guidance on staff movements and POAT. There is now staff testing available to minimise numbers of staff self-isolating and robust social distancing and decontamination measures. All working effectively. RETAIN AND ASSESS AGAINST TEST AND TRACE. Assessed working effectively In line with NFCC guidance, where criticality of activity does not justify working in the community, remote processes and activities established to deliver key services for Prevention and Protection. Also scoping new "normal" ways of working post full lockdown. CLOSE Fleet degradation plans in place. Regular contact with HFRS and other TVFRS to monitor overall picture. Potential to support each other for critical fleet and	New	19	↔

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	Monitor and secure procurement routes and contracts to sustain necessary supplies to support delivery of core services Identify and sustain critical core skills training that will support sustaining of operational response Actively monitor and maintain stocks of critical consumables that support delivery of core response service and enable appropriate protection measures for staff from COVID19 Have in place business continuity arrangements - including degradation plans - to ensure maintenance of core capabilities across all directorates Established and effective governance arrangements in place to manage the organisation in response to and through the developing COVID19 situation Have in place a communications and engagement strategy that ensures key stakeholders and staff are informed, enabled and supported Establish close working arrangements with Rep Bodies to enable local agreements to changes in ways of working to be	equipment issues should the need arise through sharing of resources. Fleet and equipment servicing schedules being maintained and up to date. CLOSE. Contractors are attending RBFRS sites in response to urgent defects and compliance related tasks. Facilities team working remotely and managing process in the usual way. Compliance schedules and servicing up to date. Focus is now on preparing the workplaces for gradual return of staff. COMPLETE Key suppliers have been contacted and chased where necessary. Register of responses is being maintained and information shared with relevant contract managers / owners to allow them to take appropriate action. Ryan did a review on 4 May and will be kept informed of any issues. CLOSE. CEMT decision 6 mth grace revalidation of quals subject to OTP & line mgr. view. Weekly monitoring of impact. WT Trainee course delivered. BA upskilling for On-call near complete. New On -call group - reviewing requirements, reintroduced drills for On-call with guidance. BA initial for On-call commencing 4/5/20. Ongoing review and planning for L&D response to Covid-19 pressures. RDP final stage for 8 candidates being delivered virtually with some practical elements. . DAPs & support being rolled out. Qual data being collated incl specials to inform resilience planning. Core skills courses and supervisory development course restarting with remote delivery. Rolling out virtual MOC for FDO and WBSMs in next few weeks. Resuming ICS L1 in May, scoping options for virtual L2/3/4 assessments. Evaluating options to support promotion activity. Review of recovery and reassessment of training plan underway. CLOSE AND MOVE TO RECOVERY.			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	achieved quickly and in a collaborative way

Align with Thames Valley FRS partners to ensure TV FRS response and arrangements throughout COVID19 best support balanced response capability

Engage with and support the TV LRF infrastructure to ensure RBFRS is integral to wider response and resilience during COVID19 event

Engage with and support NFCC infrastructure to ensure common alignment of national FRS issues stemming from COVID19.

Establish a Service Recovery Group to consider longer-term impacts to delivery of services and staff and return to a new normal as the Service transitions out of the Covid19 event.

Establish information collection and organisational learning from RBFRS response to COVID 19 to inform future planning and resilience. | Essential consumables /PPE items identified. Critical stock level point determined. Activity to improve supplier transactions and guidance / process change reduce consumption in place. Active engagement in collab proc opportunities via NFCC/KFRS and weekly PPE return submitted. UPDATE - Weekly RAG report continues to be reviewed at Response Group and escalation to CEMT where required. Overall position on PPE now stabilising although supply chain issues do still exist. BA Safety Wash still being closely monitored. A partial delivery in May has allowed option of each Watch to train under air once per week. BA safety wash contingency plan approved at Response group (24.4) still remains as a back-up option. Alternative Draegar approved disinfectant product ordered and anticipated to be delivery at end of May. CLOSE

This refreshed guidance was recently published and will be monitored by the Operational Resilience group to ensure it is still effective and relevant. This forms part of the restriction of staff movement's guidance. The guidance is working effectively and staff numbers are high. Work on reduced PDAs completed. COMPLETE

Internal structure in place and aligned to LRF. Governance structure subject to review based on requirement of Covid response/recovery. Structure in place for briefing Members informally. Regulations published to enable remote Fire Authority meetings, with work underway to understand the required infrastructure to support these arrangements. CLOSE

Communications Strategy in place and under review. Arrangements in place for internal communications aligned to governance structure. Fortnightly Member briefings in place with Director of Support Services | | | |

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
		acting as the lead. Jo Bromham acting as the lead on the Media Advisory Cell to align communications to Thames Valley LRF. CLOSE			
		Primary liaison has been taken up by DCFO. Usual arrangements (FBFBUC) being planned back in. Rep bodies sit on response group.			
		Ongoing contact with TV partners still in place with diminished frequency as majority of plans in place and situation relatively stable. Reactive Comms channels in place it required and minimum weekly planned contact still occurring. CLOSE MOVE TO RECOVERY			
		Update 08.06.20. Representation on SCG & SRCG continues and these arrangements are expected to continue for some months. DCFO is TVLRF Dep Chair and is supporting SCG Chair and LRF Chair and Exec in oversight and support for command structures and multi-agency relationships. Paul Binyon leading on LRF Risk Group and review of LRF risks due to C19. Jim Powell leading Logistics Cell and reporting to TCG supported by other RBFRS staff - This work is expected to continue until at least end of June 2020. RBFRS are linked into other groups through wider TV FRS representation. CLOSE MOVE TO RECOVERY			
		We have established an External Information Log to track and monitor potential actions arising from the NFCC guidance documents. CLOSE			
		TOR agreed by CEMT on 30/4. Representation from service areas across the organisation has been agreed. COMPLETE			
		Action & decision logs from CEMT and subsidiary			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
		groups to be analysed after event closure and lessons learned report presented to SLT in due course. Update: Review group proposal agreed at CEMT, Becca Chapman to lead. CLOSE			

Impact of COVID-19 - Recovery (Risk: 658) Risk Owner: Director of Support Services
Inherent Risk Score: 21

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
If we fail to effectively plan our recovery as the COVID-19 Alert Level is reduced, then we may fail to reinstate our service provision beyond our core delivery in a timely manner based on risk to the public and staff.	Assess our service delivery and working arrangements against the latest Government Guidance to ensure compliance and safe working practices and environment for our staff Develop a recovery plan for Prevention and Protection that aligns our service delivery to the current risk of COVID-19 and Government guidance and that can be easily flexed to enhance or ease restrictions in place to delivery as appropriate Develop a recovery plan for Response that aligns our service delivery to the current risk of COVID-19 and Government guidance, so that it can be easily flexed to enhance or ease restrictions in place. Develop a recovery plan for resourcing, learning and development activity that aligns delivery to the current risk of COVID-19, government guidance and organisational priorities that can be easily flexed to enhance or	Government guidance being monitored and reviewed via Covid Response Group and appropriate sub-groups. Risk assessments, GAP analysis and workplace assessments have been undertaken. Staff have received guidance on COVID/workplace safety and risk assessment now published to all staff. "COVID secure" as of 29/06. COVID secure posters to be sent out and displayed at all locations. Protection and Prevention Recovery Plans drafted and agreed by CEMT. Recovery Plans being assessed against latest NFCC guidance which was subsequently issued to ensure consistency of approach with sector and no gaps in approach. Protection and Prevention activities currently being delivered in line with our planning against alert level 3 Response Recovery Plan drafted and presented to Response Group. Due to be presented to CEMT for sign off week commencing 8 June. Response plan has been signed off by CEMT, it will now be reviewed due to the Government level being reduced to level 3. Plan now being implemented Recovery action plans formulated for recruitment and the training plan, identifying the necessary steps required to address challenges. Operational qualifications and training assessed for risk and interim recovery focus agreed with Service Delivery. Promotion and succession plans being reviewed with mid-term and longer-term solutions being considered	New	18	⬌

