

Action Plan

2013/14

Annual Report

2012/13



**ROYAL BERKSHIRE
FIRE AUTHORITY**

MAKING BERKSHIRE SAFER

www.rbfrs.co.uk

Welcome and foreword

Welcome to Royal Berkshire Fire Authority's Action Plan for 2013/14 and our Annual Report for 2012/13.

The Action Plan sets out what we intend to do this year and the Annual Report explains what we achieved last year, including progress reports on key projects.

Last year there were several major national events which affected the service, notably the Olympic Games and HM Queen's Diamond Jubilee. The Authority is proud to say that the Royal Berkshire Fire and Rescue Service team won the World Extrication Championships.

We have recently embarked upon the single largest project in the service's history, to begin the work necessary to move our headquarters, from its current inadequate site in Tilehurst, to more suitable premises near Theale.

This will also house the Thames Valley Fire Control Service, which brings together Royal Berkshire, Oxfordshire and Buckinghamshire, in a co-operative venture to provide a cost-effective and high-quality joint service to the three counties.

This summer, the current Chief Fire Officer, Iain Cox QFSM, will retire, after a 33-year career with RBFRS, 10 of which he has spent as its Chief Fire Officer.

We hope that you find these reports of interest. Please let us know what you think, or ask us any questions, by contacting us at reception@rbfrs.co.uk

You can find out more about us on our website at www.rbfrs.co.uk



Councillor Colin Dudley

Chairman of Royal Berkshire Fire Authority



Iain Cox, QFSM

Chief Fire Officer, Royal Berkshire Fire and Rescue Service

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Your Fire and Rescue Service

Royal Berkshire Fire Authority

Royal Berkshire Fire Authority is responsible for Royal Berkshire Fire and Rescue Service (RBFRS). It has a legal duty to ensure that an effective fire and rescue service is provided across Berkshire.

The Authority is known as a Combined Fire Authority, which means it is made up of twenty five elected councillors from the six Unitary Authorities in Berkshire (Bracknell Forest, Slough Borough, Reading Borough, Royal Borough of Windsor and Maidenhead, West Berkshire and Wokingham). The current Chairman is Councillor Colin Dudley, of Bracknell Forest Council.

The main duties of the Fire Authority are set out in the Fire and Rescue Services Act (2004) which requires it to provide, train and equip the service for:

- Firefighting
- Protection of people and property
- Fire safety promotion
- Road traffic collision rescues
- Other emergency responses to civil emergencies.

The Authority also has roles and responsibilities under the Civil Contingencies Act 2004 to work in partnership to plan and respond to civil emergencies and, since 2010, to promote the wider use of sprinklers.

The Authority has a number of committees which oversee the running of the Fire and Rescue Service, ensuring it meets both statutory requirements and the needs of Berkshire's communities. Authority meetings take place every three months and are open to the public.

Find out more about the Fire Authority via this [website link](#).

Royal Berkshire Fire and Rescue Service

RBFRS is responsible for providing 24-hour cover for the whole of Berkshire (125,914 hectares in size); from Langley and Slough in the east of the county to Lambourn and Hungerford in the west.

We have 18 fire stations and employ more than 680 staff. We currently have (542) full time equivalent uniformed staff and (142) full time equivalent non-uniform staff who serve a population of more than 860,000 people.

Berkshire includes one of Europe's busiest motorways, the M4, and heavily populated urban centres such as Reading and Slough. There are busy commercial and industrial centres, contrasted with less-densely-populated rural areas and a large number of lakes, rivers and canals. Last year, we answered around 14,000 emergency calls and attend around 6300 emergencies, including 411 serious traffic collisions.

Our role is much broader than putting out fires and dealing with emergencies. We also work to prevent the need for emergency assistance, using a combination of public information and education linked to risk identification and analysis.

Our vision and commitments: the "Core Strategy"

Our vision is to have a "Safer Berkshire" and our organisational mission is:

"To contribute to a safer society by reducing the incidence of death, injury and damage to property from fire and other emergencies"

This is supported by our Core Strategy (see the following table) and it is this which determines our planning activity and how we deliver our services.

Core Strategy for 2013/14

Theme	Vision	Aim	We will measure success by	Priority projects to deliver vision
Prevention	A Berkshire safe from fires, traffic collisions or other hazards	Reduce the risk that fire and other emergencies pose to the community	<ul style="list-style-type: none"> Reducing the number of accidental fires in dwellings Minimising deaths from dwelling fires Minimising the casualties from dwelling fires Reducing the number of deliberate fires 	<ol style="list-style-type: none"> Plan and realise savings to meet the budget
Protection	Risk and vulnerability to fire in business and communal premises are managed	Reduce risk and actively enforce fire safety in business and communal premises	<ul style="list-style-type: none"> Reducing the number of false alarms (Automatic Fire Alarms) at commercial premises Reducing the number of fires in buildings (non-dwellings) 	<ol style="list-style-type: none"> Collaboration with Oxfordshire FRS (Fire and Rescue Service) and Buckinghamshire FRS for a new Thames Valley Fire Control Service
Response	Effective response to fires, traffic collisions and other emergencies	Minimise loss of life, injury and damage from fire, road traffic collisions and other emergencies	<ul style="list-style-type: none"> Reducing emergency fire calls (excluding false alarms) Increasing the percentage of incidents where the first appliance attends within 10 minutes Increasing the percentage of incidents where the first appliance attends within 10 minutes and the second in 12 minutes Increasing the percentage of RTCs attended within 11 minutes Increasing the percentage of dwelling fires that are confined to the room of origin 	<ol style="list-style-type: none"> Refurbishment and relocation to a new Brigade Headquarters building Plan, build and move to a new Fire Station (Station 21) Find an acceptable solution to Windsor Fire Station issues
Use of Resources	Efficient use of resources	Efficient use of public funds Maintain user satisfaction Minimise the impact of our activities on the environment	<ul style="list-style-type: none"> Minimising expenditure per head of population Increasing the level of satisfaction with RBFRS service provision Reducing the number of complaints received from the public Reducing the CO₂ emissions from RBFRS property and vehicles 	<ol style="list-style-type: none"> Complete the 2012 restructure Explore and pursue options for transport and fleet maintenance contract
People	Have a safe, competent and motivated workforce where there is opportunity for all	Employ and train people with the right skills and attitude to deliver high quality services A workforce which meets the needs of the communities it serves	<ul style="list-style-type: none"> Maintaining the number of essential operational-based training courses delivered (as set out in service level agreement) Increasing the number of NVQ / NOS awards completed within the prescribed time frame Reducing the number of health and safety events Reducing the number of working days lost to short term sickness (all staff) Increasing the percentage of black and minority ethnic staff recruited Decreasing the number of individual staff with complaints as a proportion of the workforce Increasing the percentage of leavers who would recommend RBFRS as an employer 	<ol style="list-style-type: none"> Ensure supporting IT systems (e.g. Fire Watch and Performance systems) are efficient and effective Undertake a review of fire cover in the east of the county area

Our values

We believe that the way in which we work is as important as our achievements.

Our values reflect how we strive to achieve our purpose in all that we do and they are detailed in a Brigade Charter. Our values are:

- **Trust.** Building trust with integrity and in a manner that holds loyalty and mutual respect
- **Honesty.** We expect and give honest and open communication
- **Inclusivity.** Everyone should have the opportunity to be engaged, listened to and involved in the work of the Service
- **Equality.** The needs of different groups receive equal consideration
- **Openness.** All parties should understand the constraints and pressures on individuals and the organisations but positive and constructive challenges should be welcomed.

Communities and equality

As illustrated in the Core Strategy diagram, we aim to involve our communities in the services we deliver. This is so that we can better understand the needs of those we serve and ensure the most vulnerable in society get access to the services they need from us.

To help achieve this, we have the following in place:

- A Community Engagement and Equality Working Group, which is chaired by a Member of the Fire Authority. It focuses on identifying opportunities for engaging with Berkshire's varied communities. This has also seen a broadening of our volunteer programme.
- Working with partner organisations to join-up services where possible, including the involvement of communities across Berkshire
- Community Engagement Forums are held to gather views from members of the public on our activities and projects.



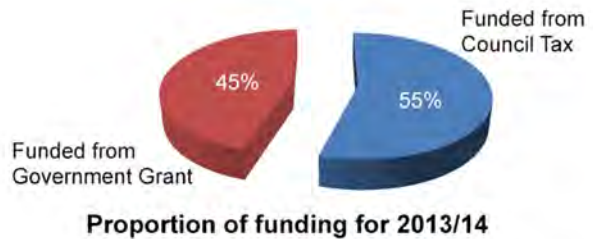
As part of this work, we are always on the lookout for people who would like to become retained (part-time) firefighters or work for us as community volunteers.

More information about this can be found at: www.rbfrs.co.uk (follow these links to the '[vacancies](#)' or '[volunteering](#)' web pages).

To ensure we know how well we are doing to meet the expectations of the community we serve, we have added new targets this year. These targets monitor compliments, complaints and after incident service satisfaction.

Financial resources

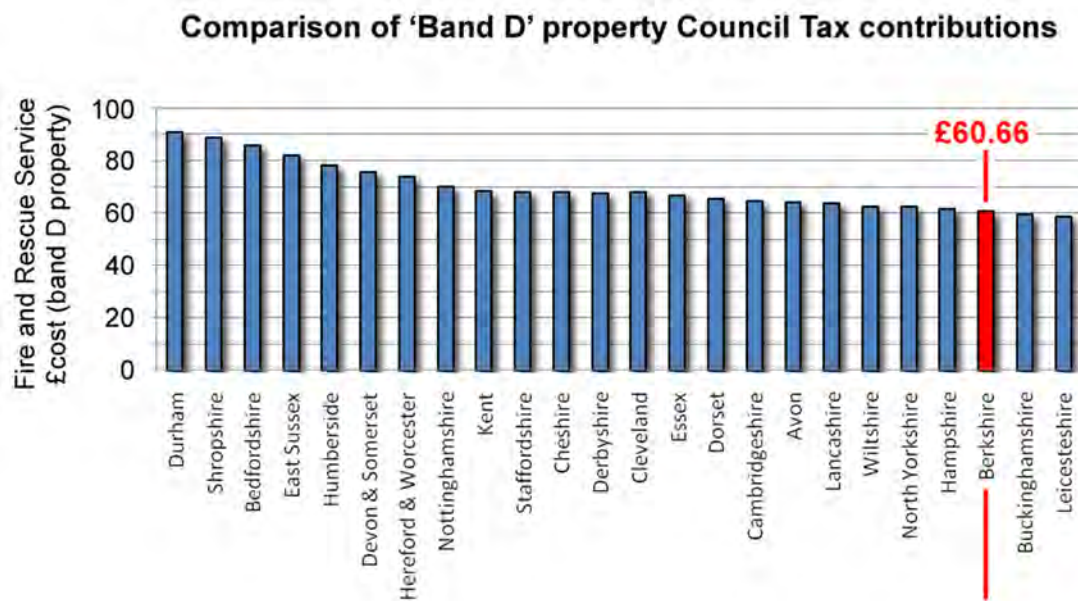
The Royal Berkshire Fire Authority budget for 2013/14 is £34.492 million. This comes from two sources; a Grant which the Authority receives from Government (55%) and locally from Berkshire residents' contributions through their Council Tax (45%). This is shown in the following chart.



