Annual Plan

2022-2023

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# Introduction

Royal Berkshire Fire and Rescue Service (RBFRS) provides Prevention, Protection and Response services across the County of Berkshire. There are 16 fire stations across the county of Berkshire, ranging from Langley and Slough in the East to Lambourn and Hungerford in the West. They serve a diverse population of 914,859, 24-hours a day, 365 days a year.

Our highly-trained fire crews respond to incidents ranging from road and rail accidents to fuel and chemical spills, aviation and waterway accidents, collapsed buildings, large animal rescues and, of course, fires.

The role of RBFRS within local communities is evolving. As well as responding to incidents, RBFRS provides a wide range of services including safety and protection advice to our residents and businesses. We work alongside teams in the six unitary authorities of Berkshire, as well as, Thames Valley Police, South Central Ambulance Service (SCAS), Public Health, and other public service providers in Berkshire. In doing so, RBFRS is helping to reduce community risk and contribute to the overall safety of the communities we serve, whilst still providing a value-for-money service to the local taxpayer.

In 2018, Royal Berkshire Fire Authority published the [Corporate Plan and IRMP 2019-2023,](https://www.rbfrs.co.uk/your-service/our-performance/) demonstrating how, over the next four years, RBFRS will deliver its services, in order to achieve the Fire Authority’s six Strategic Commitments.

The Annual Objectives for 2022-2023 (which include the six Strategic Commitments), have been updated to include specific areas of focus for the year ahead in support of our vision for 2023 and beyond, and to ensure RBFRS utilises and maximises its available resources to deliver a quality service to the people of Royal Berkshire.

### COVID-19 Pandemic

Early in the pandemic, in line with government guidance, RBFRS suspended non-essential activities to protect our communities, staff and critical functions. Since then we have continually risk assessed our activities, reintroducing services when case levels and restrictions have allowed.

In developing our Annual Plan for 2022/23, we have reviewed our progress against the objectives we set last year, re-assessed our priorities in the light of developments in the sector and considered the likely ongoing impact of the pandemic. We recognise that we may still face further challenges due to COVID-19 and that we may need to adapt again throughout the year. We remain committed to delivering this Annual Plan for the people of Royal Berkshire.

# ANNUAL OBJECTIVES 2022 - 2023

In order to achieve the [Strategic Commitments](https://www.rbfrs.co.uk/your-service/our-commitments/) we have made to the people of Royal Berkshire, we have set the following 10 Annual Objectives for 2022/23, and highlighted areas of focus in achieving these Objectives. This is further supported by our Corporate Measures (outlined on page 10) which are directly aligned to the Annual Objectives and our core duties and responsibilities.