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	ease restrictions in place. Actively monitor and maintain stocks of critical consumables that support delivery of our services based on the risk of COVID-19 and enable appropriate protection measures for staff Engage with and support NFCC infrastructure to ensure common alignment of national FRS issues stemming from the recovery from COVID19. Engage with and support the TV LRF infrastructure to ensure RBFRS is integral to wider recovery from the COVID-19 event Engage with Thames Valley FRS partners to ensure TV FRS recovery plans to ensure alignment where appropriate Maintain close working arrangements with Rep Bodies throughout recovery period to enable effective collaborative on the restoration/flexing of service delivery based on current COVID-19 risk Ensure that organisational learning that is emerging informs our recovery activity and future resilience and planning	at Workforce Planning and SLT accordingly. Impacts to workforce considered alongside emerging learning /issues and reported via RSG/ CEMT. Training activities restricted by venue access being risk assessed for reintroduction. Monitoring of PPE stocks reported twice per week, once to NFCC and once to Response group. Overall PPE situation and usage rates has stabilised although continues to be monitored and re-orders placed where appropriate. UPDATE - 01/07 - PPE reporting into NFCC now moved to monthly as national PPE position has stabilised. RBFRS position is good but still being monitored. BA safety wash issues resolved and now transitioning to BAU as per pre-COVID. We have established an External Information Log to track and monitor potential actions arising from the NFCC guidance documents. Representation on LRF Strategic Coordinating Recovery Group. BFRS lead chairing Finance and Legal cell of LRF structures and feeding back to RBFRS finance team. At Berkshire level, LA CEX's have formed a Berkshire level group and are considering wider membership of other agencies – will monitor for whether membership appropriate. SF and PB attended BRG and continue with the SCG / TCG Regular contact in place on a weekly basis. WhatsApp's group in place for reactive urgent items. Regular meetings planned with DCFO to ensure communication and collaboration - only used as needed. FBU sitting as a member of the Response Group. Consultation underway with representative			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	Have in place a communications and engagement strategy that ensures key stakeholders and staff are informed, enabled and supported throughout the recovery phase Established and effective governance arrangements in place to manage the organisation of our recovery arrangements from the COVID-19 event	bodies on the COVID Secure Organisational Risk Assessment... Engagement continues with recent issues around SRRI's successfully dealt with CEMT has commissioned a review to assess the RBFRS response to COVID-19 and identify areas of organisational learning. Review lead and sponsor identified. Becca Chapman leading work supported by Alison Hazleton. Review currently being scoped. Central recovery guidance document drafted and template agreed by CEMT. Guidance for staff groups being drafted to support a return to the workplace. Fortnightly Member teleconferences in place and weekly communications briefing. BAU communications channels being maintained. CEMT governance structure in place supported by sub-groups and task and finish groups as required. Governance arrangements regularly reviewed and adapted as required to support current needs.			
Capital Projects - Effective Estate Management (Risk: 663) Risk Owner: Assistant Chief Fire Officer **Inherent Risk Score: 23**					
If we fail to effectively manage our property assets to ensure they are fit for purpose and in the right locations, which may become increasingly likely given the funding challenges and the increasing age of our fire stations, then we can expect our revenue expenditure to increase, our services to be less effective and our stations to further decline which would be	Maintain and annually review the Strategic Asset Investment Framework (SAIF) to prioritise available capital expenditure in those areas/buildings most in need Introduction of 'Minor Capital Works' programme. £1.25m investment across six fire stations identified as most in need. Intended to prolong the useable life of key assets and meet commitments within key strategies	Annual refresh completed Feb 20 with HoFP and approved by FA. Reprofiled Cav Rd FS and reduced scope of Whitley Wood due to reduced capital availability. Initial staff engagement scheduled to complete by 10 June 2020. SLT paper scheduled to clarify work plan, mechanism for engagement and progress monitoring etc. Principles and next steps to be approved by MA and SF. Task incorporated into 2020/21 Service Plan. Progress delayed due to unplanned absences within Cap Proj Team and C-10 impacts. This work will	New	17	⬌

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
significant in respect to our strategic objectives; to ensure value for money and ensure fire stations are suitable and accessible for our own staff and the communities they serve.	Provision of a Property Asset Management Plan (PAMP) to set out the vision and SMART objectives for the Authority's land and property assets with a five year delivery plan. Identify and expedite collaborative / partnership opportunities with RBFA and partner's estates to reduce revenue cost, support the delivery of the SAIF and comply with Duty to Collaborate. Ensure appropriate capacity and capability of resource is available to support project delivery in line with SAIF profile and any other additional responsibilities e.g. Minor Capital Works programme. Delivery of appropriate communication and engagement plans with support of corporate Comms. Key objectives to include maintenance of continued capital investment, confidence of effective delivery showcase benefits to all stakeholders Continue to improve governance, visibility and oversight, across Members and internal stakeholders to build confidence and deliver successful projects collaboratively across departments. Ensure appropriate engagement	align with revised IRMP supporting operational requirements and key strategic Plans e.g. People Strategy / HSW Strategy. Strategic opportunities explored at TV Collaboration Board, One Public Estate programme and TV Collaboration Estates Group. Draft estates collaboration 'principles' to be taken for approval at SLT in 20/21. Licence to Occupy and sharing agreements in place or in development with SCAS/TVP. Benefits realisation to be tracked at TV interoperability board. UPDATE Subject to the review of the SAIF in February 2021, this will dictate both the internal and external resources required to manage the Property Capital Programme. This will also underpin the scope of requirements for the re-tender of the multi-disciplinary professional services contract in 2021. Continued development of Comms plan for each project (considering wider organisational level implications e.g. decommissioning of Dee Rd etc). Supported by an overarching capital projects team plan currently in development. Closer working across internal departments with greater support and integration with others e.g. financial oversight. Business support managing wider organisational implications e.g. Theale Stakeholder group. Finance now integrated into project teams and meeting cycles. Greater sharing of project progress dashboards to identified stakeholders, including SLT colleagues and Member's (PDWG).			

