Quarterly Performance Report

Q1 2022-2023 April-June

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In an emergency

In an emergency, dial 999 and ask for the fire service.

If you are inside a building when a fire starts, remember to get out, stay out and call 999. Never try and put out a fire unless you have received sufficient training.

Contacting us when it's not an emergency

Visit our website: rbfrs.co.uk

Email us at: performance@rbfrs.co.uk

Call us on: 0118 945 2888

Write to us at: Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire, RG31 7SD

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Introduction

This is the Quarter One Performance Report, summarising our progress across the Service.

In our Annual Plan for 2022-23, we set 10 Annual Objectives for the year, which can be found at Appendix B. The Objectives are delivered through our Service Plans and Local Safety Plans and our projects and programmes. Ongoing analysis of performance data and information supports decision-making across the organisation. We monitor performance across four quadrants:

Service Provision: Monitoring the delivery of our statutory obligations and the services provided by RBFRS.

Corporate Health: Monitoring how key resources are managed, which includes measures relating to staff, finance and health and safety.

Priority Programmes: Progress against our key programme activity (our Community Risk Management Plan (CRMP), People Strategy, Strategic Asset Investment Framework and Built Environment Programme.

Risk: Monitoring corporate risk management and other assurance activity including internal audit and our HMICFRS Action Plan.

The Strategic Performance Board monitors performance quarterly, before key data and analysis is provided in this report for the Audit and Governance Committee to scrutinise.

Key   5

Performance Measures

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

Priority Programme Project Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start

Classification of Risk Scores and Risk Movement

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

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Q1 Summary

2005
Total number of incidents in Berkshire

76.0%
% of occasions we responded within 10 minutes

1558
Safe and Well visits carried out

226
Total number of Fire Safety Audits completed

7
Number of complaints received

6.2%
% of working time lost to staff sickness across all groups

100%
Compliant spend as a % of overall spend

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Incident Trends

The table below illustrates the number of emergency incidents we responded to in Quarter 1 2022-23 in comparison with previous years. This data is also presented in a graph below as a red line, with the previous 5 years minimum and maximum as background shading for context.

Incident Numbers				
	Q1	Q2	Q3	Q4
2020/21	1732	1880	1571	1459
2021/22	1728	1972	1867	1733
2022/23	2005			
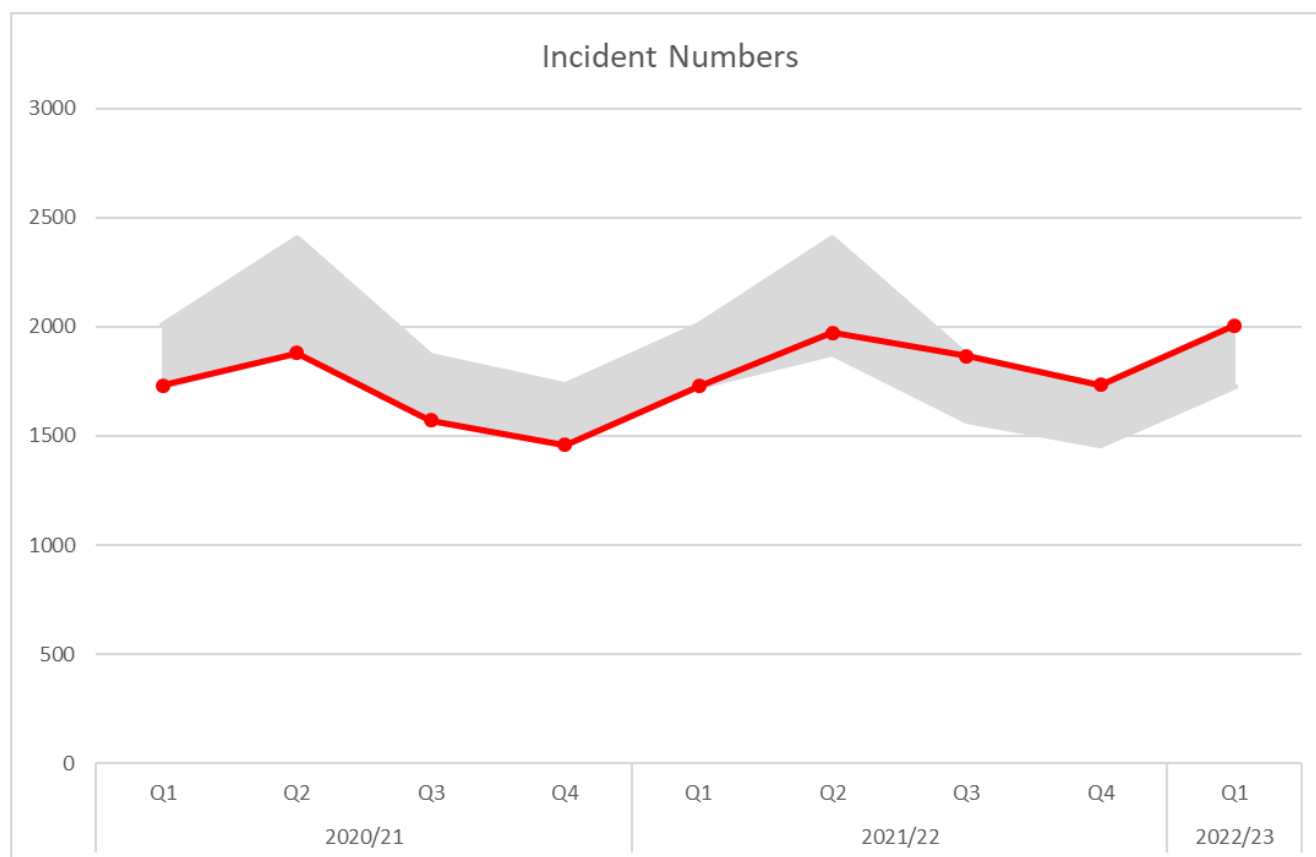
The number of incidents in 2020-21 fell due to the COVID-19 pandemic, whilst the number of incidents in 2021-22 returned to pre-pandemic levels. These historic years are included in the tables in this report to aid comparisons.