1. **We will provide education and advice on how to prevent and mitigate the impacts of fires and other emergencies.**
2. Continue to deliver against the commitments in our Prevention Strategy, embedding quality assurance.
3. Continue our programme of evaluation of Prevention activity.
4. Deliver an effective fire, road and water safety education programme, aligned to the National Fire Chiefs Council guidance.
5. Continue to deliver Safe and Well Visits for the vulnerable in Berkshire in line with our Prevention Strategy.
6. Deliver and evaluate our risk-based programme of follow-up visits for the most vulnerable cases.
7. **We will ensure a swift and effective response when called to emergencies.**
8. As set out in our Response Strategy, continue the review of our specialist water rescue capabilities to be aligned to local risk and reflect national best practice.
9. Improve and evaluate our ability to respond to risk in the West of the county through effective targeting of our Protection and Prevention activity.
10. Continue to focus on the sustained availability of the on-call duty model.
11. Undertake effective risk analysis to inform capability requirements for specialist incidents
12. **We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.**
13. We will implement the learning from the phase one Grenfell inquiry and adapt to planned legislative changes, enabling us to respond quickly to the changing fire safety environment.
14. We will continue to develop and embed our new Risk-Based Inspection Programme methodology and evaluate its implementation.
15. We will continue to promote and influence the fitting of sprinklers in both new and existing buildings where appropriate.
16. **We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.**
17. Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe.
18. Continue to make high quality, timely safeguarding referrals to other agencies.
19. We will work with and support our communities and partners in post-pandemic recovery.
20. **We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money, and is financially and environmentally sustainable, whilst ensuring Equality of Access for the public.**
21. Deliver the 2022/23 requirements of the Strategic Asset Investment Framework, the Efficiency Plan and the new Sustainability Strategy.
22. Continue to work in partnership with other Fire and Rescue Services to implement a Value for Money assessment that can be used across the sector.
23. Continue to address the burden of false alarms on the service.
24. Develop and consult on a new Community Risk Management Plan (CRMP) to start in 2023.
25. **We will continue to work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.**
26. Continue to influence and encourage greater flexibility to secure sustainable funding over the medium term to ensure our Service effectively meets local risk.
27. Proactively engage and respond to relevant consultations and opportunities to shape fire and rescue services in England, including the Fire Reform White Paper.
28. **We will recruit, train and develop our people to ensure we create a safe, professional, capable and diverse workforce that are supported to become the best public servants they can be for the residents of Berkshire.**
29. Consult on and implement an updated People Strategy to cover the period 2022-25.
30. Ensure workforce planning leads to the right people, in the right positions, with the skills required, including responding to the requirements resulting from recent pensions cases.
31. Continue to implement the Fire Safety Development and Assessment Pathways (DAPs), and commence further DAPs for professional services staff.
32. Deliver the 2022/23 requirements of the Health, Safety and Wellbeing Action Plan.
33. **We will manage RBFRS in accordance with best practice and national professional standards, understanding and continuous improvement, learning from events and being transparent in our compliance.**
34. Ensure a robust internal and external Audit Programme, and actively engage with the Her Majesty’s Inspectorate for Constabulary and Fire and Rescue Services’ Inspection in the Summer of 2022.
35. Work in accordance with the Fire and Rescue National Framework for England.
36. Proactively engage with and respond to relevant and emerging legislation and regulation, and monitor this through the Corporate Risk Register.
37. Continue to engage with the development of professional Fire Standards for fire and rescue services in England and ensure approved Standards are implemented.
38. **We will be strong and visible in our leadership in developing a diverse and inclusive ‘one team’ culture, reflecting our Equality, Diversity and Inclusion Objectives, where everyone’s contribution is valued and positive behaviours are recognised.**
39. Deliver the 2022/23 requirements of the Equality, Diversity and Inclusivity (EDI) Objectives and Action Plan.
40. Ensure adherence to the Behavioural Competency Framework (BCF) across RBFRS, launch 360 feedback tool based on the BCF.
41. Launch the Chairman’s Internship, a paid internship aimed at 16-18 year old residents of Berkshire from ethnic background that are currently under-represented in the Service.
42. **We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.**
43. Continue to explore and pursue opportunities to collaborate in the use of our property and estates and in the procurement of goods and services.
44. Further our operational alignment with Thames Valley partners through the introduction of common policy, guidance, equipment and training.
45. Continue to support the Thames Valley alignment to the ISO Fire Investigation requirement.
46. Explore opportunities and champion the work of the Fire and Rescue Indemnity Company Limited to reduce the frequency and cost of risk related incidents.

# Delivery of the Annual Objectives

Our Annual Objectives will be delivered through Service Plans. Projects will also be overseen by the Programme Board.

### Service Plans

Heads of Service produce an annual Service Plan to assist in the management of day-to-day business. Service Plans include both business as usual and project activity and help to predict the resource levels, both for individual activities, and for the service as a whole. The delivery of Service Plans is further supported by individual employee objectives which are agreed with every member of staff and set out how each member of staff will help towards achieving the organisational goals.