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	and oversight of financial considerations to maintain capital and revenue budget monitoring and forecasting throughout the life of all individual projects.				
Management of Budget Pressures (Risk: 664) Risk Owner: Mark Arkwell **Inherent Risk Score: 24**					
If we fail to accurately capture budget pressures over the medium term, which is becoming more likely given the volatility in the macro-economic environment, then resource allocation will become sub-optimal, impacting negatively on our ability to deliver an efficient and effective service to the public.	Lobby NFCC, MPs, NJC and Government to ensure that pay awards are funded in full as currently only funding for a 2% pay award has been built into the MTFP CFO and Chairman continue to lobby Home Office to try and obtain a more equitable split of funding for our protection activities. Ensure Members are aware of the budgetary impact of keeping Wargrave open. Maintain robust budget monitoring and management processes Engage Members in the budget setting process for 2021/22 Increase agility in internal planning processes to ensure delivery plans are matched to the MTFP. Ensure effective forecasting of cash flows through robust treasury management. Engagement with NFCC and HO to	Lobbying continues through the NFCC to highlight that pay awards must be funded and affordable CFO continues to push for access to the methodology that was used to allocate protection grant to FRAs. Financial implications have been explained at Fire Authority meetings and as part of the budget setting process. Additional resource has been allocated to enhance budget monitoring of capital projects and the Covid-19 cost centre Work will commence once the Lead Member for Finance has been appointed following the Annual Meeting of the Fire Authority in June 2020. Regular forecasting is in place to ensure resources are being used effectively. Cross-departmental working has increased with the increasing effectiveness of the Workforce Planning Group. Enhanced treasury management procedures will be introduced during the summer in advance of major capital project expenditure and to monitor collection rates from unitary authorities.	New	22	↔

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	ensure new pension burdens are matched by grants	Importance of current pension grant is continually being emphasised to HO through FFN and NFCC			
National Operational Guidance (Risk: 665) Risk Owner: Assistant Chief Fire Officer **Inherent Risk Score: 21**					
If we do not align to National Operational Guidance (NOG) and ensure that we have robust document structure and control systems in place, which is likely given the scale and complexity of implementing NOG and of reviewing and revising the current system, then we can expect an increase in the risk of firefighter injury or fatality, failure to meet our statutory health and safety obligations and an impact on delivering an effective response to emergencies.	Produce a business case to address the planning, development, resourcing and organisational oversight for the treatments required to address this risk Review and revise all extant operational documentation currently held by RBFRS Produce an action plan to address gap and associated risks Design and deliver a system and process for new ways of working in relation to document management with a governance structure Adopting the principles of NOG. This focuses on assessing the current service guidance framework against of each piece of NOG subject matter Implementing the principles of NOG. The NOG guidance will be introduced into the service as the primary source of information and will act as the reference material for all personnel. Embedding the principles of NOG.	Business case in draft, will go to SLT 7 July	New	21	⬌

Risk	Key Controls and Mitigations	Risk Movement	Previous Qtr. Risk Score	Current Risk Score	Direction of travel
	Providing assurance of NOG alignment, ongoing strategic gap analysis and response to National Operational Learning.			█	

Risks Closed During Q2 and Q3

Capital Investment Strategy (Risk: 233)	
If we fail to effectively manage our property assets to ensure they are in the right locations and fit for purpose, which may become increasing likely given the level of skills and experience and capacity within our estates team and the increasing age of our fire stations, then we can expect our expenditure to increase, our services to be less effective and our stations to further decline which would be significant in respect to our objective to ensure value for money and ensure fire stations are at the heart of communities.	Reason Risk Closed: This risk was replaced by 663: Effective Estate Management in recognition that the risk description required updating to better reflect the current environment. This now also includes treatments that better represent the measures required to mitigate the issues appropriately.

HR & L&D Staffing (Risk: 353) Risk Owner: Head of Human Resources and Learning & Development	
If we do not maintain adequate staffing levels and monitor the activities and commitments of the HR and L&D teams, which is becoming increasing important given the demands on the wider workforce and number of projects and key change programmes, then we can expect to see turnover, a loss of knowledge and expertise and additional pressure on staff which are significant in relation the health and wellbeing of individuals and overall ability to achieve our departmental objectives including delivery of payroll, support others achieve their objectives e.g. IRMP and meet our strategic commitments.	Reason Risk Closed: No longer a current risk. The outstanding positions within Human Resources and Learning and Development have been filled with experienced individuals.

Management of Resources (Risk: 507)	
If we fail to manage resources tightly which is more likely in the short term given that the organisation has undergone substantial restructuring then we can expect that resource utilisation will be sub-optimal which will negatively impact on our ability to deliver an efficient and effective service to the public.	Reason Risk Closed: Risk has been incorporated into a new risk which captures major cost pressures from the medium term financial plan perspective.

Employer Pension Contribution Increases (Risk: 559)	
If RBFRS fails to receive sufficient government funding to pay for increases in the employer contribution rates of firefighter pension schemes, which is likely given the squeeze on public finances, we can expect to face further reductions in service delivery and a loss of public trust, which will severely impact on our ability to deliver our statutory duties and strategic objectives.	Reason Risk Closed: Risk has been incorporated into a new risk which captures major cost pressures from the medium term financial plan perspective.

Facilities Contractors (Risk: 575)	
If our main facilities contractor cannot provide maintenance and repair services to our estate, which is increasingly likely given the wider industry landscape involving similar service providers then we can expect that our statutory compliance, preventative maintenance schedules and defect repair capability will be severely affected. This impact could affect our ability to respond effectively from our stations and have adverse effects on our financial position by having to source alternative service providers.	Reason Risk Closed: Risk closed due to issue being resolved. Facilities team have acquired new set of contactors to fulfil our facilities management requirements.
Failure in Delivery of ESMCP National Programme (Risk: 576)	
If the ESMCP National Programme fails to deliver a new Emergency Services Network (ESN) or key component parts of ESN that properly enable FRS mobile communications, then the service risks degraded reliability of the existing airwave system; significantly higher costs for airwave; limited scope for improvements to ways of working as would be enabled by ESN, and potential impact to dependant technology projects, directly impacting delivery of services and consequential negative public confidence and reputation	Reason Risk Closed: This risk has been merged with risk 418 as treatments in place, mitigate both risks.
LGPS Increased Pension Contributions (Risk: 632)	
If RBFRS fails to receive sufficient government funding to pay for increases in the employer contribution rates of the Local Government Pension Scheme, which is likely given the squeeze on public finances, we can expect to face further reductions in service delivery and a loss of public trust, which will severely impact on our ability to deliver our statutory duties and strategic objectives.	Reason Risk Closed: Risk is no longer a corporate risk. It was a risk whilst there was uncertainty around the accounts of the Berkshire Pension Fund and any associated increase in employer contributions. However, this issue has now been resolved without any change to our share of assets and liabilities.

Accident Investigation

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2019/20 YTD
Accidents Requiring Investigation	Minor	4	11	12	11	38
	Moderate	5	5	2	1	13
	Major	0	0	0	1	1
Near Misses Requiring Investigation	Minor	2	8	3	8	21
	Moderate	5	5	4	7	21
	Major	1	0	0	0	0
*Accident Investigations Outstanding	Minor	0	0	0	1	1
	Moderate	0	2	1	1	4
	Major	0	0	0	0	0
*Near Miss Investigations Outstanding	Minor	0	0	0	0	0
	Moderate	0	0	1	1	2
	Major	0	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).