The return to pre-COVID-19 incident numbers in our communities continues to be reflected in incident trends, as reflect in the tables and graph above.

Whilst Primary Fires remain at relatively stable numbers, the number of Secondary Fires in this quarter were at their highest level since Q1 2020-21. This is a return to normal levels of Secondary Fires after very low numbers in the summer of 2021, related to a wetter summer than average across the South East of England.

The number of Automatic Fire Alarms (AFAs) calls received rose in this quarter, as did the number of False Alarms. Hoax calls remain very low in volume. Whilst overall False Alarms have increased, as a percentage of incident numbers they have reduced by 1% point compared to Q1 2021-22, suggesting that the rise is proportional to generally higher incident numbers. It also important to note that the % of False Alarms not attended has risen by 3% points compared to Q1 2021-22.

Road Traffic Collisions (RTCs) have continued to increase, as the economic activity post-pandemic continues to return to normal, but have not yet returned to pre-pandemic levels.

Quadrant One – Service Provision

This Quadrant scrutinises the service we provide to the public. Performance is monitored across Prevention, Protection and Response, using a set of performance measures, which can be found at Appendix C.

Zero fire deaths have occurred during Q1 and staff continue to provide varied prevention activities across all sections of the community. Fire Casualties are also slightly down on the same period last year with Hub activity focussing on common causes such as cooking.

Referrals of vulnerable people to receive Safe and Well visits have seen a significant increase through Q1 with an additional 200 referrals made when compared to the same period last year. This is largely the result of the excellent training being provided by RBFRS to partner agencies. 100% of priority threat of arson referrals requiring a visit within 48hrs have been achieved.

Deliberate fires have seen an increase on the previous year largely associated with ASB. Hub Prevention teams have been working actively with local partners, police and through Community Safety Partnerships to target, disrupt and educate those responsible.

The proportion of audits which were satisfactory was high this quarter, this is partly due to the new Risk Based Inspection Programme (see below) and was further boosted by the type of premises being audited by Fire Safety Inspectors as part of their development. It is predicted that the figure will start to fall as more FSIs become fully qualified in Q2 and Q3. This will also help to address some of the resourcing issues currently being experienced by fire safety teams although further recruitment will also be needed later in the year. Despite resourcing issues relating to resignations, extractions and sickness it is great to see that the percentage of consultations completed in time has risen to 96% during this period.