### Local Safety Plans

We serve our communities through three Service Delivery Hubs, aligned to Unitary Authorities to strengthen local partnership working. The Hubs include integrated Prevention, Protection and Response teams. This model allows our staff to develop their understanding of risk at a local level and ensure resources are targeted accordingly. Each Unitary Authority area has a dedicated annual Local Safety Plan, which sets out localised risk and how resources will be targeted to meet that risk.

|  |  |  |  |
| --- | --- | --- | --- |
| **Fire Authority** Strategic Commitments set for 2019- 2023 | **Senior Leadership Team** set the Annual Objectives, which are agreed by Fire Authority | **Heads of Service** set Service Plan and Local Safety Plan objectives annually | **Managers/ Employees** set Individual objectives annually |

### Programme Board

Our priority projects are overseen by the Programme Board. The primary focus of the Programme Board in 2022/23 will be to oversee the delivery of projects of strategic importance including, but not limited to, the [CRMP](https://www.rbfrs.co.uk/your-service/managing-risk/integrated-risk-management-planning/) and [People Strategy](https://www.rbfrs.co.uk/your-service/about-us/).

### Performance Management

Ongoing analysis of performance data supports decision making across the organisation. Management teams review and monitor data and information regularly. The Strategic Performance Board monitors performance in all four quadrants (as set out below) on a quarterly basis. A quarterly Strategic Performance Report is then reviewed by the Senior Leadership Team and scrutinised by the Audit and Governance Committee.

#### Reporting is structured into four quadrants

**Priority Programmes**

Progress against the priority programmes (Community Risk Management Planning and People Strategy).

**Risk**

An assessment of corporate risks that may impact on the delivery of our Service.

**Corporate Health**

How key resources are managed and includes measures relating to staff, finance and health and safety.

**Service Provision**

The delivery of our statutory obligations and the services provided by RBFRS.

# CORPORATE MEASURES

### Service Provision

Service Provision monitors the service we provide to the public. Performance is monitored in relation to attendance at incidents, types of incidents, Prevention activities and fire safety in commercial buildings.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Measure** | | **2021/22**  **Target** | | **2022/23**  **Target** |
| 1 | Number of fire deaths | | new | | 0 |
| 2 | Number of non-fatal fire casualties | | new | | 75 max |
| 3 | Number of deliberate primary fires | | Reduce | | Reduce |
| 4 | Number of deliberate secondary fires | | Reduce | | Reduce |
| Prevention | | | | | |
| 5 | Increase the number of Referrals for Safe and Well visits received from our partners | | new | | 10% |
| 6 | Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours. | | 100% | | 100% |
| 7 | Percentage of Very High and High Risk Safe and Well Referrals completed within target time | | new | | 90% |
| 8 | Percentage of Medium Risk Safe and Well Referrals completed within target time | | new | | 75% |
| Protection | | | | | |
| 9 | Proportion of Fire Safety Audits conducted against premises identified as High or Very High Risk in our Risk Based Inspection Programme | | new | | monitor |
| 10 | Percentage of Fire Safety Audits with a ‘Broadly Compliant’ result. | | 60% max | | 60% max |
| 11 | Percentage success when cases go to court. | | 80% | | 80% |
| 12 | Percentage of statutory fire consultations completed within the required timeframes. | | 95% | | 95% |
| 13 | The number of Automatic Fire Alarm calls received. | | Monitor | | Improve |
| 14 | Percentage of Automatic Fire Alarm calls where RBFRS did not attend | | Improve | | 30% (min) |
| Response | | | | | |
| 15 | Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered | 75% | | 75% | |
| 16 | Percentage of wholetime frontline pumping appliance availability | new | | 99% | |
| 17 | Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing) | 60% | | 60% | |
| Resilience | | | | | |
| 18 | Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale | new | | monitor | |
| 19 | Number of Service Delivery Hub exercises completed | new | | 12 | |
| Customer Experience | | | | | |
| 20 | Percentage of domestic respondents satisfied with the overall service | 100% | | 100% | |
| 21 | Percentage of commercial respondents satisfied with the overall  Service | 95% | | 95% | |
| 22 | Percentage of respondents satisfied with the services with regards to Fire Safety Audits | 90% | | 90% | |
| 23 | % of domestic respondents satisfied with the service regards their Safe and Well Visit | 100% | | 100% | |
| 24 | Number of complaints received | Monitor | | Monitor | |
| 25 | Number of compliments received | Monitor | | Monitor | |