84

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
198	**Firefighter Pension Administration**	Implement written succession plans for 'Fire' clients with reference to specific RBFRS workarounds where appropriate.	30/09/2019	30/11/2020	Low	Delays to the sign off of the organisational review by the Council resulted in the delay to consultation. This started but was suspended due to the Covid-19 situation. The process will recommence in June. Overall, this has created a delay to 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**	27/11/2019	WYPF Business Manager (via Becci Jefferies)
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	The review was completed and an update to the Constitution has been drafted. As the A&G/Fire Authority meeting was cancelled in Q4 due to Covid-19, this will be presented at the July Audit and Governance meeting for recommendation to Fire Authority.	G	**Open**	08/01/2020	Head of Corporate Services – (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	The review was completed and an update to the Constitution has been drafted. As the A&G/Fire Authority meeting was cancelled in Q4 due to Covid-19, this will be presented at the July Audit and Governance meeting for recommendation to Fire Authority.	G	Open	08/01/2020	Head of Corporate Services (Katie Mills)

Ref:	Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Open / Closed	Date of Audit Report	Allocated to
208	**Key Financial Controls - Creditors**	Once the implications of Brexit have become clear, the Financial Regulations will be as planned sent to the Audit and Governance Committee in March 2020 and subsequently sent to the full Fire Authority for approval in April/May 2020	31 May 2020	30/9/20	Low	Revisions to the Regulations have been delayed to take account of learning from COVID19 in relation to procurement and supplier resilience. The revised Regulations and will be presented to A&G Committee at its September meeting.	**G**	**Open**	04/03/2020	Deputy Head of Finance and Procurement (Ryan Maslen)

Ref:	Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Open / Closed	Date of Audit Report	Allocated to
209	**Cyber Essentials**	Management will establish unique user accounts for RBFRS station users to avoid the risks associated with generic group accounts after finalising the on-going review	31 December 2020		Med	Tools designed to establish account permissions structures and allow migration of permissions to new account structures have been installed. Technical training has been arranged.	**G**	**Open**	12/03/2020	ICT Service Delivery Manager (Lee Arslett)
210	**Cyber Essentials**	The Specops Password Security Software will be implemented to enforce a stronger password policy for administrator user accounts	March 2020	July 2020	High	Specops has been installed but not activated for all accounts as the risk of mass password change during full lockdown is deemed higher than the extant password policy rules. Elevated Privilege accounts have adopted more secure policies and Specops will begin enforcing policy during Q2 2020	**R**	**Open**		ICT Service Delivery Manager (Lee Arslett)

Ref:	Audit title	Audit Action	Date by	Revised Completion Date	Priority	Progress	Status	Open / Closed	Date of Audit Report	Allocated to
211	**Financial Planning and Long Term Budgeting**	Formal acceptance / sign-off of budgets by budget holders will be incorporated into the budget setting process.	31st March 2020		Low	Actioned as part of the 2020/21 Budget setting process.	**G**	**Closed**	10/10/2019	Head of Finance & Procurement (Conor Byrne)

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 January to March 2020.

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

Task	Progress	RAG
	Together these benefits will ensure that the principle of data minimisation is introduced to RBFRS and paves the way for introduction of more robust information management and data classification policies and procedures. The pilot has been completed and SLT approval to go to full deployment has been granted. This activity is in support of the **Simplification** principle.	
Data Classification Framework	Work is underway to establish a standard set of primary record types and their relationships to each other in order to formalise how RBFRS documents primary business processes, their inputs and outputs. Ultimately, each business process will be documented using the standard framework and 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 tools to assist with data classification and management have been implemented and are in data capture phase.** This activity is in support of the **Simplification** principle.	A
Workplace Upgrade	Workplace by Facebook is the default collaboration tool currently used by the NFCC in facilitating pan-sector information sharing. RBFRS internal uptake has been significant, with multiple groups now well established within the organisation. In order to manage the workplace environment (known as the tenant) effectively, RBFRS will be upgrading to the premium level of service during the 2019-20 strategic year. Negotiations with Facebook and 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: RBFRS is now upgraded to premium workplace and is centrally managed via ICT administrators to reduce corporate risk, and therefore this activity is complete.** This activity is in support of the **Collaboration** principle.	C

Task	Progress	RAG
ICT Laptop peripheral Evaluation	RBFRS requires additional standard issue ICT equipment if we are to expect individuals to take advantage of some of the more advanced collaboration capabilities being brought by software services such as workplace or office 365. These peripherals will enable audio and video communication capabilities for users regardless of location, in turn, improving the ability for the organisation to reduce reliance on face-to-face meetings and discussions with the attendant inefficiencies and costs involved in these type of activities. Currently under field trails 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.** This activity is in support of the **Collaboration** principle.	C
Vision Upgrade	Initial conversations with TVFCS and Capita are currently underway to understand the product roadmap and contractual constraints and to establish RBFRS/TVFCS path to Vision upgrade over the coming period. This activity has dependencies and places dependencies on RBFRS transition to ESN and is likely to be a multi-year project in its own right. **Update: Further discussions with TVFCS leadership have taken place to ensure sufficient advanced planning and alignment with ESN plans is maintained.** This activity is in support of the **Virtualisation** and **Collaboration** principles.	G
Prevention ICT	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. **Update: Project requirements agreed with customer groups, development of web pages underway, development of security model underway, development of backend database changes underway.**	G

Task	Progress	RAG
	Hardware and peripheral accessories ordered and delivered. Initial batch of 20 tablets with access to test system distributed to project champions for evaluation. 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 Q419.**	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 January – March 2020.

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	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. Fleet and procurement teams have been working on reviewing vehicle specifications with finalisation and agreement expected to happen in Q1 2020/21. At Fire Authority in February, approval was given to purchase another four main pumping appliances from our existing contract, this ensures that the contract has been maximised. Current lead times indicate around an 18-month delivery.	G
Review Equipment notes and technical information and create appropriate reference database	Working in conjunction with our Thames Valley Partners there is a continuing piece of work to write new equipment notes in an aligned format that fits with the product pacts produced by Ops Guidance. There is also a continuing piece of work to reformat legacy equipment notes to the new format where this is relevant. The document format now used for Equipment Notes is based on the NOG equipment note format. It has been modified to suit the needs of the collaboration work that is going on across the Thames Valley. The note format has been seen by several non TV services and is being considered for adoption in Hampshire FRS and AWE fire service.	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. Recent approvals from the Fire Authority show the commitment and support to the plans to enable the further modernisation of our fleet.	G

Task	Progress	RAG
	Work to establish an agreed asset management process is continuing. A dedicated project manager to drive forward the asset management work stream commences in April and is expected to bring together the work already completed and implement the process improvements required to ensure more efficient asset management that meets all stakeholder requirements.	
Agree replacement programme for Special Appliances	At Fire Authority in February, approval was given to replace the water rescue unit vehicle, the 4x4 appliance at Maidenhead and to procure up to eight 4x4 double cab utility vehicles. As per the revised SAIF and the Vehicle Fleet and Equipment Strategy, the replacement of these vehicles demonstrates the route of continuous improvement for the RBFRS fleet and over the coming year the focus of the fleet and equipment teams will be to successfully deliver these vehicles into the Service. Early work has captured some end user requirements for the 4x4 appliance at Maidenhead and the process is now starting to capture requirements for the replacement water rescue unit vehicle. The Aerial Ladder Platform (ALP) is entering the final stages of build and subject to satisfactory sign off and acceptance, is expected to be in Service by July.	G
Determine multi-use vehicles requirements, available to provide off road access, flexible and effective back-up vehicles	As part of the above, following the approval to purchase up to eight 4x4 double cab utility vehicles, work is now underway to establish specifications and detailed costings. The vehicles will primarily be used to support our on-call stations as well as providing additional resilience across the Service during spate weather conditions.	G

Appendix C: Information Governance Report

Information Governance Report (January to March 2020)