This quarter we have seen continued success against the Service response standard of 10 minute attendance on 75% of occasions. During the quarter, 75.9% was achieved. At a unitary authority level, West Berkshire remains challenging in terms of its geographical size. The West Hub management team continue to develop plans to support increased response arrangements across the On-call stations. Additionally, where response standards are unlikely to be achievable, there is a greater focus on prevention and protection activity.

As agreed by Fire Authority in the annual plan, the corporate measure relating to wholetime duty system appliance availability has been amended from the start of this financial year. Whereas the previous measure looked only at crewing availability, the new measure identifies the percentage of time our wholetime pumping appliances are unavailable for mobilisation, whether this is due to crewing, maintainance, or any other reason. This change to the measure is more in keeping with data requested by HMICFRS. It is positive that quarter one provided an overall wholetime duty system availability of 97.6%.

The On-call appliance availability remains volatile and some way off target at 44.4% for the quarter. Whilst there are a number of positive areas of development, not least successful recruitment activity, some stations continue to struggle to provide the level of cover the Service aims to achieve.

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Risk Based Inspection Programme

Quarter one saw the launch of our new Risk based Inspection Programme (RBIP) enabling Fire Safety Inspectors (FSIs) to better target their activities at premises that pose the highest risk.

We set out our intention to revise the RBIP in our Protection Strategy 2020-23. The RBIP approach was informed by the developing work of the National Fire Chiefs' Council and has been built to provide a firm foundation which can be adapted when further national guidance is issued.

In developing the methodology, we have assessed the availability and quality of the data relating to occupancy types and risk factors. The RBIP is designed to allow ongoing review, refinement and improvement, adding data sources as they become available, or in response to changing knowledge about local risk.

The new RBIP was launched at the end of April, and since then our FSIs have been focusing on those properties identified as Very High Risk.

Our Protection teams also inspect properties as a result of complaints, or after fires. From Quarter 2, our new Corporate Measure 9 will allow us to track what proportion of our audits are carried out on high and very high risk premises.

The new RBIP has raised the priority of premises that we haven't previously or recently visited where other risk factors are present. This means that initially a large proportion of the buildings in our High and Very High Risk categories haven't been audited recently and once we have visited and assessed them, we may have the evidence to categorise them as lower risk because of the management arrangements in place. It was predicted that this may lead to a higher percentage of satisfactory audits being recorded initially and this has indeed been the case with the proportion of audits which were satisfactory rising to 79% in Q1.

For the remainder of the 2022-23 year, FSIs will focus on inspecting all premises identified as Very High Risk. Once this is complete, we will visit High Risk properties that have not been recently audited, and develop a rolling programme of inspections. We will also evaluate the programme, including reviewing a sample of premises from across all risk groups to check the methodology.

QUADRANT ONE – SERVICE PROVISION   DATA SUMMARY

Overall Measures

1.   Number of Fire Deaths   **2022/23 Target: 0**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	1	0	2	3	1
Target	0	0	0	0	0
2022/23 Actual	0				0 ↑

2.   Number of non-fatal fire casualties   **2022/23 Target: 75 max**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	12	13	3	12	12
Target	18	19	19	19	18
2021/22 Actual	12				12 ↔

3.   Number of deliberate Primary Fires   **2022/23 Target: Reduce**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	30	27	37	35	30
Target	29	26	36	34	29
2022/23 Actual	34				34 ↓

4.   Number of deliberate Secondary Fires   **2022/23 Target: Reduce**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	76	35	38	50	76
Target	75	34	37	49	75
2022/23 Actual	91				91 ↓

Prevention Measures

5.   Increase the number of Referrals for Safe and Well visits received from our partners   **2022/23 Target: 10%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year number (21/22)	704	716	764	802	704
Target number	774	787	840	882	774
2022/23 Actual number	906				906
Percentage change	28.7%				28.7%

6.   Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours   **2022/23 Target: 100%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2022/23 Actual	100%				100% ↔