This includes a £5 increase in our precept (the amount we ask council tax payers to pay for their fire service) and means that the council tax precept for a band D property this year will be £60.66, a rise of 9.6 pence per week.

RBFRS is one of a very small number of named fire and rescue services, and other local authorities, permitted by government ministers to raise its precept this year in recognition of being a well-run and low cost authority. This means that we have been able to offset the 10.2% cut in our government grant for 2013/14. Importantly, it also means that we can make necessary investments, for example for a new fire station and rescue training facility, without the Authority having to borrow money and incur the expense of servicing the subsequent debt.

Despite this increase in council tax precept, the graph below shows that the cost for a band D property in Berkshire is the third lowest of all Combined Fire Authorities in England.



Our Approach to Risk

What is Integrated Risk Management Planning?

National requirements mean that a process must be carried out by every Fire and Rescue Authority in the country to ensure that local plans are tailored to meet local needs. Every five years Royal Berkshire Fire and Rescue Service produces an Integrated Risk Management Plan (IRMP). This plan identifies the measures that Royal Berkshire Fire Authority proposes to improve the safety and wellbeing of Berkshire's communities and visitors, matched with demand and available resources and responsive to local needs.

It also takes into account the commercial, economic, environmental and heritage concerns of the six Unitary Authority areas in Berkshire. The aim of our Integrated Risk Management Plan is to deliver the **Right Resources** at the **Right Time**, in the **Right Place** and within our budget.

This means targeting our resources carefully, so that we can help to prevent incidents from happening, but also making sure our resources are in the right location to best protect the community. This plan is about **improving** public safety, **reducing** the number of emergency incidents and **saving** lives linked to demand and our resources.

Understanding risk

Analysis of past events and incidents, coupled with demographic information, analysis of the built environment and consideration of likely future requirements all contribute to a high level of risk knowledge.

Historically, the speediest response standards were aimed at commercial areas of Berkshire but the higher standard of fire protection measures in commercial premises has meant that far fewer people are now affected by fire in these areas. There have been no fire deaths in commercial premises in Berkshire in recent years and we aim to achieve the same in domestic premises.

On the other hand, road traffic collisions now form a large part of our work; in fact, our firefighters now rescue five times the number of people from cars as they do from fires.

These are some of the reasons we need to refocus our activities to reflect actual community needs.

Integrated Risk Management Annual Action Plans are derived from the five year plan and are compiled between May and October every year. Once approved by the Fire Authority for publication, a three month public consultation exercise is undertaken. All responses to the consultation are considered and, where required, an amended document is compiled for Fire Authority approval and public issue. This final document becomes the formal Annual Action Plan for the Service.

For more information follow this link to view the [2013-14 Action Plan](#).

Annual Report

2012/13



Introduction

Welcome to the Royal Berkshire Fire and Rescue Service annual report for 2012/13.

It includes information on our activities throughout the year, including operational incidents, significant events and details of our work in Berkshire's communities.

You can find out how Royal Berkshire Fire and Rescue Service is managed and run and how you can help us to provide an even better service in the future.

Royal Berkshire Fire and Rescue Service is *your* Fire and Rescue Service. We hope you enjoy reading this report. If you have any questions or would like to let us know what you think, you can contact us using the details on the back page of this document.

The wet weather last year increased the number of calls to cars stranded in fords. One particular ford, at Lands End in Twyford, has seen regular incidents of vehicles and their occupants trapped mid stream, some of which have been life threatening.

This year, we introduced an additional level of water safety training and equipment for our crews. This allows a more flexible and safer approach to resolving this type of incident.

We also worked closely with Wokingham Borough Council to improve safety at Lands End ford by developing an innovative warning system.



The 3 levels of water safety protective clothing

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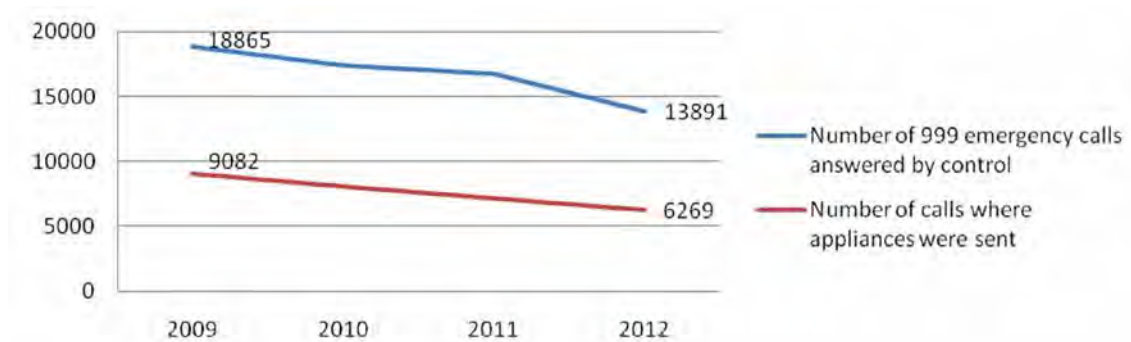
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Scale of Demand

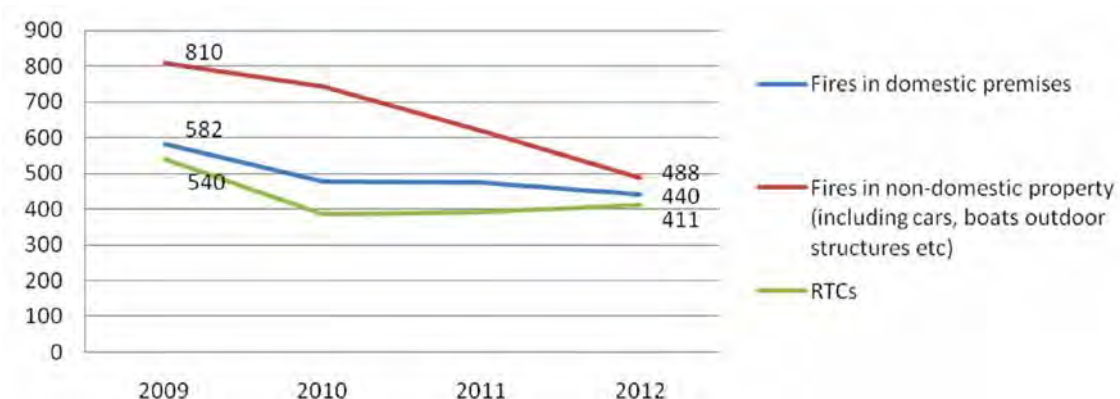


Number of emergency calls received and mobilised to: 2009-2012



The graph above illustrates the demand for our services; it shows that the number of calls we receive and the number of emergencies we attend is going down over time. The graph below shows that all types of property fires are reducing, however road traffic collisions (RTC) have slightly increased over the last two years.

Numbers of incident types attended: 2009-2012



The reduction in the number of incidents we attend frees up our operational station based staff to do more in other areas. One key area is working with the community to provide safety advice. The downside of not attending as many calls is that there are fewer opportunities for crews to gain operational experience. To address this, we have introduced enhanced training in areas such as Road Traffic Collision rescue methods. The instructor is a member of our World Extrication Championship winning team, who leads operational training courses at our Brigade Training Centre. These skills were put to good use at a demanding incident, described in the following case study.

Case Study



Road Traffic Collision, Hungerford

At lunchtime on a sunny October week day, fire engines from Newbury and Hungerford, together with the Heavy Rescue Unit (HRU) from Dee Road in Reading, were mobilised to a collision between two large goods vehicles, with a person trapped in one vehicle.

This was the crews' second incident involving large goods vehicles that day, having dealt with an overturned lorry on the M4 two hours previously. As a result, the motorway was still closed westbound, causing extreme congestion on the other roads west of Newbury.

The collision was between a rigid chassis, curtain-sided lorry travelling southbound and an articulated skip lorry travelling in the opposite direction. The two lorries had collided cab to cab on the driver's side and a car travelling behind the southbound lorry had run into the back of it. The car and lorry drivers had managed to get out of their vehicles unaided, but the driver of the articulated skip vehicle was trapped – out of sight - deep inside the combined wreckage of the two cabs.

On arrival, the officer in charge of Hungerford's retained fire engine quickly determined that a rescue attempt would require additional specialised equipment and requested attendance of the Heavy Rescue Unit. He directed his crew to carry out stabilisation of the overturned cab, using chocks and webbing props and then to assist the ambulance paramedics, who were attempting to reach the trapped driver to administer oxygen and pain relief.

The Watch Manager in charge of Newbury's wholetime fire engine then assessed options for rescuing the trapped man. Due to the position of the vehicles, the degree of damage and the uncertain position of the casualty, the operation began with firefighters effectively 'tunnelling' into the wreckage through the

offside rear cab of the curtain-sided lorry, towards the casualty's estimated position. The paramedics confirmed that the



casualty's vital signs were good, which improved the chances of a successful rescue. Due to the degree of entanglement of the two cabs, vehicle separation was not possible. The only option was to continue gradually removing wreckage from around the driver, to gain access for proper medical intervention and ultimately release him.

Conditions were extremely cramped and, for a considerable time tools were being operated by three people: one acting as a guide, one positioning and supporting the tool as directed by the guide, and a third actually operating the tool controls. Although extremely slow, progress was steady and sufficient access was gained to allow the BASICS (British Association of Immediate Care) doctor to carry out a more thorough assessment of the driver and administer some stronger pain relief.

Operations continued for another two and a half hours until, with the assistance of a commercial heavy recovery vehicle, it was finally possible to separate the two lorries and gain full access to the driver. He was badly trapped and it took a further hour to remove him from his vehicle, nearly six hours after the collision.