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

Information Requests...	Jan 2020	Feb 2020	Mar 2020	Total
New Information Requests Received	16	18	7	**39**
Total Information Requests Actioned	29	28	24	**81**
IGT - Hours Spent on Information Requests	92.50	45.75	48	**186.25**
Others - Hours Spent on Information Requests	51.75	18	41	**110.75**
Timeframes not met (figures relate to request due date)	3	1	5	**9**
Internal Reviews (figures relate to request due date)	0	0	0	**0**

Incident Reports

Incident Reports...	Jan 2020	Feb 2020	Mar 2020	Total
New IRS/FI requests received this month	26	7	14	**47**
IRS/FI requests confirmed (includes not charged for)	8	2	3	**13**

Total IRS/FI requests actioned *(incl. still in progress)*	29	13	17	**59**
Income from requests Figure in brackets - total ££ so far this year	£315.00 (£2625.00)	£315.00 (£2940.00)	£210.00 (£3150.00)	**£840.00** (£3150.00)

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	Initial planning work completed but commencement of work delayed due to COVID-19	A
Protection work quality assurance	Collaboration, Change and Finance Service Plan	Initial planning work completed but commencement of work delayed due to COVID-19	A

Improvement	Delivered via	Progress	RAG
Address the burden of false alarms	Collaboration, Change and Finance Service Plan: Protection new ways of working project	Policy reviewed at SLT and out for consultation. Further work required with TVFCS on approach to call challenge and this will take account of a collaborative approach	G
Keeping the Public informed during ongoing incidents	People Strategy, Objective 4e Corporate Services Service Plan	Out of hours cover is arranged via the Duty Officer for press calls and TVFCS are able to issue warning and informing messages over our Twitter account to make the public aware of any large scale or ongoing incidents.	G
Operational assurance to improve operational response and incident command	People Strategy Objective 1o Service Delivery Service Plan	The Operational Assurance management has been improved with a new process to track population through to completion. Operational and H&S Bulletins are being completed to a very high level (in the range 85- 90%) with auditing through an updated report which is reported to SPB. Debriefs are being held more effectively and the findings noted, this is shared through the operational newsletter to all staff.	G
Best use of available technology to improve operational effectiveness and efficiency	ICT Strategy People Strategy, Objective 5e	Work continues in the development of the safe & well digital capture project with no expected delays to deployment due to covdi-19 pandemic measures. Hardware components have been purchased and delivered, test devices have been deployed to project champions and page testing is underway as each page is developed for release. The project team, comprising key staff from the Prevention and Response functions as well as ICT are working well together collaboratively to ensure the delivered product is robust and fit for purpose.	G
Values and behaviours understood and demonstrated	People Strategy, Objective 4c HR & L&D Service Plan	Full roll out of BCF awareness training across the Service and now embedded within PDR process. The development of the BCF based Line manager recruitment / job design workshops have been completed. Initial recruitment / job design workshops to be held delayed due to COVID-19 work. Now planned for Q1/Q2 20/21	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	G

Improvement	Delivered via	Progress	RAG
		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	Results of the staff survey have been fully published on intranet. Departmental results have been distributed for review within teams for transparency.	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 ad no further action or follow-up was required.
12	The number of formal and informal fire safety activities	This is the total number of formal or informal fire safety activities that have been issued a: • 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	*Statutory fire consultations have a set timeframe in which they must be completed and include:* • *Licensing* • *Building regulations* • *Building regulations approved supplier* • *Marriage Act*
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 wholetime frontline pumping appliances	This is the percentage of shifts (day or night) where there is sufficient minimum qualified fire fighters (4 personnel) on all wholetime pumping appliances (fire engines). A wholetime frontline pumping appliance is available 24/7, 365 days a year.
17	% of hours where there is adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing)	This is the percentage of hours where there is sufficient minimum qualified fire fighters (4 personnel) on retained pumping appliances (fire engines). Retained frontline pumping appliances are crewed mainly by on-call fire fighters who are based at stations in more rural locations, and are ready to leave their place of work or home and attend emergencies from the local retained station, when they receive the call.
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(*Reporting of Injuries Diseases and Dangerours Occurrences Regulations*) 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/Trainee	SIP v Est	FTE v Est	% of staff In Development/Trainee
05 Hungerford	16	7.07	13	12	5.01	123.08%	54.38%	75.00
06 Lambourn	8	3.29	13	7	2.76	61.54%	25.29%	87.50
07 Pangbourne	5	2.91	13	2	1.18	38.46%	22.41%	40.00
09 Wargrave	12	6.28	13	11	5.98	92.31%	48.29%	91.67
11 Mortimer	12	6.08	13	12	6.08	92.31%	46.75%	100.00
15 Crowthorne	16	8.55	13	8	4.28	123.08%	65.74%	50.00
19 Retained	18	7.25	13	10	3.89	138.46%	55.76%	55.56
Total	**87**	**41.42**	**91**	**62**	**29.17**	95.60%	45.52%	**71.26**

Staff in Post Annual Trends

Staff in Post

6%	
24%	
57%	
13%	

Control   Green Book
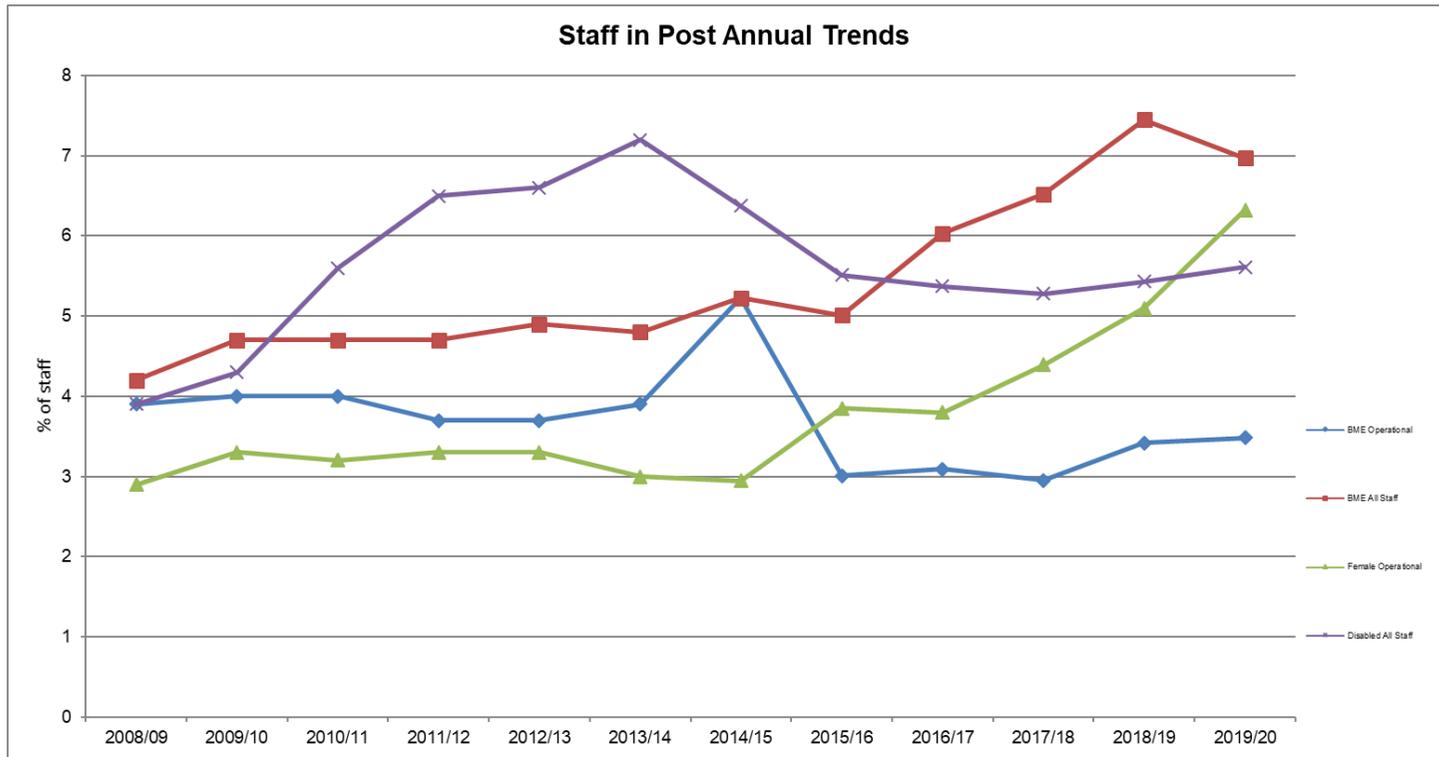
Retained   Wholetime
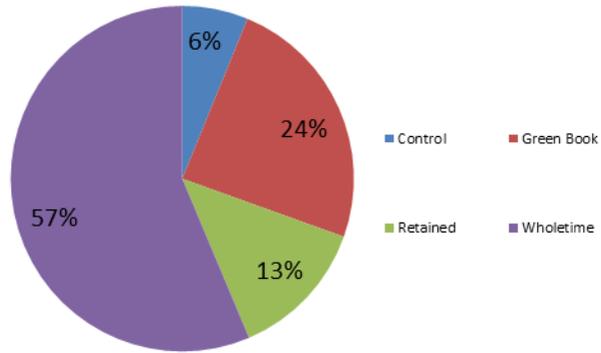
Quarter 4 – 2019/20