7.   Percentage of Very High and High Risk Safe and Well Referrals completed within target time   **2022/23 Target: 90%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A
Target	90%	90%	90%	90%	90%
2022/23 Actual	42.4%				42.4%

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8. Percentage of Medium Risk Safe and Well Referrals completed within target time

2022/23 Target: 75%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A
Target	75%	75%	75%	75%	75%
2022/23 Actual	33.0%				33.0%

Protection Measures

9. Proportion of Fire Safety Audits conducted against premises identified as High or Very High Risk in our Risk Based Inspection Programme

2022/23 Target: Monitor

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A
Target	-	-	-	-	-
2022/23 Actual	N/A*				N/A*

*The Risk Based Inspection Programme was launched on the 28th April. Monitoring data will be available from Q2.

10. Percentage of Full Fire Safety Audits with a 'Broadly Compliant' result

2022/23 Target: 60% max

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	56.2%	57.4%	63.3%	51.3%	56.2%
Target (max)	60%	60%	60%	60%	60%
2022/23 Actual	78.8%				78.8% ↓

11. Percentage success when cases go to court

2022/23 Target: 95%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	0 cases	100% (1 case)	0 cases	0 cases	0 cases
Target	80%	80%	80%	80%	80%
2022/23 Actual	0 cases				0 cases ↔

12. Percentage of Statutory fire consultations completed within the required timeframes

2022/23 Target: 95%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	94.1%	97.7%	98.4%	97.2%	94.1%
Target	95%	95%	95%	95%	95%
2022/23 Actual	96.3%				96.3% ↑

13. The number of Automatic Fire Alarm calls received

2022/23 Target: Reduce

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	622	853	868	698	622
Target	621	852	867	697	621
2022/23 Actual	764				764 ↓

14. Percentage of Automatic Fire Alarm calls where RBFRS did not attend

2022/23 Target: 30% min

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	23.8%	22.0%	21.2%	28.1%	23.8%
Target	30%	30%	30%	30%	30%
2022/23 Actual	26.8%				26.8% ↑

Response Measures

15. Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered **2022/23 Target: 75%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	76.1%	77.0%	79.4%	76.3%	76.1%
Target	75%	75%	75%	75%	75%
2022/23 Actual	76.0%				76.0% ↓

16. Percentage of wholetime frontline pumping appliance availability **2022/23 Target: 99%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	98.6%	98.1%	97.0%	98.2%	98.0%
Target	99%	99%	99%	99%	99%
2022/23 Actual	97.6%				97.6% ↓

17. Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing) **2022/23 Target: 60%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)*	59.8%	34.7 %	36.5%	43.8%	59.8%
Target	60%	60%	60%	60%	60%
2022/23 Actual	44.4%				44.4% ↓

*excluding Pangbourne

Resilience Measures

18. Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale **2022/23 Target: Monitor**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A
Target	-	-	-	-	-
2022/23 Actual	Not avail*				Not avail*

*Data for this measure is not yet available

19. Number of Service Delivery Hub exercises completed **2022/23 Target: 12**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A
Target	3	3	3	3	12
2022/23 Actual	3				3

Customer Experience Measures

20. Percentage of domestic respondents satisfied with the overall service **2022/23 Target: 100%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2022/23 Actual	100%				100% ↔

21. Percentage of commercial respondents satisfied with the overall service **2022/23 Target: 95%**

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	100%	No returns	100%	100%	100%

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Target	95%	95%	95%	95%	95%
2022/23 Actual	100%				100% ↔

22. Percentage of respondents satisfied with the services with regards to Fire Safety Audits 2022/23 Target: 90%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	95.8%	100%	100.0%	100%	95.8%
Target	90%	90%	90%	90%	90%
2022/23 Actual	100%				100% ↑

23. Percentage of domestic respondents satisfied with the service regards their Safe and Well Visit 2022/23 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	98.2%	100%	No returns	100%	98.2%
Target	100%	100%	100%	100%	100%
2022/23 Actual	No returns				No returns

24. Number of complaints received 2022/23 Target: Monitor

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	7	8	9	4	7
Target	-	-	-	-	-
2022/23 Actual	7				7 ↔

25. Number of compliments received 2022/23 Target: Monitor

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	5	3	1	5	5
Target	-	-	-	-	-
2022/23 Actual	7				7 ↑

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Quadrant Two – 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.