### Corporate Health

The Corporate Health quadrant monitors the wellbeing of the organisation. Performance is monitored in relation to staffing levels, health and safety and finances within RBFRS, to ensure the organisation is being run safely, efficiently and is cost effective.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Measure** | **2021-22**  **Target** | **2022-23**  **Target** |
| Human Resources and Learning & Development | | | |
| 26 | Percentage of working time lost to sickness across all staff groups | 4% | 4% |
| 27 | Percentage of eligible staff with Personal Development Reviews | 100% | 100% |
| 28 | Number of formal grievances | Monitor | Monitor |
| Health and Safety | | | |
| 29 | Number of RIDDOR accidents and diseases | Max 6 | Max 4 |
| Finance and Procurement | | | |
| 30 | Percentage of spend subject to competition | 85% | 85% |
| 31 | Compliant spend as a percentage of overall spend | 100% | 100% |
| Freedom of Information | | | |
| 32 | Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Regulations or Data Protection Legislation) | 0 | 0 |

Definitions of measures are available in Appendix A.

# Priority Programmes – Key Deliverables

## Community Risk Management Planning

RBFA is required to publish a Community Risk Management Plan (CRMP), previously referred to as an ‘Integrated Risk Management Plan’ or IRMP. In 2018, we consulted on and published an [IRMP for 2019-23](https://www.rbfrs.co.uk/your-service/our-performance/), which reflects the priorities and requirements of the [Fire and Rescue National Framework for England](https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2).

In 2022/23, our key CRMP deliverables will include:

#### Project 1: Risk Analyses

* Review our Risk Methodology and data requirements to inform our new CRMP, ensuring our risk analysis supports equality of access to our services for all the communities of Royal Berkshire.
* Deliver our action plan to align our analysis to the Fire Standard for Community Risk Management Plans.
* Develop and consult on a new Community Risk Management Plan to start in 2023.
* Provide a mapping capability to support local risk analysis.
* Analyse information about fire casualties to determine risk factors.
* Continue to engage with and drive the [National Fire Chiefs Council](https://www.nationalfirechiefs.org.uk/) (NFCC) work to develop national best practice in risk analysis.

#### Project 2: Prevention

* Continue to work in collaboration with our Berkshire partners to identify the most vulnerable people in our society, increasing the numbers of Safe and Well Visits resulting from Referrals.
* Deliver and evaluate our new programme of follow up Safe and Well Visits to the most vulnerable.
* Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe.
* Carry out targeted road safety activity, including for motorcyclists and around smart motorways.
* Further develop local safety initiatives, campaigns and events to target risk at a local level and evaluate their effectiveness.
* Ensure a high standard of service through the quality assurance of our Prevention activities.
* Carry out a risk based review of Safe and Well Visit provision to be aligned with the development of our new CRMP.

#### Project 3: Protection

* Continue to develop and embed our new risk-based inspection programme to ensure that we are identifying and targeting our resources at the areas of highest risk, in line with our Protection Strategy.
* We will implement the learning from the phase one Grenfell Tower inquiry.
* Ensure a high standard of service through the quality assurance of our Protection activities.

#### Project 4: Response Resource Deployment

* Continue to evaluate future developments in housing and infrastructure to ensure that our resource deployments match predicted future demands.
* As set out in our Response Strategy, continue the review of our specialist water rescue capabilities to be aligned to local risk and reflect national best practice.
* Improve and evaluate our ability to respond to risk in the West of the county through effective targeting of our Prevention and Protection activity.
* Undertake incident support and technical capability reviews as part of the risk analysis element of the development of the new CRMP.