The crews and officers involved will receive a commendation from the Chief Fire Officer.

Economic and social benefit of our Service



We aim to be as efficient as possible in our operations, but we also support efficiency in the wider economy. Fire costs the economy in terms of damage to property and injury to people and the cost of fire to industry and individuals in Berkshire is huge. However, the work that we do to prevent fires and protect property, combined with effective operational response, contributes towards reducing the overall cost of fire.

As mentioned previously the number of property fires we attend has been falling over the last few years. This is due partly to our prevention and protection work.

We calculate the economic cost of fire based on government values, including not only fire damage but also casualties and deaths. As can be seen in the table below there is an overall reduction on the economic cost of fire in Berkshire due to our activities.

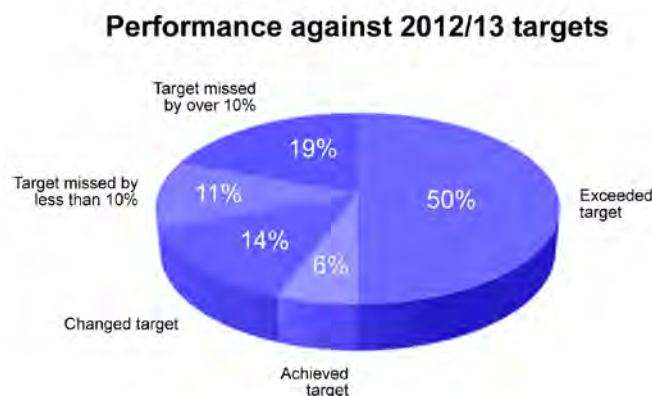
Year	Cost of fire £	Change from previous year £
2009	£ 191, 230, 242.00	-
2010	£ 171, 288, 732.00	- £ 19, 941,510.00
2011	£ 182, 814, 312.00	+ £ 11, 525, 580.00
2012	£ 181, 243, 986.00	- £ 1, 570, 326.00
	Total reduction	£ 9, 986, 256.00

Performance and Progress



This section illustrates how we performed against the themes in last year's Corporate Plan; both in terms of the targets we set ourselves for 2012/13 and how the associated projects progressed to help achieve our strategic commitments.

The chart below gives a sense of our overall performance in 2012/13 against our targets, more detail is given in the themed sections that follow.



The above chart illustrates that our overall performance against the targets we set ourselves in 2012/13 is good. We met or exceeded 56% of our 36 targets.

Of the targets set for last year 14% were changed. The majority of these were targets set against survey results, where the survey was not run last year. (Alternative, more reliable measures have been introduced for 2013/14).

We did however miss 30% of our targets; this is mainly due to the firefighter recruitment freeze imposed as a result of the government's austerity measures. The targets remain for next year and when we start to recruit again we will strive to reach these targets.

Explanations regarding the performance of each of the 36 targets set last year can be found in the following section.

Prevention



By preventing as many emergency situations as possible, we can help minimise the loss of life, injury and damage. We would like to see a Berkshire where no one suffers injury or death from fires, road traffic collisions or other hazards. We set ourselves the following indicators against the “Prevention” theme and this is how we performed:

Strategic Commitment: Minimise loss of life, injury and damage from fire, road traffic collisions and other hazards.

Target from 2012/13 :

Results from 2012/13 :

No more than 1092 property / vehicle (primary) fires

933

This is the lowest ever recorded figure and the first time less than a 1000 primary fires have occurred within Berkshire. This target has been achieved by over 14%.

There are 5 separate categories of primary fires:

Accidental Dwelling Fires, Accidental Fires in buildings that are not dwellings, Accidental Vehicle Fires, Accidental Fires that take place outdoors and Deliberate primary fires. Performance in each category is monitored closely to ensure that the service’s Prevention activities are targeted and effective.

Although all fires of this type have reduced in the past year, it is the reduction in deliberate primary fires that has most impact on figures. A more detailed narrative is provided below for 2 of the 5 primary fire categories, Deliberate Primary Fires and Accidental Dwelling Fires.

Target from 2012/13 :

Results from 2012/13 :

No more than 300 deliberate primary fires

185

Deliberate fire setting is crime that can in the most serious cases lead to serious injury and ultimately the loss of life. In the past year the service has continued to deliver a range of activities to reduce deliberate primary fires across the county. Prevention activities to reduce fire setting behaviour include school education delivery, the Firesetter Programme, and partnership working with the Police and local councils. Alongside this, the Fire Investigation Officers Cadre have introduced greater sophistication of evidence recording and have worked successfully with the Police to identify and ultimately prosecute and sentence arsonists.

There have been 40% less deliberate primary fires than the previous year with much of this significant reduction being attributed to the exceptionally poor spring and summer. As the majority of these fires occur outdoors, the prolonged periods of heavy rain effectively kept potential arsonists indoors. This has historically had a similar, although less dramatic, effect on incident numbers in the past.

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Target from 2012/13 :

Results from 2012/13 :

No more than 600 deliberate other fires

301

The reduction in other deliberate fires e.g. fires involving rubbish and grass etc has been even more dramatic in the past year. This target has been achieved by over 49%.

There have been 55% less fires of this type than in the previous year and the comments above in relation to the exceptionally poor summer obviously apply.

Equally, the very same activities detailed above have been delivered across the county with the aim being to educate the public, and in particular children and young people of the perils of fire setting. In addition, partnership working with local councils and the Police is often successful in reducing the potential for fire setting e.g. the collection and removal of rubbish, and the early identification derelict and unsecured buildings.

Target from 2012/13 :

Results from 2012/13 :

No more than 384 accidental dwelling fires

373

The past year has seen a slight reduction of accidental fires to the lowest ever recorded figure of 373. The target has been achieved by over 2%.

Preventing fires in the home remains the services priority objective as it here that almost all fire deaths and injuries occur. Every incident is recorded, analysed and for the more serious fires investigated to establish the cause or causal behaviours, e.g. electrical fires, distraction whilst cooking, careless use of smoking materials etc. This information is then used to inform future campaigns and education messaging including regular press and media releases.

Target from 2012/13 :

Results from 2012/13 :

Zero fire deaths

7

There have been 7 fire deaths in the past, 6 of which have occurred in the home. This compares with only 1 death in the home the previous year and serves as stark reminder that despite ever reducing incident numbers, the most vulnerable in our society remain at risk from fire.

Each death is thoroughly investigated to establish the exact circumstances and to ensure that the service learns from each tragedy and continues to develop methods of reaching those who need our Prevention interventions most.

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Target from 2012/13 :

Results from 2012/13 :

No more than 32 casualties in dwelling fires

33

The past year has seen 33 individuals categorised as fire casualties at dwelling fires, therefore narrowly failing to meet by 3% a target of no more than 32.

Although this figure remains the second lowest figure on record, reducing fire casualties in the home is and will always remain a critical area of focus for the service's Prevention Campaigns. Of more concern of course are the fire deaths figure and the additional work needed to reach the most vulnerable in our society.

Target from 2012/13 :

Results from 2012/13 :

No more than 150 malicious false alarms

100

The service received 100 malicious false alarms last year, another all time low. This target has been achieved by 33%.

Strategies for reducing malicious false alarms have been very successful, but there are still a number of premises that have required the repeated attendance of Prevention staff to address the misuse of call points.

Target from 2012/13 :

Results from 2012/13 :

No more than 31% of dwelling fires attended where there was no smoke alarm fitted

19%

This figure has stayed broadly the same as last year's, but remains significantly below target (over 30%). As stated before, there remains no room for complacency and last year's increased sophistication in the way the service targets Home Fire Safety Checks provision is aimed at reducing this number further still.

Target from 2012/13 :

Results from 2012/13 :

At least 5700 HFS interventions

6224

The service has exceeded its target by a margin of over 500 Home Checks, (over 9%).



Prevention Home Fire Safety Checks

Targeted use of data to enhance targeting of Home Fire Safety Checks.

In April 2012 a more advanced model of the MOSAIC 'household types' database, which draws from a much wider range of commercial and public service data information, was introduced.

The data filters can be switched on or off to fine tune the targeting process in helping to identify households most likely to benefit from the provision of free Home Fire Safety Checks (HFSC). This represents a considerable advance over the previous system which could be used to forecast down to street level only.

RBFRS can now target potential beneficiaries for this scheme more effectively, even at the level of individual households if required, meaning that we can deliver this vital service with much greater efficiency.

In addition, each dwelling fire that we attend is analysed, using the MOSAIC database, to ensure that this identification process is working correctly to ensure that certain types of household are not overlooked.

We have already seen interesting results in that households formed largely of young professionals have been identified as a high risk category, due to the number of fires we have attended in such properties linked to cooking distraction fires. Work has already begun to address this and we are working with two large employers in the area.

Through a bespoke education and awareness campaign, we are aiming to make young professionals aware as to how to prevent fires in their homes, through presentations and information exchange in their workplace.

Protection



We are committed to improving public safety. We continue to support businesses to improve their fire safety through targeted education and enforcement of fire safety legislation. This is how we performed against the “Protection” indicators we set ourselves for 2012/13:

Strategic Commitment: Improve public and business safety and rescue risk, through targeted education and enforcement of fire safety legislation.

Target from 2012/13 :

Results from 2012/13 :

Maximum of 1100 Automatic Fire Alarm (AFA) false alarms

878

Following the introduction of our call challenge policy our attendance to unwanted fire signals has continued to fall and this year we exceeded our annual target by 20%.

This significant reduction is a good indicator that our robust policy and our work with owners and occupiers of premises with the highest volume of calls are having the desired impact.

Target from 2012/13 :

Results from 2012/13 :

Maximum of 240 fires in non domestic premises

203

Our performance this year is positive with fires in non domestic premises falling by 15%. Whilst it is obviously very difficult to make a direct correlation there would appear to be sufficient year on year evidence to indicate that this reduction can be attributed to our increased protection activity.

Response



We are committed to planning and preparing for emergencies. We recognise that we cannot prevent every emergency but we will provide a resilient response. This is how we performed against the “Response” indicators we set ourselves for 2012/13:

Strategic Commitment: Provide resilient emergency response through risk management and planning.

Target from 2012/13 :

Results from 2012/13 :

Improvement on the first appliance arriving at a dwelling fire within 10 minutes on 89.9% of occasions

94%

Our checked performance has improved to 94%, exceeding the target by over 4%.