Finance

The detailed revenue outturn for quarter 1, 2022/23 is shown on page 18. Net costs of TVFCS for quarter 1 are shown on page 20.

The 2022/23 Revenue Budget agreed by Members in February 2022 was set at £38.446m as a balanced budget with no use of reserves.

The forecast revenue outturn for 2022/23 shows an anticipated deficit of £618,000, to be funded from reserves. Variances against individual revenue lines are explained below.

Station staff budgets are under pressure, with overtime forecast to be £274,000 over budget. There are various factors for this, including the need to cover absences for sickness and those on light duties, annual leave and training in order to maintain crewing levels. 18 new recruits came onto stations in mid-April but need time to build up operational competency and have an effect on crewing cover. On a positive note, these additional overtime costs have partly been offset due to a different mix of station staff in development and competent roles compared to budgetary assumptions.

On-call stations are showing positive and negative variances across the county – with forecasted expenditure for stations in the west of the county being below budget and those in the east over budget.

Not reflected in this forecast is the potential impact of the pay negotiations for Grey Book staff. The budget was set with salary increases of 2.5%. An offer of 2% has been rejected. Each additional 1% above the budgeted pay level for grey book staff would equate to approximately £200,000 of additional cost in the base budget.

The latest Green Book pay award for 2022/23 that has been offered by the employers' side equates to an additional budget pressure of £218,000 and has been built into the Q1 forecast. This additional cost is mitigated by a number of vacancies that have not been filled due to the overall budgetary position.

Repairs and Maintenance. Water damage to the lecture block at the Whitley Wood Fire Station is estimated to cost around £77,000, but will be mostly reimbursed through an insurance claim (see other income below).

Rates. The final appeal on business rate charges (Dee Road site) has been successful and has resulted in a net refund of £109,000.

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Utilities. As Members will be aware, energy costs have been rising sharply. Prices for energy used by commercial enterprises have not to date been subject to any price cap though fortunately our energy contractor has mitigated market extremes through hedging. Although additional budget provision for utilities has been made in the current year, it is anticipated that costs will exceed the budget allocated by an additional £230,000. This does not take into account any support the Government will provide to the public sector.

Transport. It is estimated that the rise in fuel prices will result in an additional £45,000 in transport costs this year.

Cross border charges have been agreed with Thames Valley partners for the first quarter of the year and, based on this, it is estimated that charges will be £19,000 lower (under *Contracts Other*) and income £6,000 higher than the budgeted targets.

Income other also includes £15,000 as our share of prior year surpluses that have been distributed by the Fire and Rescue Indemnity Company as well as the insurance claim for the water damage at Whitley Wood.

The *Grants* line is showing an adverse variance as the Authority unexpectedly received notification from the Home Office that the grant funding provided for Firelink will be completely phased out over a five year period, starting in 2022/23. A 20% reduction in funding will occur in each of the next five years. This has resulted in a £76k budget pressure in 2022/23 and the ongoing pressures will now need to be incorporated into the MTFP.

Investment Interest. Given the recent interest rate rises it is anticipated that yields from invested sums should generate additional income this year of £61,000.

Gov Grants/Precepts. As part of budget setting the Authority had to estimate the income it is due from central Government for section 31 business rates relief payments, for both the current and prior years. These figures are still to be confirmed fully, and are made up of a number of variables outside of the direct control of the Authority. The net expected variance is £190,000 in reduced income.

These figures are still to be confirmed fully, and are made up of a number of variables outside of the direct control of the Authority. The net expected variance is £190,000 less income.

HR

Levels of sickness days lost have decreased this quarter. The percentage of working time lost has decreased.

The total days lost to sickness absence across all staff groups this quarter is 13% lower compared to last quarter (1641 in Q1 vs 1882 in Q4). There is an increase of 42% when compared to the same period last year (965 days). Further analysis can be found later on in the report.