#### Project 5: Response Safe Systems of Work Development

* Work with the NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.
* Continue to clarify and prioritise next steps in the digital transformation journey as part of our Technology roadmap.
* Continue our investment of resource and expertise in the Thames Valley Breathing Apparatus Replacement project, conducting an effective and efficient joint procurement prior to implementation.

## People Strategy

The purpose of our [People Strategy](https://www.rbfrs.co.uk/your-service/about-us/) is to support RBFRS staff to become the best public servants they can be, creating a workforce that can deliver efficient and effective service on behalf of the Fire Authority, to manage all foreseeable fire and rescue related risks that could affect the people of Berkshire. Our People Strategy is currently in the process of being updated and will cover the period 2022-2025. Our expectation is that the 2022-2025 People Strategy will be finalised by the end of Quarter 1 2022/23.

# Risk

### Corporate Risk Register

Achievement of the objectives set is influenced by a number of internal and external factors, which in turn create a level of uncertainty and risk. RBFRS has developed a comprehensive Organisational Risk Management Policy, along with a framework for monitoring and managing risks and uncertainties to ensure that organisational objectives can be achieved.

Each risk, including one-off project risks, is scored on a Matrix (1-25) and recorded on the Risk Register. All strategic risks, and any project or service plan risks with a current score of 17 or above, are escalated to the Corporate Risk Register, monitored monthly by the Senior Leadership Team and reported to the Audit and Governance Committee on a quarterly basis. One or more treatments will be identified to minimise the likelihood or impact of the risk and the risk will be reviewed regularly to monitor progress.

The Organisational Risk Management Policy does not address health and safety risk or community risk. These are addressed separately through both occupational health and safety management and the CRMP Programme. Further detail and information on the CRMP process can be found in the [Corporate Plan and IRMP 2019-2023](https://www.rbfrs.co.uk/your-service/our-performance/). A summary of the Corporate Risk Register is available in the quarterly Strategic Performance Report and updated on a quarterly basis at [rbfrs.co.uk.](https://www.rbfrs.co.uk/your-service/our-performance/quarterly-performance-reports/)

# Assurance

### Audit Plan

Audits are an important part of providing the Fire Authority and the public with the assurance that the Service is run properly and in ways that have been agreed by our Officers and Members. They demonstrate that the business is conducted in accordance with relevant legislation, government expectations, good practice and organisational policy. The audits contribute towards the annual Statement of Assurance.

Our Internal Annual Audit Plan is developed in collaboration with our auditors, RSM, and approved by the Audit and Governance Committee at the start of the year. Each audit is linked to a risk on our Corporate Risk Register. The audits agreed for 2022/23 are:

* West Yorkshire Pension Fund
* Payroll Provider - Dataplan
* Risk Management and Governance
* Key Financial Controls
* Cyber Security
* Health & Safety and Mandatory Training
* Facilities Management
* Grenfell Action plans

### Statement of Assurance

The RBFRS annual [Statement of Assurance](https://www.rbfrs.co.uk/your-service/transparency-and-governance/) is available on the RBFRS website. The Statement is produced on an annual basis to formally confirm to Government, stakeholders and the communities we serve that there are adequate arrangements for the effective management of financial, governance and operational matters in RBFRS. The Statement confirms the extent to which the requirements of the [Fire and Rescue National Framework for England](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/705060/National_Framework_-_final_for_web.pdf) have been met. This includes information about our assurance arrangements regarding Prevention, Protection and Response and how we ensure local and national resilience.

# Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

In 2018/19, we were inspected for the first time by her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Through the inspection process, we were able to gain external, independent, assurance in relation to the effectiveness and efficiency of our operational response. The results were published in June 2019, and it should be noted that Royal Berkshire Fire and Rescue Service was judged as ‘good’ across the three main pillars of ‘Effectiveness’, ‘Efficiency’ and ‘People’. The report for RBFRS can be found [here.](https://www.justiceinspectorates.gov.uk/hmicfrs/fire-and-rescue-services/royal-berkshire/) The next round of inspections are underway with RBFRS being inspected in Summer 2022. For more information on the inspection of Fire and Rescue Services, please visit the HMICFRS [website](https://www.justiceinspectorates.gov.uk/hmicfrs/).

# Appendix A: Measure Definitions

**Service Delivery**

|  |  |  |
| --- | --- | --- |
|  | **Measure** | **Definition** |
| 1 | Number of fire deaths | The number of deaths that occur as the result of a fire, even when the death occurs weeks or months later. |
| 2 | Number of non-fatal fire casualties | The number of non-fatal casualties that occur as a result of a fire. This includes any injuries or medical attention which are attributed to the fire. |
| 3 | Number of deliberate primary fires | The total number of primary fires that have been started deliberately. |
| 4 | Number of deliberate secondary fires | The total number of secondary fires that have been started deliberately. |
| Prevention | | |
| 5 | Increase the number of Referrals for Safe and Well visits received from our partners | RBFRS receive referrals from other agencies for individuals at risk from fire in their homes. These referrals are a high quality source of information about those at risk in our communities. |
| 6 | Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours. | When RBFRS are made aware of the threat or an incidence of arson against an individual(s) a Safe and Well Visit should be conducted, wherever possible, within 48 hours. |
| 7 | Percentage of Very High and High Risk Safe and Well Referrals completed within target time | Safe and Well Referrals are risk assessed, with each category of risk having a target time for completion. Very High risk referrals have a target time of 72 hours and High risk referrals have a target time of 14 days. |
| 8 | Percentage of Medium Risk Safe and Well Referrals completed within target time | Safe and Well Referrals are risk assessed, with each category of risk having a target time for completion. Medium risk referrals have a target time of 21 days. |
| Protection | | |
| 9 | Proportion of Fire Safety Audits conducted against premises identified as High or Very High Risk in our Risk Based Inspection Programme | A Fire Safety Audit is carried out to enforce the Regulatory Reform Order (RRO) 2005. Our Risk Based Inspection Programme targets the riskiest premises in the county for inspection. Fire Safety Audits can also result from complaints, or can be carried out after an incident or for training purposes. This measure allows us to monitor how our resources are being targeted at risk. |
| 10 | Percentage of Fire Safety Audits with a ‘Broadly Compliant’ result. | The percentage of completed Fire Safety Audits carried out in commercial premises, where the result was ‘Broadly Compliant’ (satisfactory) and no further action or follow-up was required. |
| 11 | Percentage success when cases go to court. | RBFRS prosecute serious cases following Fire Safety Audits. A successful outcome at court is a finding or admission of guilt. |
| 12 | Percentage of statutory fire consultations completed within the required timeframes. | Statutory fire consultations have a legally defined timeframe in which they must be completed. Types of consultation include:  • Licensing  • Building regulations |
| 13 | The number of Automatic Fire Alarm calls received. | Automatic Fire Alarm calls are calls from Alarm systems and have a higher likelihood of being a false alarm. Reducing the number of these types of calls makes us more efficient. |
| 14 | Percentage of Automatic Fire Alarm calls where RBFRS did not attend | This is the number of Automatic Fire Alarm calls received where we did not attend. In some circumstances we are able to seek confirmation before attending, enabling us to be more efficient. |
| Response | | |
| 15 | Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered | This is our Response Standard, and looks at the time taken from when the Fire Control Room Operator answers the phone until the time the first fire engine (appliance) arrives at the scene of the emergency incident. We aim to attend 75% of these incidents in under 10 minutes. |
| 16 | Percentage of wholetime frontline pumping appliance availability | This measure shows the percentage of time that our wholetime pumping appliances are available for mobilisation. Reasons for unavailability include mechanical defects and crewing. |
| 17 | Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing) | This is the percentage of hours where there are sufficient minimum qualified firefighters on on-call pumping appliances (fire engines) to enable the appliance to be available. On-call fighters are ready to leave their place of work or home and attend emergencies from the local retained station, when they receive the call. |
| Resilience | | |
| 18 | Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale | Operational Risk sites are those locations with particular characteristics (e.g. use, location) that pose a specific or unusual risk to our firefighters and the surrounding communities. Regular familiarisation visits by crews and support staff are required to ensure understanding of the risk is up to date. |
| 19 | Number of Service Delivery Hub exercises completed | Service Delivery Hub-level operational exercises are an important part of ensuring RBFRS is prepared for incidents that might occur through testing our planning assumptions, guidance and site specific response plans. |
| Customer Experience | | |
| 20 | Percentage of domestic respondents satisfied with the overall service | A customer feedback questionnaire is sent to those who have experienced a dwelling fire asking about their satisfaction and experience with the service they received from RBFRS. |
| 21 | Percentage of commercial respondents satisfied with the overall service | A customer feedback questionnaire is sent to business owners/ managers who have experienced a fire in their commercial premises asking about their satisfaction and experience with the service they received from RBFRS. |
| 22 | Percentage of respondents satisfied with the services with regards to Fire Safety Audits | A customer feedback questionnaire is sent to business owners/ managers who have had a full fire safety audit, asking about their satisfaction and experience with the service they received from RBFRS. |
| 23 | % of domestic respondents satisfied with the service regards their Safe and Well Visit | A customer feedback questionnaire is sent to a sample of individuals who have received a Safe and Well Visit and asks about their satisfaction and experience with the service they received from RBFRS. |
| 24 | Number of complaints received | The number of complaints made to RBFRS about any aspect of our service or staff. |
| 25 | Number of compliments received | The number of compliments received by RBFRS about any aspect of our service or staff. |