Percentage of BME operational	3.48%
Percentage of BME all Staff	6.97%
Percentage of Female Firefighters	6.32%
Percentage of Disabled staff	5.61%

Staff Age Profile

Age Profile of Workforce for Quarter 4
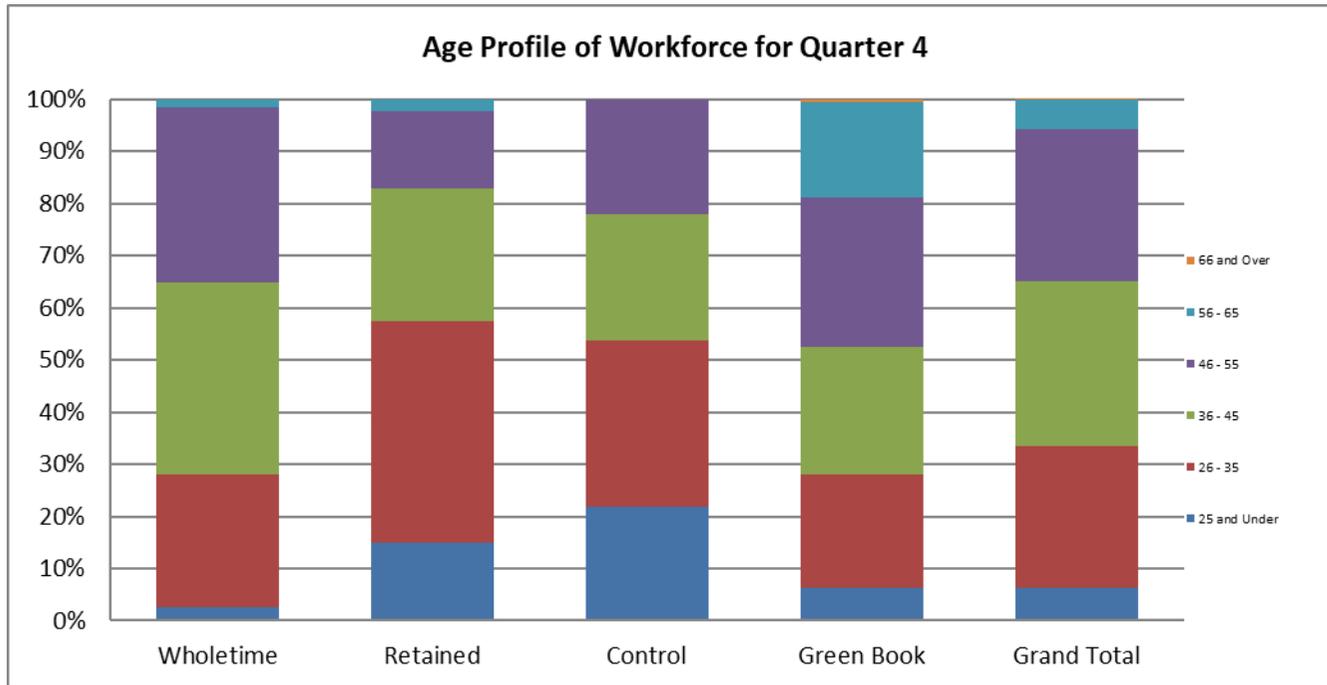
Age Group	Wholetime	Retained	Control	Green Book	Grand Total
25 and Under	10	13	9	10	42
26 - 35	94	37	13	35	179
36 - 45	137	22	10	39	208
46 - 55	125	13	9	46	193
56 - 65	6	2	0	29	37
66 and Over	0	0	0	1	1
Grand Total	372	87	41	160	660

Gender of Staff

Gender Profile - Wholetime

Female 5%

Male 95%
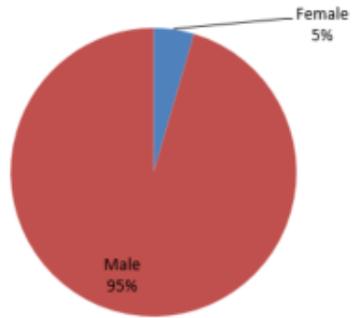
Gender Profile - Retained

Female 14%

Male 86%
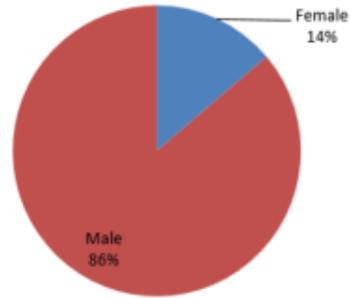
Gender Profile - Control

Male 29%
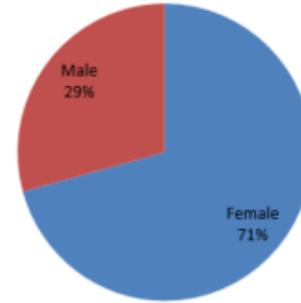
Female 71%

Gender Profile - Green Book

Male 44%
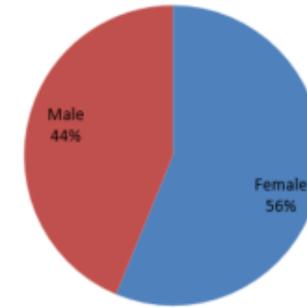
Female 56%

Gender Profile - All Staff

Female 22%

Male 78%
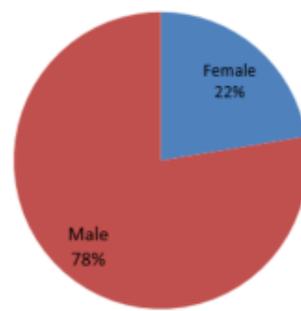
Gender	Wholetime	Retained	Control	Green Book	All Staff
Female	17	12	29	90	148
Male	355	75	12	70	512
Total	**372**	**87**	**41**	**160**	**660**