This performance is as a result of significant improvements in our investigation and recording systems implemented over the last 12 months. Every fire where we do not achieve our target is thoroughly investigated by managers to establish the exact circumstances, ensuring that where possible remedial action is taken to prevent it occurring again.

Target from 2012/13 :

Results from 2012/13 :

Improvement on the first appliance arriving at a dwelling fire within 10 minutes and the second within 12 minutes on 75.5% of occasions

85%

Our checked performance has improved to 85%, exceeding this target by over 12%.

This performance is as a result of significant improvements in our investigation and recording systems implemented over the last 12 months. Every fire where we do not achieve our target is thoroughly investigated by managers to establish the exact circumstances, ensuring that where possible remedial action is taken to prevent it occurring again.

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Target from 2012/13 :

Results from 2012/13 :

Improvement on attending Road Traffic Collisions (RTCs) within 11 minutes on 83.5% of occasions

90%

Our checked performance has improved to 90%, exceeding the target by over 7%.

This performance is as a result of significant improvements in our investigation and recording systems implemented over the last 12 months. Every incident where we do not achieve our target is thoroughly investigated by managers to establish the exact circumstances, ensuring that where possible remedial action is taken to prevent it occurring again.

Target from 2012/13 :

Results from 2012/13 :

Containing dwelling fires to the room of origin on at least 90% of occasions

88%

This year has seen a slight improvement on this target achieving it on 88% of occasions. Missing the target by 2 percentage points.

To try and improve this still further, all fires where we do not achieve this target are analysed and investigated to identify why the target was missed, with any areas of improvement implemented across the organisation.

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RBFRS animal rescue team removing a horse from a swimming pool



Use of Resources



We are committed to using our financial resources and physical assets in a way which flexibly, efficiently and effectively improves our services, taking account of the impact on the environment. This includes having effective procurement processes, matching resources to risk, managing risk and performance and achieving sustainable use of resources. To help achieve this, we set ourselves the following performance indicators and targets against “Use of Resources”. The following outlines the targets we set in 2012/13 and how we performed:

Strategic Commitment: Demonstrate continuous improvement and efficiencies, ensuring consultation and partnership working.

Target from 2012/13 :	Results from 2012/13 :
Expenditure per head of population £40.65	£39.86

Narrative:

This target of not exceeding £40.65 expenditure per head of population has been achieved. The under spend on the 2012/13 budget equates to 79 pence per head of population. This has been placed in the development fund and can be used as a source of funding for future capital projects. *An example of a future capital project being the development of a new fire station in the Theale area (Priority Project No. 4 in the 2013/14 Core Strategy).*

Target from 2012/13 :	Results from 2012/13 :
More than 72% of residents agree we provide value for money by next survey	No survey results available

Although this target was set for 2012/13 there are no results to report on. This is due to the survey frequency being set as 3 yearly. For 2013/14 new targets have been introduced to monitor the Core Strategy Aim to: “Maintain user satisfaction” these can be seen in the Action Plan 2013/14 section of this document.

Target from 2012/13 :	Results from 2012/13 :
Complete a minimum of 2100 risk based fire safety inspections in commercial properties	3012

During 2012/13 our protection services conducted 3012 inspections of public and commercial premises.

This is a significant increase in performance over previous years and exceeded our annual target by over 43%. This increased productivity can be attributed to the implementation of changed working practices and the introduction of three new members of staff following the review of our protection function during 2010/11.

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Target from 2012/13 :

Results from 2012/13 :

100% of Home Fire Safety Checks (HFSC) in “at risk” premises

100%

Last year was the first full year where only households considered as ‘at risk’ have been identified for HFSC provision.

The service utilises a database that identifies the demographic occupancy of each dwelling in Berkshire which is then provided electronically to station based staff as a list of addresses to approach.

Target from 2012/13 :

Results from 2012/13 :

Maintain a Risk Management value of 70

89

The overall risk to the organisation has increased in 2012/13. In particular the financial; IT and Comms and Asset risk has increased.

Target from 2012/13 :

Results from 2012/13 :

At least 80% of residents satisfied with our performance by next survey

No survey results available

Although this target was set for 2012/13 there are no results to report on. This is due to the survey frequency being set as 3 yearly.

For 2013/14 new targets have been introduced to monitor the Core Strategy Aim to: “Maintain user satisfaction” these can be seen in the **Action Plan 2013/14** section of this document.

Target from 2012/13 :

Results from 2012/13 :

At least 87% of residents feel we are working to make communities safer

No survey results available

Although this target was set for 2012/13 there are no results to report on. This is due to the survey frequency being set as 3 yearly.

For 2013/14 new targets have been introduced to monitor the Core Strategy Aim to: “Maintain user satisfaction” these can be seen in the **Action Plan 2013/14** section of this document.

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Strategic Commitment: Conduct activities in an environmentally sustainable way

Target from 2012/13 :

Results from 2012/13 :

Reduction of CO₂ from building use to 1255.4 Tonnes

1358 Tonnes

Narrative:

This target has not been met by just over 8%. The addition of a larger, 24 hour crewed fire station at Wokingham and starting work on the new headquarters building at Calcot has contributed to this additional CO₂ production.

Target from 2012/13 :

Results from 2012/13 :

Reduction of CO₂ from authority operations use to 2000.7 Tonnes

1940 Tonnes

Narrative:

This target combines the CO₂ emissions from both building use and vehicles. Unfortunately the emissions from building use have been higher than expected as seen above. However the emissions from vehicle use were much lower than expected. Combining these results means we have achieved this overall target by 3%.

Case Study



Health and Safety Audit

Royal Berkshire Fire and Rescue Service underwent a peer review audit of Health and Safety in January 2013.

The audit was carried out by a team of health and safety professionals from the South East region. The process followed the RoSPA Quality Safety Audit criteria, which have been developed to evaluate the effectiveness of a safety management system based on the Health and Safety Executive's framework and every fire and rescue service within the South East is signed up to this process.

The audit looks at two distinct areas: policies and procedures and how these are applied in practice. The process is rigorous and designed to identify any weaknesses that require improvement but also examples of best practice to share with others.

Royal Berkshire Fire and Rescue Service achieved a Safety Rating Score of 91, which is a significant improvement on the 2006 score of 78.

People



We know that staff and volunteers represent our greatest asset and we need the right people in place, with the right skills to deliver on all of our strategic commitments.

The following outlines our targets against “People” in 2012/13 and how we performed:

Strategic Commitment: Be an employer of choice, offering equality of opportunity and development for all

Target from 2012/13 :

Results from 2012/13 :

Maximum of 29 RIDDOR (Reporting of injuries, Diseases and Dangerous Occurrences Regulations) accidents and dangerous occurrences

10

This target has been met.

We had a 66% improvement in the target number of RIDDOR reportable incidents.

We had 10 RIDDOR injuries and dangerous occurrences and 3 injuries which would have been reportable under RIDDOR in the previous reporting period prior to the changes to the regulations. Although these 3 accidents are no longer reportable, we are still required to record them.

Note: The current regulations require us to report accidents which lead to more than 7 days sickness absence from normal work, whereas the previous requirement was to report sickness absence of more than 3 days.

Target from 2012/13 :

Results from 2012/13 :

Reduce the number of non-reportable accidents by 2.5%

9%

This target has been met. We previously had 74 non-reportable accidents and in this reporting period we had 67. This is a decrease of 9%. We have reduced all injury accidents from 91 to 80.

Target from 2012/13 :

Results from 2012/13 :

Increase “near miss” reporting by 10%

31%

This target has been met. Following an active campaign to encourage staff to report near misses, these have increased from 49 to 64. An increase of 31%.

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Target from 2012/13 :

Results from 2012/13 :

No more than 2.5% of working days lost to sickness by all staff

4.62%

Our position on working days lost to sickness has improved on last year. We continue to strive to reduce sickness absence through robust but supportive absence management processes, health promotion and via occupational health supports.

Target from 2012/13 :

Results from 2012/13 :

0% of ill health retirements

0%

There have been no ill health retirements in the period 2012/13.

Target from 2012/13 :

Results from 2012/13 :

100% of Performance Development Interviews (PDIs) complete in last 12 months

85.4%

We aim to ensure that all staff have a current appraisal (known in RBFRS as a Performance Development Interview or PDI). Our target was to have 100% of PDI's completed within the last 12 months; we achieved 85.4%.

The PDI policy has been reviewed in conjunction with stakeholders in order to align personal objective setting with corporate planning timescales. This has resulted in some PDIs being undertaken outside the 12 month reporting window to ensure they align with the new timescale.

Target from 2012/13 :

Results from 2012/13 :

5% staff in post from ethnic minorities

4.73%

We constantly strive to have equal opportunities for all of our workforce and potential employees; we therefore set targets for the percentage of staff recruited from ethnic minorities, for women firefighters and women firefighter recruits. There has been very restricted recruitment into the service during this year due to required budget savings so we are unable to produce meaningful performance figures this year.

The number of ethnic minority employees has remained relatively static in the last 12 months with just one ethnic minority non-uniformed member of staff retiring and one operational member transferring.

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Target from 2012/13 :

Results from 2012/13 :

14% of new staff recruited from ethnic minorities

0%

Unfortunately recruitment across all departments has been affected by financial restraints. Whilst operational recruitment is restricted to the Retained Duty System, opportunities to recruit from the ethnic minority communities are limited.

We plan to run career awareness events to encourage applicants.

Target from 2012/13 :

Results from 2012/13 :

Women being 4% of existing Firefighters

3.26%

One operational female member of staff has resigned in the period. We are not currently recruiting to wholtime operational firefighter positions; therefore there was no opportunity to replace female firefighters who leave.

Target from 2012/13 :

Results from 2012/13 :

Women being 15% of new Firefighter recruits

0%

8 Retained Duty System firefighters have been recruited in the period; unfortunately there were no female appointees in the period.

We plan to run career awareness events to encourage applicants.

Target from 2012/13 :

Results from 2012/13 :

Improve to “achieving” on the Equality Framework

Refer to commentary below

We are working at the ‘achieving level’. Following discussions at the Community Engagement and Equality Group (CEEG) it was agreed that with the current austerity measures and the increased work pressures on all staff we would not pursue formal assessment under the Equality Framework. Continued work will be undertaken within the equality arena to ensure compliance with current legislation and to ensure we provide a fair and equitable service to the public through the consideration and implementation of equality impact assessments for all service changes and major project work undertaken.

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Target from 2012/13 :

Results from 2012/13 :

At least 70% of residents feel we consult and engage with communities

No survey results available

Although this target was set for 2012/13 there are no results to report on. This is due to the survey frequency being set as 3 yearly.