**Corporate Health**

|  |  |  |
| --- | --- | --- |
| **ID** | **Measure** | **Definition** |
| Human Resources and Learning & Development | | |
| 26 | Percentage of working time lost to sickness across all staff groups | This measure looks at sickness across the whole organisation and the percentage of time lost, based on the number of working hours available to the organisation. |
| 27 | Percentage of eligible staff with Personal Development Reviews | This measure reflects the percentage of eligible employees who have had a Personal Development Review meeting. Eligible staff are those who have completed their initial probation period, before the end of the PDR period and who have not been absent for over 50% of the reporting period. Employees moving within the Organisation to new roles on trial or probation periods will still be eligible for a PDR. |
| 28 | Number of formal grievances | The number of formal grievances raised by staff under the Grievance, Bullying and Harrassment Policy. |
| Health and Safety | | |
| 29 | Number of RIDDOR accidents and diseases | RIDDOR (Reporting of Injuries Diseases and Dangerous Occurrences Regulations) are more serious injury accidents and diseases. |
| Finance and Procurement | | |
| 30 | Percentage of spend subject to competition | This measure looks at all items of expenditure over £10k as RBFA must obtain quotes or tenders for all these purchases.  This excludes statutory payments such as local authority charges or HMRC. |
| 31 | Compliant spend as a percentage of overall spend | This measure calculates the supplier spend that is in a compliant contract as a percentage of the total spend to external bodies and suppliers (as per RBFA contract regulations). |
| Freedom of Information | | |
| 32 | Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Regulations or Data Protection Legislation) | RBFRS are required to conform to Data Protection and Freedom of Information legislation. The Information Commissioner is responsible for determining compliance and issuing advice or penalties. This measure includes only incidents where there is a finding of a breach (not complaints which are subsequently dismissed). |