Ethnicity of Staff
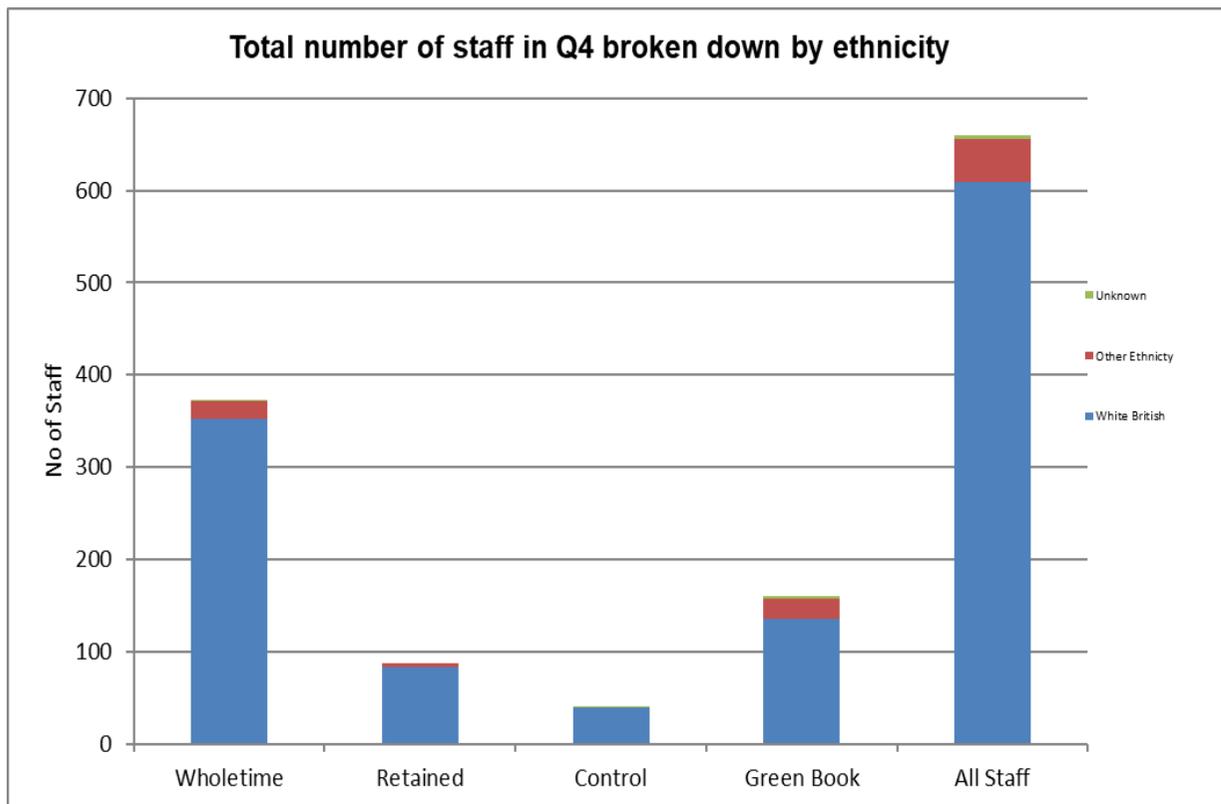
Ethnicity	Number of Staff
Asian or British Asian: Indian	4
Asian or British Asian: Other	4
Black or Black British African	3
Black or Black British Caribb	4
Black or Black British other	1
Chinese	1
Mixed White and Asian	3
Mixed White and Black Carib	1
Other	1
Other Mixed	5
Unknown	5
White British	589
White Irish	5
White Other	11
Asian or British Asian: Pakis	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

Percentage of days lost to key causes for Q3

Musculo Skeletal	33%
Mental Health	36%
Gastro	8%
Respiratory	13%
Other	10%

Percentage of days lost to key causes for Q4

Musculo Skeletal	29%
Mental Health	34%
Gastro	6%
Respiratory	14%
Other	17%
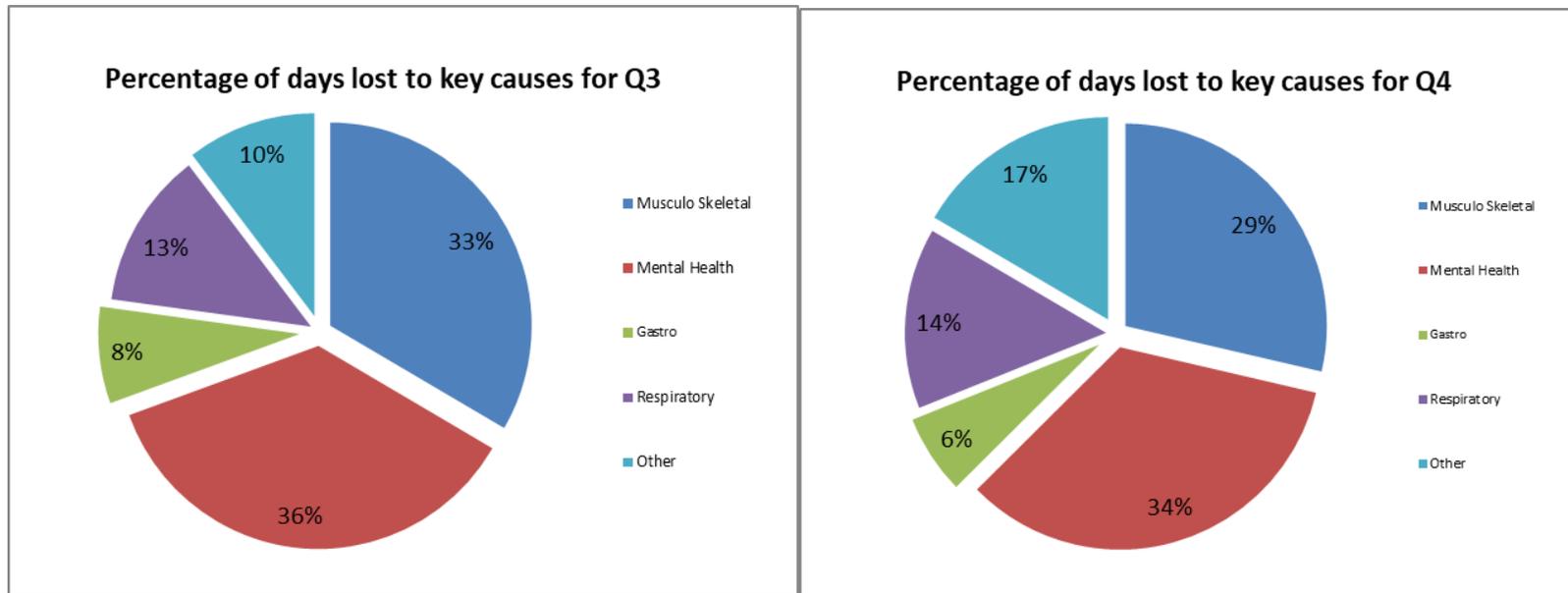
Days Lost Comparison from Previous Quarter

Cause	Q3 19/20		Q4 19/20	
	Days Lost	Occurrences	Days Lost	Occurrences
Gastro	126	43	89	42
Mental Health	590	24	475	18
Musculo Skeletal	547	55	400	42
Respiratory	204	55	202	55
Other	170	51	232	44

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.