For 2013/14 new targets have been introduced to monitor the Core Strategy Aim to: "Maintain user satisfaction" these can be seen in the **Action Plan 2013/14** section of this document.

Projects



Projects from the 2012-13 Corporate Plan

All of the projects below were undertaken during 2012/13 however some have run over into following years due to the size and complexity of the projects.

Projects are progressed in collaboration with partners where appropriate and always through multifunctional teams to identify areas for improvement and collaboration.

The 9 key projects for 2012/13 were:

1. Development of new Headquarters
2. Provide effective cover and resilience for the London 2012 Olympics
3. Reduce our impact on the environment
4. Provide a new solution for delivery of control (999) service (Integrated Risk Management Project)
5. Review specialist vehicles (Integrated Risk Management Project)
6. Assess options for replacing Dee Road Fire Station (Integrated Risk Management Project)
7. Roll out agreed approach for Windsor Fire Station (Integrated Risk Management Project)
8. Consider options to maximise the promotion of Royal Berkshire Fire and Rescue Service successes (Integrated Risk Management Project)
9. Ensure preparedness for wild fire incidents (Integrated Risk Management Project)

Refer to the following pages for updates for each of these projects.

By referring to the priority projects for 2013/14 in the **action plan** section of this documents, it can be seen that project numbers: 1, 4, 6, 7 are progressing and will continue into 2013/14.

Development of new Headquarters

We said:

The current Headquarters building is no longer fit for purpose and would be too expensive to refurbish. A project is therefore underway to purchase and fit out a new building to house RBFRS for the next thirty years or more.

Intended outcome:

To identify, procure and render fit for purpose a new Headquarters building within current budgetary constraints. The building will be suitable for the next 30 years to maximise the return on investment.

We did:

We formed a project team in partnership with an external consultant. Several sites were assessed for suitability and a site was selected.

Actual outcome:

We have purchased a site and building for our new Headquarters in Calcot, Reading. A full procurement process has been undertaken and contractors have been appointed to begin the refurbishment. We expect to move into the new Headquarters in April 2014. This project continues as a priority project for 2013/14.

Provide effective cover and resilience for the London 2012 Olympics

We said:

Although there are no Olympic events that will take place in Berkshire, several events (particularly the torch relay and the rowing) will have an effect on Berkshire and our neighbours. We are therefore undertaking a project to plan and prepare for these events to ensure the safety of those involved and visitors. We are working closely with our partners and neighbouring fire and rescue services to do so.

Intended outcome:

The intended outcome was to assist in multi agency working to achieve the overarching strategic aim of: "Delivering a successful, safe and secure 2012 games" at the same time maintaining a full business as usual capability for the people of Berkshire.

We did:

A project team was developed early in 2012 to specifically plan for the impact of the 2012 Olympics in Berkshire, focusing on inter-agency cooperation.

The fixed start dates for the Torch Relay, Olympics and Paralympics meant that preparations had to be in place and Operational briefings carried out in a highly structured fashion.

Inter-agency working was crucial, this not only included other Fire and rescue services in the region but also Thames Valley Police, South Central Ambulance Service, Local authorities, Environment Agency and Military.

Plans and procedures were tested in local and National multi- agency exercises.

Actual outcome:

The outcome was that every foreseen event was thoroughly planned for with appropriate resources in place for the Torch Relay for the 2 days it travelled through Berkshire, the Olympic rowing events and the Paralympic events at Eton Dorney. There were no significant events to deal with but the overall success and RBFRS contribution was recognised by the presentation of a certificate from Thames Valley Police at an award ceremony at the end of 2012.

Reduce our impact on the environment

We said:

To build on the success of our previous Environmental Strategy, we will publish a revised strategy and action plan. The Action Plan will identify and where practicable reduce environmental risks from our operational activities. It will also look to reduce our carbon emissions by raising awareness of staff working on the refurbishment or replacement of buildings and vehicles.

Intended outcome:

The production of a new Environmental Action Plan to cover a 5 year period focusing on our commitment to conduct activities in an environmentally sustainable way.

We did:

Through our Environmental Steering Group we produced a new 5 year plan to maximise our environmental performance within current constraints.

Actual outcome:

The new 5 year plan identifies 3 strategic objectives with 28 specific actions to be taken. All actions have been allocated to departmental heads to ensure we meet our corporate performance objectives.

Provide a new solution for delivery of control (999) service

We said:

A project is underway with Oxfordshire Fire and Rescue Service to determine the feasibility of a joint control and mobilising function for both counties.

Intended outcome:

The project team will continue to assess the options for the provision of a call management, mobilising and emergency resource management function in partnership with other agencies and fire and rescue services.

We did:

We formed a partnership with Oxfordshire Fire and Rescue Service and submitted bids to DCLG for appropriate funding for the project. This has now expanded to include Buckinghamshire Fire and Rescue Service.

Actual outcome:

A new single, joint Control Room will be established for all three Services in the new Headquarters building in Calcot. The final solution will provide state of the art facilities to ensure we provide an optimal service to our communities. The project has received the full support of all three Fire Authorities and continues to progress well with completion anticipated in April 2014. This project continues as a priority for 2013/14.

Review specialist vehicles

We said:

The Service will review the Water Rescue Unit and Boat, Operational Support Unit and Aerial Appliances to ensure the most appropriate service level is provided.

Intended outcome:

During 2012/13 it is proposed the service will undertake a detailed review of the provision and use of a number of specialist vehicles before they are due for replacement, to determine if any improvements or developments are needed and also whether a similar unit is required at all. The review will incorporate crewing arrangements, location, use and any alternative provision.

We did:

We formed three project teams to review the levels of service provision and the requirements of both the Service and the Community.

Actual outcome:

The Water Rescue Unit and Boat was reviewed and is deemed fit for purpose for another two years. This will be further reviewed in two years time.

The Operational Support Unit has been reviewed and it is still required. A replacement vehicle will be ordered with an enhanced crew cab with more space for extra personnel.

Following a review of both Aerial Appliances it has been decided to reduce our fleet to one such vehicle and this will be based at Whitley Wood Fire Station. The Aerial Appliance at Slough Fire Station has been removed from front line service.

Assess options for replacing Dee Road Fire Station

We said:

The identification and establishment of a new fire station in the Theale area to replace the current station in Dee Road, Reading to enable a greater level of service to be provided.

Intended outcome:

A premises condition survey has identified the fire station at Dee Road, Reading needs to have significant building works or most probably needs to be rebuilt. Before rebuilding on the same site a review has been undertaken and identified the optimum location is westwards of the existing site toward the Calcot/Theale area. As the fire station is in a poor state of repair and it is not in the optimum location to provide a response to emergencies, the Service will incorporate the provision of a new fire station to the west of Reading within its premises strategy. Subject to identifying a suitable site, the fire station at Dee Road will be replaced.

We did:

We have formed a project team to identify a suitable new site to locate a new fire station. Considerable 'risk mapping' has taken place to assist with this project and identify a suitable location.

Actual outcome:

Work is currently ongoing to identify a new site in the Theale area. It has been determined that subject to the required space being available this will incorporate a new rescue training facility. This project continues as a priority for 2013/14.

Roll out agreed approach for Windsor Fire Station

We said:

A joint approach with the Royal Borough of Windsor and Maidenhead to establish a new fire station and a 24 hour presence in the Windsor area.

Intended outcome:

The new fire station in Wokingham is now completed and is open 24 hours a day. As referenced in the 2011/12 plan, officers from both the Service and Windsor and Maidenhead have continued discussions to identify alternative options to provide emergency cover within Windsor on a 24 hour basis.

Agreement in principle has been reached and it is proposed to provide a local fire engine based in the Windsor area, which will be crewed by three firefighters. The vehicle will be a local fire engine, which will respond to all calls in the Windsor area and be supported by other fire engines as required. On occasions, (e.g. forest fires, during snowy weather etc), it will be necessary for the vehicle and crew to be used in other areas of Berkshire.

A new fire station will be provided in the Windsor area, by the Royal Borough of Windsor and Maidenhead. Following this agreement work is now underway by officers from both authorities to enable implementation of this proposal, with the arrangements being reviewed after one year, with no presumption of change, unless mutually agreed.

We did:

We continue to work with the Royal Borough of Windsor and Maidenhead to achieve a satisfactory outcome to this project.

Actual outcome:

Negotiations continue with the Royal Borough of Windsor and Maidenhead and the aim is now to provide a fully crewed, full size fire engine for 24 hours a day in the Windsor area. The fire engine will be located in a new Fire Station provided by the Royal Borough at a location to be confirmed.

The implementation of this project will continue as a priority for 2013/14.

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Consider options to maximise the promotion of Royal Berkshire Fire and Rescue Service successes

We said:

Royal Berkshire Fire and Rescue Service are the World Extrication Champions; we will assess ways to enhance our service provision by using these team members at more difficult entrapments at Road Traffic Collisions.

Intended outcome:

As road traffic collisions occur throughout the world, every fire and rescue service needs to provide some form of emergency response to these incidents. Over many years this Service has had a team who compete on a national and international basis in competitions where road traffic collisions are simulated and they rescue the casualty. A wide range of scenarios face the teams who compete and it is an ideal environment to learn new techniques.

In 2011 Royal Berkshire Fire and Rescue Service won the United Kingdom and World Extrication Championships. It is proposed to assess ways in which the expertise gained by the team can be disseminated to other firefighters and also to consider ways in which team members can be used at the more difficult entrapments.

We did:

Members of the team have been seconded to provide an enhanced training capability to all Operational staff.

Actual outcome:

The World Champion team members are now regularly used to provide enhanced training to our staff. This training will enhance the skills of our operational personnel and provide an enhanced service to the communities of Royal Berkshire.



Ensure preparedness for wildfire incidents

We said:

Following the significant fire at Swinley Forest in 2011 the service will review these fire fighting options and systems in collaboration with other partners to identify improvements.

We did:

We are working in partnership with the South East Wildfire Group to develop improved working practices and procedures for dealing with wildfires and forest fires. This group includes representatives from private land owners, the forestry commission and the environment agency.

Intended outcome:

In May 2011 the Service attended a significant fire at Swinley Forest for seven days. This incident resulted in over 1,000 fire engine movements, and, at its peak, involved over 50 fire engines and specialist vehicles and more than 400 personnel from across the country.

Actual outcome:

We have adopted all the recommendations from the significant review that was conducted. The issue has become a land owner responsibility with training being provided for land owners. We have invested in new four wheel drive fire engines and specialist vehicles for off road firefighting.