% of working time lost to sickness Q1 18/19 to Q4 19/20
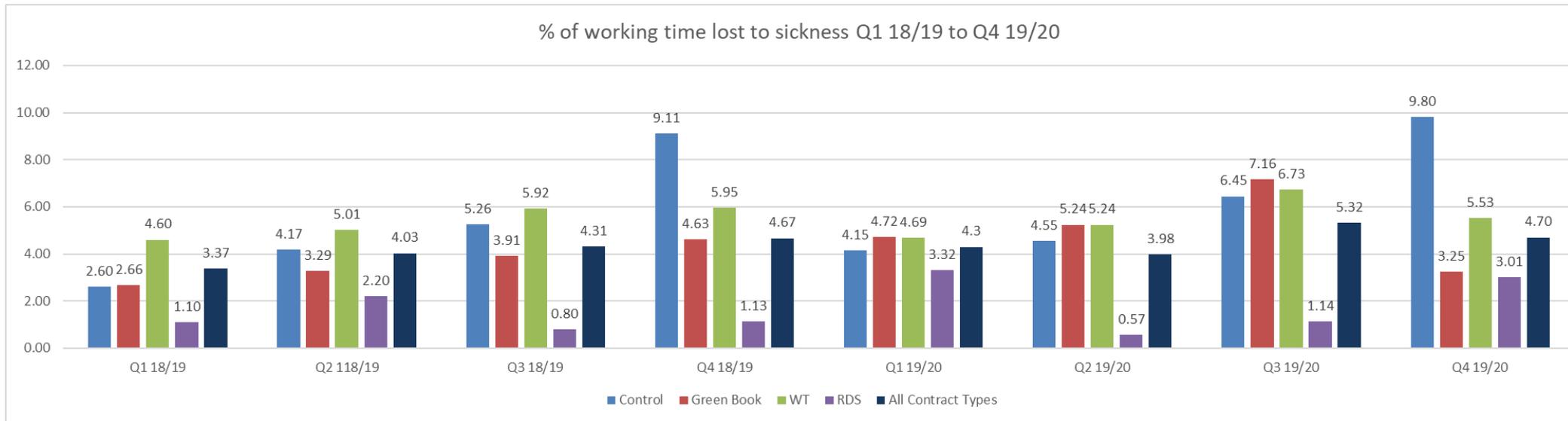
The % of working time lost to sickness Q1 18/19 to Q4 19/20

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).

Comparison of Q4 for both years show similar patterns where Control sickness increases considerably compared to the other contract types in the same period. RDS (On-Call) increased throughout the year and is slightly higher than the same quarter last year. Both Wholetime and Green Book staff absence reduced in Q4 this year whereas they increased in the same quarter last year.

% Working Time Lost To Sickness

This graph shows trends over the last four years and includes all staff groups. Working time lost to sickness has reduced compared to last quarter but is slightly higher than the same quarter last year.


Return to Work interviews completed on time

Q4 saw 91% of return to work meetings taking place on time. This is an increase of 3% compared to the last quarter and a 2% increase on Q4 last year.

Sickness Absence across other Fire and Rescue Services
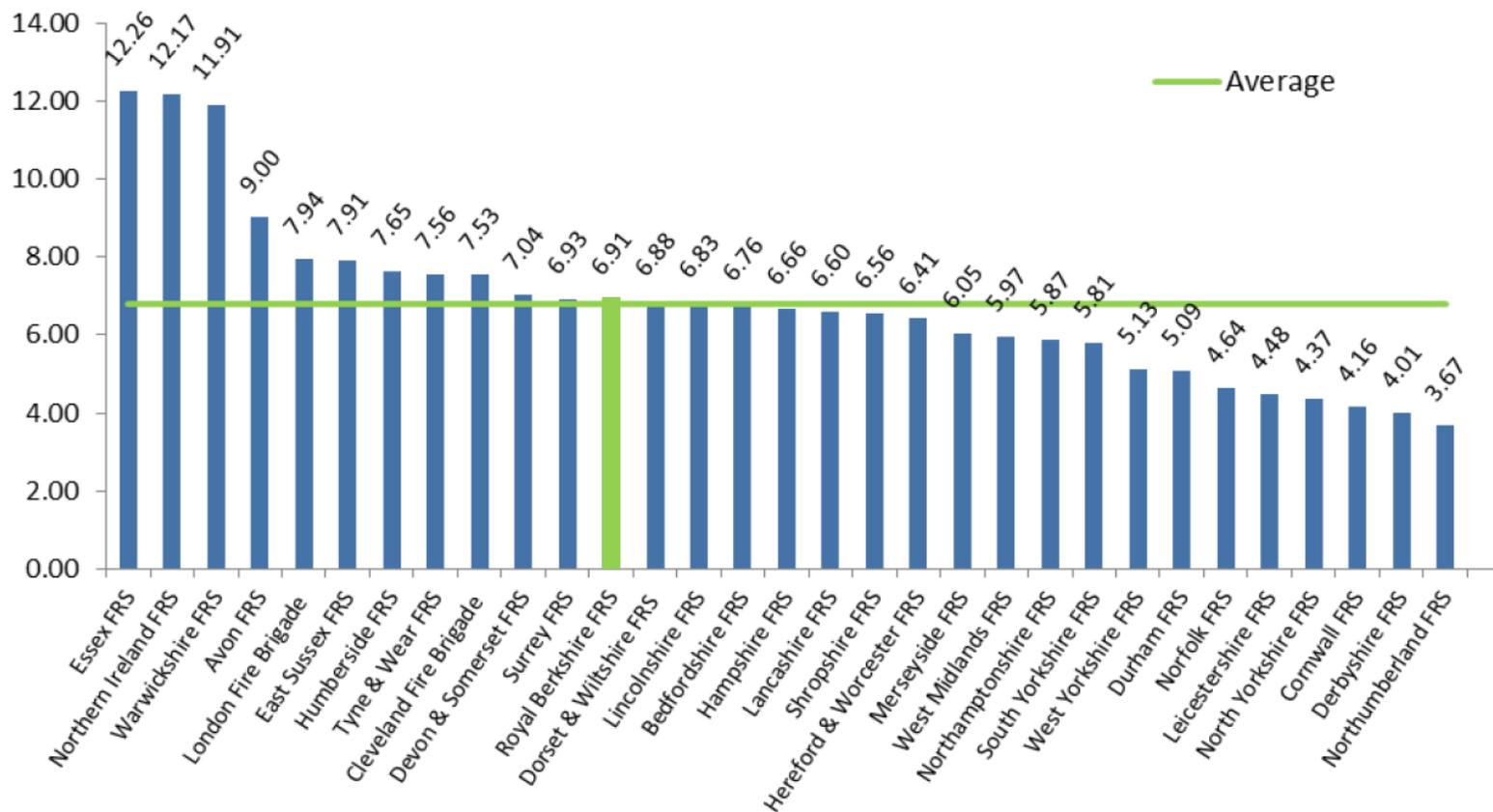
This graph (provided by Cleveland FRS) compares the percentage of working days lost to sickness for all staff in each Fire and Rescue Service. The days lost are shown as a per person figure for the period **1 April 2019 to 31 December 2019.**

* 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 Q3: 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	