The debrief process is nearing completion and this will result in a number of recommendations for consideration. Once the recommendations are approved a project team or teams, will be formed to address the issues.

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Rescue boat crew at the Olympic rowing venue

Action Plan

2013/14

Looking forward to 2013/14



Breathing Apparatus team

Introduction

This section outlines how we plan to deliver our vision, aims and commitments for 2013/14. It also shows how we measure our progress.

Each target is listed under relevant themes and shows progress against the targets in:

- The 2012/13 Corporate (annual) Plan
- The three-year Corporate Plan for 2011/2015

To avoid confusion, this year's plan has been renamed the **Action Plan 2013/14**.

At the end of this Action Plan, the eight Priority Projects from this year's Core Strategy are listed, with a brief overview of each project. Progress will be reported in next year's Annual Report.

Some of these projects fall under Integrated Risk Management Planning, because they are linked to operational response to risk.

Turning the vision into reality

The objectives we have set ourselves in the Core Strategy are defined in a series of targets for 2013/14. These are closely monitored by the Corporate Management Team and the Fire Authority through its Audit and Governance Committee. Each Department has developed a Service Plan to deliver these.

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Prevention



The prevention department has a strategic aim to *reduce the risk that fire and other emergencies pose to the community.*

RBFRS are working with a health care provider in the east Berkshire area to enable firefighters to advise the people they visit, as part of their community safety activities, of other matters they may be at risk from or need support with.

Firefighters will be made aware of the warning signs of certain matters e.g. fuel poverty, alcohol misuse, risk of crime, risk of falls etc. Firefighters will either give very simple advice on the matter or signpost the person to the relevant agency so they can obtain the support they need. A pilot will be run in the Bracknell area to assess whether this should be adopted on a wider basis.

Preventing as many emergency situations as possible means we can help minimise loss of life, injury and damage.

The following targets tell us whether we are being successful in achieving this:

Target for 2013/14:

No more than 1024 property/vehicle (primary) fires

Primary fires are those in property or vehicles as well as some specific outdoor structures such as speed cameras and other street furniture. This target measures both accidental and deliberate fires and is an indicator of how effective our prevention measures are.

This target is 6.2% lower than last year's target of 1092.

The variance from the three-year corporate plan figure of 1150 is primarily for two reasons: accidental dwelling fire targets being set at 360; and deliberate primary fires being set at 285. More detail is provided in each of the respective targets set out below.

Target for 2013/14:

No more than 285 deliberate (primary) fires

This target measures deliberate primary fires and is an indication of the effectiveness of our work to prevent deliberate fire setting in our communities.

This target is 5% lower than last year's target of 300.

The variance from the three-year corporate plan figure of 250 is due to a levelling off of the rate of decline in previous years. This led to the target being revised upwards to more accurately reflect real performance.

Action Plan

Target for 2013/14:
No more than 570 deliberate other fires

This target measures “secondary fires” (including rubbish and grass fires that are started deliberately) and also measures the effectiveness of our antisocial behaviour initiatives.

This target is 5% lower than last year’s target of 600.

Target for 2013/14:
No more than 360 accidental dwelling fires

This target specifically measures dwelling fires caused accidentally and measures the effectiveness of our Fire Safety education campaigns and Home Fire Safety Check scheme.

This target is 6.25% lower than last year’s target of 384. It takes into account updated incident records and demographic information that helps us focus more accurately on causal factors and the types of household most vulnerable to fire.

Target for 2013/14:
Zero fire deaths

This important target relates primarily to fire deaths in dwellings, which is where the majority occur, both in Berkshire and nationally. To help achieve this target we work closely with other agencies to identify people who may be vulnerable from fire or other risks in their home.

All of our Prevention, Protection and Response activities are focused on this target.

Target for 2013/14:
No more than 33 casualties in dwelling fires

This target is based on casualties requiring hospital treatment, including precautionary checks. All our Prevention, Protection and Response activities are focused on reducing this number.

This target is 3% higher than last year’s target of 32 (equates to one casualty). It is based on an expanding county population (over 863,000) and presents a challenge because just one or two significant dwelling fires will affect performance.

The three-year corporate plan figure was set at 25 casualties in 2012, when our incident recording system was being introduced and casualty definitions were broadened. The revised system resulted in forecasting inaccuracies which have now been addressed.

Action Plan

Target for 2013/14:

No more than 100 malicious false alarms

Malicious false alarms (or hoax calls) cost the Service and the local economy. They place the community at risk because resources are then not available for real emergencies. We therefore want to reduce the number we attend. We do this by challenging suspected malicious calls in our control room and by community education messages.

This target is 33% lower than last year's target of 150.

The variance from the target of 170 in the three-year corporate plan is significant and reflects advances in our call challenge approach reinforced with educational campaigns that drive home the negative community impact of hoax calls.

Target for 2013/14:

No more than 15% of dwelling fires attended where there was no smoke alarm fitted

Smoke alarms save lives and property by giving an early signal of fire. We therefore aim to increase the number of homes with smoke alarms. Consequently we aim to reduce the percentage of dwelling fires we attend to where no smoke alarm was fitted. In other words over 85% of homes we attend should be fitted with a smoke detector.

Our smoke detector campaigns and targeted Home Fire Safety Checks help achieve this.

This target has been set at 15%, which represents a 3% reduction on last year's actual performance.

Target for 2013/14:

At least 6000 Home Fire Safety interventions

Ensuring homes are as safe as possible from fire hazards is key in preventing fire. We help by carrying out Home Fire Safety check visits and will continue to focus on vulnerable homes in the community this year.

This target is 5.25% higher than last year's target of 5700 to reflect our increased efficiency in targeting vulnerable households through advances in data systems.

Action Plan



Protection



Our Protection department deals with our legislative fire safety responsibilities, the Strategic vision being:

“Risk and vulnerability to fire in business and communal premises are managed”.

The aim to reduce risk and actively enforce fire safety in business and communal premises. Effective working over previous years has allowed even more challenging targets to be set for the coming year.

Target for 2013/14: Maximum of 1000 Automatic Fire Alarm (AFA) false alarms

The introduction of a robust call filtering policy has enabled us to significantly reduce our attendance to false alarms generated by automatic fire alarm systems. Based upon our revised policy and our performance during 2012/13 we have set ourselves a target of no more than 1000 calls during 2013/14.

This target has been set 100 (9%) lower than last year.

Target for 2013/14: Maximum of 200 fires in non domestic premises

A reduction in the number of fires in non-domestic premises is a good illustration of the effectiveness of our risk based protection activity. Based upon our performance during 2012/13 we have set ourselves a target of no more than 200 fires.

This target has been set 40 (17%) lower than last year.

Response



The Response department manages the operational resources of RBFRS including all the fire stations, fire appliances and operational officers. The strategic vision being to provide an:

“Effective response to fires, traffic collisions and other emergencies”.

The aim being to:

Minimise loss of life, injury and damage from fire, road traffic collisions and other emergencies.

Speed of attendance to emergency situations is fundamental in this aim and the targets below enable monitoring of our effectiveness.

Target for 2013/14:

Improvement on the 2012/13 figure of the first appliance arriving at a dwelling fire within 10 minutes

We aim to arrive at emergencies as quickly as possible; including attending dwelling fires with the first appliance arriving within 10 minutes.

For the 400 dwelling fires that we attended in 2012/13 we met this target on **94%** of the time and aim to match or improve on this figure in 2013/14.

Target for 2013/14:

Improvement on the 2012/13 figure of the appliance arriving at a dwelling fire within 10 minutes and the second within 12 minutes

We mobilise at least 2 appliances to dwelling fires, our standard response time is for the first appliance to arrive within 10 minutes and second appliance within 12 minutes.

For the 400 dwelling fires that we attended in 2012/13 we met this target on **85%** of the time and aim to match or improve on this figure in 2013/14.

Action Plan

Target for 2013/14:

Improvement on the 2012/13 figure of attending Road Traffic Collisions (RTCs) where people are trapped, within 11 minutes

We aim to get to road traffic collisions where people are trapped as quickly as possible to reduce the time between the incident and getting someone to hospital. This period is crucial for improving the chances of survival and decreasing long term physical damage.

Our response standard is to get a fire appliance to road traffic collisions in 11 minutes.

For the 138 incidents that we attended in 2012/13 we met this target on **90%** of the time and aim to match or improve on this figure in 2013/14.

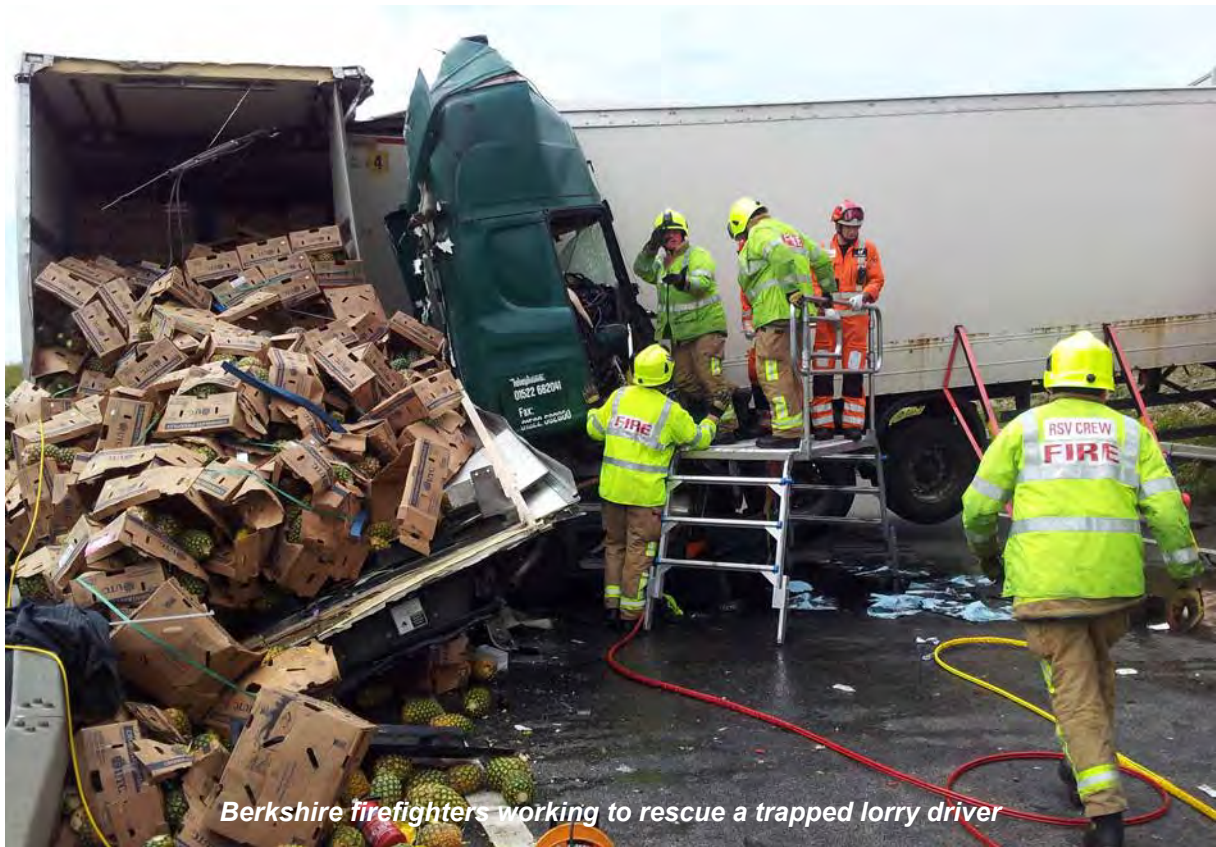
Target for 2013/14:

Containing dwelling fires to the room of origin on at least 90% of occasions

By striving to meet our dwelling fire attendance times and by ensuring our control operators and front line crews are trained in effective fire safety messages and fire fighting techniques, we always aim to restrict fire damage to the room where the fire started. This in turn reduces the damage and risk the fire poses to life and property.

This year we attended 400 dwelling fires and achieved our target on 88% of occasions. We aim to improve on this performance and have set ourselves a target of 90% to be achieved in 2013/14.

Action Plan



Berkshire firefighters working to rescue a trapped lorry driver

Use of Resources



In the present, highly challenging economic climate it is especially important to ensure efficient use of our resources; financial, material and staff.

By doing so we are able to continue to meet our strategic aims of:

Efficient use of public funds, maintain user satisfaction and minimise the impact of our activities on the environment.

The targets below indicate that we are aiming to increase our work output at the same time as costing less per head of population. We are also aiming to reduce our CO₂ emissions.

This year we have also added 3 new targets to monitor that we are still maintaining the satisfaction levels within the community we serve.

Target for 2013/14: Expenditure per head of population £39.92

We are already a lean organisation with low expenditure per head of population. In 2013/2014 we aim to keep to this figure.

This target has been affected by government funding cuts and our requirement to make savings to produce a legal budget.

This figure is 73 pence per head of population lower than last year.

Target for 2013/14: Complete a minimum of 2500 risk based fire safety inspections in commercial properties

Our risk based inspection programme demonstrates that we are effectively discharging our legislative fire safety responsibilities by targeting those premises which are deemed to pose the greatest risk.

Based upon our performance during 2012/13 we have set ourselves a target of 2500 inspections which equates to a 400 (19%) increase in the number of inspections over the previous year.

Action Plan

Target for 2013/14:

100% of Home Fire Safety Checks in “at risk” premises

Home Fire safety checks are now focused on “at risk” premises and vulnerable people. Our station based crews and specialist teams provide these checks.

Home Fire Safety advice is also provided on our website at www.rbfrs.co.uk

This target is the same as last year.

Target for 2013/14:

Maintain a Risk Management value of 70

Managing risks to the organisation as a whole helps us to stay fit for purpose, to measure this we have set a risk management value at 70 (out of a total of 225) for a four year period, including 2013/14.

This target is the same as last year.

Target for 2013/14:

Reduction of CO₂ from building use to 1193 Tonnes

We strive to make our services energy efficient, we therefore want to reduce the amount of CO₂ produced from building use. Where possible we are installing energy saving measures and the new Fire Station at Wokingham harvests rain water for flushing toilets and uses solar panels to produce energy.

This target has been set at 62 Tonnes (5%) lower than last year.

Target for 2013/14:

Reduction of CO₂ from authority operations use to 1927 Tonnes

In addition to more efficient building use we want to reduce the amount of CO₂ produced from Authority operations. In 2012 we implemented an Environmental Strategy to focus on these savings.

This target has been set at 74 Tonnes (3.7%) lower than last year.

Action Plan

Target for 2013/14:

Monitor the amount of compliments and letters of thanks received compared to 61 in 2012/13 (as published in routine orders)

We regularly receive letters of thanks and appreciation, not only after an emergency incident but also during routine activities. These are notified to our staff in our Routine Orders and in 2012/13 we published 61 of these letters, we aim to set this as a baseline and use this figure to monitor satisfaction levels of RBFRS service provision.

Target for 2013/14:

To increase the percentage of people satisfied with our quality of service following a fire from 96.5% in 2012/13

We use an independent research company (ORS Ltd) to survey occupiers of properties following fires. This is for both domestic and non-domestic properties.

In 2012/13 we scored an average across both property types of 96.5% of respondents satisfied when asked:

“Taking everything into account, how satisfied or dissatisfied are you with the service you received from the Fire and Rescue Service”

We aim to maintain or increase this figure over the coming year.

Target for 2013/14:

Monitor the number of formal complaints received from the community compared to 28 in 2012/13

We occasionally receive formal complaints where our activities may have caused a member of the community to contact us to register their dissatisfaction.

We have a formal process of investigation and communication with the complainant and in the majority of cases an accurate explanation resolves the situation.

In 2012/13 we received and dealt with 28 of these complaints. We aim to set this as a baseline, monitor the causes of complaints and where appropriate take action to reduce this figure year on year.

Action Plan



Solar panels on the roof of Wokingham Fire Station

People



Our staff are our most important asset and our Strategic vision is to:

“Have a safe, competent and motivated workforce where there is opportunity for all.”

The targets we have set for the coming year will be monitored by our Health and Safety, Human Resources and Learning & Development Departments. This will enable us to identify and react to any trends throughout the year.

Previously RBFRS had a target of being peer assessed as ‘Achieving’ on the Equality Framework by March 2013. Because of the amount of resource this assessment would have required at a time when there were other priorities, it was agreed by the Community Engagement and Equality Group in December 2012 that this target would be deferred. The commitment to the Equality Framework will be reviewed three months after the move to the new headquarters in Calcot in 2014.

Target for 2013/14:

Maximum of 10 RIDDOR accidents and dangerous occurrences

To maintain a safe environment for our staff to work in, we want to ensure the number of reportable injuries/dangerous occurrences (against Reporting of Injuries, Diseases, and Dangerous Occurrences Regulation - RIDDOR) does not rise.

In 2012 the RIDDOR reporting criteria changed. Any work-related accident leading to an injury which prevents an employee from undertaking their normal work for more than 7 days is now RIDDOR reportable. The previous criteria for reporting such an event was set at more than 3 days absence.

The result of this change is a predicted reduction in the amount of RIDDOR reports, therefore a new target of 10 has been set for 2013/14.

Target for 2013/14:

Reduce the number of injury accidents (including RIDDOR) year on year with a base line figure of 80 set at the end of 2012/13

To align with the Fire Authority Health and Safety objectives this is a new target set as an indicator of having a safe workforce. This target is a refinement of a previous target, it uses a baseline figure of 80 set at the end of 2012/13 and aims to improve on this figure year on year.

Action Plan

Target for 2013/14:

Increase reporting of “near miss” events year on year from a baseline figure of 64 set at the end of 2012-13

To ensure that accidents that could have caused injury are effectively monitored and the causes dealt with we want to once again increase the rate of near miss reporting.

This target is has been refined as there was no target set for 2013/14 in the 3 year corporate plan.

Target for 2013/14:

Reduce the number of working days lost to short term sickness year on year, from 5.1 per employee in 2012/13

To measure the health and satisfaction of our workforce, we aim to have a minimum of working days lost to sickness. This is complemented by ensuring we have an effective Occupational Health Provider.

For 2013/14 we are refining this target to “short term sickness” as a better indicator of staff satisfaction.

The previous measure of “percentage of total working days” has been changed to “days per employee” as this can be calculated more accurately, and is currently used in other reports. Retained Duty System staff are excluded from the data as they do not have ‘working days’ as such.

Target for 2013/14:

0% of ill health retirements

We strive to ensure that of our staff retiring, none of these are through ill health.

This target is the same as last year.

Target for 2013/14:

Performance Development Interviews (PDIs) for 100% of eligible staff completed in last 12 months

Ensuring we stay on top of the internal management and development of staff, we strive to ensure that all of our eligible staff have had a Performance Development Interview completed within the last 12 Months.

To assist in this a recent policy change has staggered the due dates for different managerial levels. This also assists in linking Performance Development to strategic aims.

This target is the same as last year.

Action Plan

We constantly strive to have equal opportunities for all of our workforce and potential employees; we therefore set targets for the percentage of staff recruited from ethnic minorities, for women firefighters and women firefighter recruits. There has been very restricted recruitment into the Service during this year due to required budget savings and austerity measures.

The following four targets have been left in the Action plan for 2013/14 but will only be representative when recruitment restrictions are lifted.

Target for 2013/14:
5% staff in post from ethnic minorities

In order to achieve a workforce that better reflects the community, we have set ourselves this target for staff in post being from ethnic minorities.

This target is the same as last year.

Target for 2013/14:
14% of new staff recruited from ethnic minorities

In order to achieve a workforce that better reflects the community, we have set ourselves this target for recruiting new staff from ethnic minorities.

This target is the same as last year.

Target for 2013/14:
Women being 4% of existing Firefighters

As in previous years we aim to maintain this target for having a proportion of female firefighters working on our fire stations.

This target is the same as last year.

Target for 2013/14:
Women being 15% of new Firefighter recruits

Although this target remains to increase the percentage of female firefighters on our operational staff, this will be difficult to achieve due to the ongoing operational recruitment freeze. However when this recruitment freeze is lifted this will remain a target.

This target is the same as last year.

Action Plan

Target for 2013/14:

Reduce the number of staff making complaints as a proportion of the workforce from 2.19% in 2012/13

This target is to give an indication of the morale and motivation of the workforce; this figure is the number of employees making complaints through the Employee Complaints process during the year, as a proportion of the workforce. Using the figure from 2012/13 as a baseline we aim to reduce this figure year on year.

This is a new target under the theme of People. As the percentage is so low this has been quoted to 2 decimal points to give a more accurate indicator.

Target for 2013/14:

Increase the percentage of leavers that would recommend RBFRS as an employer, year on year from 69% in 2012/13

This target is to give an indication of how happy our employees are, and is a measure against the Strategic Commitment to be an employer of choice; using figure from 2012/13 as a baseline we aim to increase this percentage figure year on year.

This is a new target under the theme of *People*.

Target for 2013/14:

Aim to complete 100% of risk critical operational training; as set out in the Service Level Agreement between Response and Learning & Development

This target is the aim of the Service Level Agreement between the Response Department and Learning & Development Department.

Risk critical training includes Breathing Apparatus and Fire Behaviour training. This ensures our workforce is safe and competent in key skills when responding to fires and other emergency incidents.

This is a new target under the theme of *People*.









Priority Projects for 2013/14

The Core Strategy for 2013-2014 sets out eight Priority Projects for the coming year.






The project to relocate to a new headquarters in Theale is ongoing from last year's corporate plan and it is planned to complete this relocation by April 2014. The Thames Valley Fire Control Service Project is also continuing from last year and has expanded to include Buckinghamshire and Oxfordshire. This project is linked to the new HQ project, with which it will share a building and it is planned to open both facilities at the same time.

The plan to move the resources currently based at Dee Road Fire Station to a new site in the Theale area has taken a step forward from last year, with funding for this project coming partly from the £5 increase in council tax. Plans to build an enhanced specialist rescue training facility on the site will improve service provision across Berkshire.



The Windsor Fire Station project and organisational restructure are nearing conclusion and will be finalised this year. We are exploring options for the fleet maintenance project, looking for significant financial savings.

Goal	Details	Theme
Plan and realise savings to meet the budget	Planning to manage the challenging funding cuts from central government has been underway for many months. The plans were agreed by the Fire Authority in February and work to achieve the savings will continue throughout the year.	 
Collaboration with Oxfordshire FRS and Buckinghamshire FRS for a new Thames Valley Fire Control Service (TVFCS)	This ongoing project, with Oxfordshire Fire and Rescue Service and, more recently, Buckinghamshire Fire and Rescue Service will provide a joint control and mobilising function for all three Thames Valley counties. It will be housed in our new headquarters building in Calcot. For more information visit our website: www.rbfrs.co.uk	   

Action Plan

Goal	Details	Theme
Refurbishment and relocation to a new Brigade Headquarters building	<p>The current Headquarters building is no longer fit for purpose and would be too expensive to refurbish.</p> <p>We have purchased an existing office building which will be refurbished to house the Service and the new Thames Valley Fire Control, for the next thirty years or more.</p>	
Plan, build and move to a new fire station (Station 21)	<p>To provide a new fire station and rescue training facility in the Theale area to replace the current station in Dee Road, Reading. The Fire Authority approval of a £5 increase in our precept means that we can make this necessary investment without the Authority having to borrow money.</p>	
Find an acceptable solution to Windsor Fire Station issues	<p>A joint approach with the Royal Borough of Windsor and Maidenhead to establish a new fire station in the Windsor area. The implementation of this new satellite station, crewed with firefighters from Slough Fire Station, will be completed this year.</p>	
Complete the 2012 restructure	<p>The restructure was implemented in 2012. With the retirement of the Chief Fire Officer in 2013 there is now an opportunity to review how the new structure is working and to fill any vacant posts.</p>	
Explore and pursue options for transport and fleet maintenance contract	<p>Some of the work to identify the most efficient way to maintain our vehicle fleet has already been completed. A proposal to work closely with a neighbouring Fire and Rescue Service to share maintenance facilities and so reduce costs will be finalised in 2013.</p>	

Action Plan

Goal	Details	Theme
<p>Ensure supporting IT systems (e.g. Fire Watch and Performance systems) are efficient and effective</p>	<p>We have several IT systems that allow recording and monitoring of our performance. These systems also allow us to oversee projects and initiatives to ensure they are on track. This project will ensure that our IT systems are efficient and effective.</p>	
<p>Undertake a review of fire cover in the east of the County area</p>	<p>Following the decision to make Wokingham Fire Station full time emergency cover from October 2011, it has been identified that the fire engine based at this station can get to some incidents quicker than Bracknell's retained fire engine.</p> <p>In addition there have been difficulties recruiting retained fire fighters at Ascot Fire Station, despite several recruitment campaigns.</p> <p>A review of emergency response will therefore be undertaken to identify options to provide optimum emergency cover in the east of the county area. The review will follow the Authority's IRMP process and if proposals are likely to affect the current emergency cover provision, a 12 week public consultation will follow.</p>	

Refer to the Appendices for a key explaining the use of the theme symbols

Action Plan



New Headquarters building in Calcot before refurbishment

Glossary

Symbols



Scale of Demand

This refers to the number of calls we receive and the number and type of incidents we attend.



Economic and Social Benefit of our Service

The benefit to the community by: reducing the number of incidents that occur (Prevention); Reducing the risk to people (Protection) and dealing with incidents efficiently (Response).



Performance and Progress

Setting targets and monitoring the performance against them ensures we work towards achieving our strategic commitments.



Prevention

(Formerly known as community safety) – covers all the teams that work to reduce risk in the community.



Protection

The department responsible for ensuring that commercial organisations comply with statutory requirements and do not place staff, customers or community at risk.



Response

Our Operational department, fire crews, officers and appliances required to resolve emergency incidents.



Use of Resources

The use of financial and physical assets, taking into account the impact to the environment.



People

Our staff and volunteers, our most valuable asset. Our human resource.

Animal Rescue

Assistance with large animals that are trapped or injured and pose a potential risk to humans or property carried out by specially trained firefighters and officers with specialist equipment. Occasionally, the RSPCA will request assistance with a small animal that is trapped in an inaccessible or dangerous location.

Appliance

A vehicle used for a specific operational function e.g. pumping appliance, aerial ladder appliance. Generically referred to as 'fire engines'.

Breathing Apparatus or 'BA'

Self-contained breathing apparatus. Delivers air under pressure and allows firefighters to work in conditions that would otherwise be intolerable (excessive heat, lack of oxygen, toxic gases etc). Consists of a face mask and a pressurised cylinder, in a webbing harness and is worn on a firefighter's back.

Community engagement

Working with individuals, community groups, volunteers, local authorities and agencies to ensure that we are serving every sector of the community effectively.

Emergency Escape Plan

Every home should have one. A plan agreed by residents in a property to be used in the event of fire. Includes escape routes, locations of window keys, shutting doors at night, staying low to the floor and other key actions. Make yours by following this link: www.rbfrs.co.uk

Hoax calls

Calls that do not relate to a real emergency. These are classified as (i) 'good intent' i.e. made because the caller genuinely believed that a fire or other emergency was in progress or (ii) 'malicious', where the caller makes a deliberate attempt to mislead the service into sending a fire engine and crew to a non-existent incident. The service now works with the police to prosecute malicious callers where possible.

Home Fire Safety Check

Provided free of charge to vulnerable members of the community. These include people who are elderly, disabled, are single parents or those who do not speak English. The checks are carried out by firefighters or specially trained Prevention staff and include the installation of smoke detectors where required.

Integrated Risk Management Plan or IRMP

Introduced in 2004 as a government requirement. The previous generic national response standards were abolished and all fire and rescue services required instead to base their service provision around an integrated approach to managing and responding to risk. This includes detailed analysis of risk profiles linked to communities, infrastructure, population types and location, transport characteristics and incident statistics, to ensure that services match need.

Mosaic

Mosaic Public Sector is the UK's only classification designed specifically for use by the public sector and focuses on the needs of citizens. It provides a detailed and accurate understanding of each citizen's location, their demographics, lifestyles and behaviours.

The current version of Mosaic Public Sector capitalises on Experian's access to a wealth of information on all UK individuals to help you understand their need for public services now and in the future. Using more than 440 data elements, it classifies all UK citizens into 69 types and 15 groups providing an accurate and up to date view of citizens and their needs.

Operational

Staff who carry out operational duties. All begin their careers as firefighters and can progress through the following roles as they gain experience and qualifications, Crew Manager, Watch Manager, Station Manager, Group Manager, Area Manager, Brigade Manager.

Prevention department (formerly known as community safety)

Covers all the teams that work to reduce risk in the community i.e. prevent fires and other emergencies from happening. This includes teams working on community risk, education and awareness, youth engagement, home fire safety check provision and road traffic collision reduction.

Protection

Experts in fire safety legislation. Responsible for ensuring that commercial organisations comply with statutory requirements and do not place staff, customers or community at risk.

Pump

Refers to the main pump located on a fire appliance but also used to apply to a fire engine. Can also refer to the portable pumps carried on fire engines.

Retained – or part-time firefighters

Respond to call outs from their place or home or work. Train and work alongside full-time firefighters.

Road Traffic Collision or RTC

Firefighters now spend more time rescuing people – and save more lives - following RTCs than they do from fires. They use sophisticated hydraulic cutting and spreading equipment, with a variety of smaller tools, to 'extricate' (remove) people who are trapped in vehicles so that they can be removed to hospital as quickly as possible.

Smoke detector

Often called smoke alarms. Inexpensive device that detects smoke and heat and alerts residents with a very loud, high-pitched, beeping sound. Every house should have a smoke detector on every floor. Proven life savers as they give residents a chance to get out of a house before a fire takes hold. Find out more by following this link: www.rbfrs.co.uk

Special Appliances

Appliances that are used for specific functions e.g. aerial ladder (high reach) platform, high-volume pumping unit.

Support Staff

Staff who work in non-operational roles e.g. finance, information technology, human resources, procurement, hydrants, transport.

Watch

A team of firefighters based at a wholetime (24-hour) fire station. Watches (traditionally Red, Green, Blue and White) consist of firefighters and two junior officers, who attend incidents in a fire appliance. Retained fire station firefighters are not organised into Watches.

Water Rescue

Specially trained firefighters who rescue people from waterways or who are trapped in water or mud. The water rescue boat can also be used for water-based firefighting e.g. boats or island fires.

Wholetime

Fulltime firefighters, working from a fire station.

Working at Height

Firefighters receive training in advanced techniques and the use of specialist equipment to enable them to carry out their duties at height (e.g. cranes, rooftops, steep inclines).

Background Information

The location of the 18 fire stations in Berkshire is shown below; these are more closely spaced around the areas of highest population. For more detailed information on the location of these stations please follow this link: www.rbfrs.co.uk



ROYAL BERKSHIRE FIRE AUTHORITY

ROYAL BERKSHIRE FIRE AND RESCUE SERVICE

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