The percentage of working time lost across all staff groups this quarter is 6.2% this is a decrease of 0.9% compared to last quarter (7.1%) with an increase of 2.8% on the same quarter last year (3.4%).

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Respiratory absence reduced this quarter by 37%. Absence due to confirmed COVID-19 cases made up 19% of all sickness absences (311 days - 74 episodes).

Musculoskeletal (MSK) sickness has increased by 25% this quarter and continues to remain one of the top causes of sickness absence equating to 29% of total days lost. The number of episodes remain consistent.

Mental health sickness has increased this quarter by 7% equating to 22% of total days lost. Compared to the same time last year days lost to Mental Health absence equated to 24%

The percentage of eligible staff receiving a PDR meeting this quarter is 29% (163 staff). This is considerable reduction from the same quarter last year (79%).

The number of employees from an ethnic minority background has increased again this quarter from 6.5% to 7.2%.

The number of female firefighters employed in the Service has reduced to 29 this quarter (6.8%).

The number of staff employed by RBFRS declaring a disability has increased from 33 to 35 this quarter.

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Royal Berkshire Fire Authority

Budget Update - Revenue Position Quarter 1 2022/23

	Annual Budget	Q1 Outturn	Forecast to YE	Fcast - Budget Variance
	£'000	£'000	£'000	£'000
EMPLOYEES				
STATIONS	17,137	4,331	17,330	193
NON-STATIONS	11,853	2,757	11,911	58
TRAINING	705	67	708	3
OTHER	265	59	275	10
	29,960	**7,214**	**30,224**	**264**
PREMISES				
REPAIRS & MAINTENANCE	757	79	844	87
RATES	821	237	712	(109)
CLEANING	285	48	285	0
UTILITIES	530	35	760	230
	2,393	**399**	**2,601**	**208**
SUPPLIES				
INSURANCE	397	227	397	0
EQUIPMENT	520	79	532	12
IS EQUIPMENT & LICENCES	744	442	758	14
CLOTHING/PPE	370	109	370	0
COMMUNICATIONS	799	25	801	2
OCCUPATIONAL HEALTH	221	87	221	0
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	143	82	152	9
COMMUNITY FIRE SAFETY SUPPLIES	180	26	180	0
SUPPLIES OTHER	197	42	204	7
	3,571	**1,119**	**3,615**	**44**
CONTRACTS				
CONTRIBUTION TO TVFCS & COLLABORATION	930	211	919	(11)
LEGAL	50	1	50	0
CONTRACTS OTHER (incl Professional Services)	695	41	677	(18)
	1,675	**253**	**1,646**	**(29)**
TRANSPORT				
VEHICLE RUNNING COSTS	727	160	772	45
TRAVEL	211	41	212	1
	938	**201**	**984**	**46**
PENSIONS				
PENSIONS	434	125	433	(1)
	434	**125**	**433**	**(1)**
INCOME				
GRANTS	(2,048)	(1,671)	(1,972)	76

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RENTAL INCOME	(243)	(61)	(243)	0
TVFCS RECHARGE INCOME	(354)	(88)	(354)	0
INCOME OTHER	(384)	(61)	(486)	(102)
	(3,029)	**(1,881)**	**(3,055)**	**(26)**
NET COST OF SERVICES	**35,942**	**7,430**	**36,448**	**506**
DEBT CHARGES INTEREST	388	(1)	371	(17)
INVESTMENT INTEREST	(60)	(7)	(121)	(61)
REVENUE FUNDING OF CAPITAL	1,748	0	1,748	0
APPROPRIATION TO/(FROM) RESERVES	(273)	0	(273)	0
FINANCING COSTS	701	0	701	0
NET EXPENDITURE	**38,446**	**7,422**	**38,874**	**428**
GOV GRANTS/PRECEPTS	(38,446)	(11,564)	(38,256)	190
(SURPLUS)/DEFICIT BEFORE USE OF RESERVES	**0**	**(4,142)**	**618**	**618**

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Royal Berkshire Fire Authority
Quarter 1 Budget Monitoring Report 2022/23

Thames Valley Fire Control Service (TVFCS)

	Annual Budget £'000	Outturn to June 22 £'000	Forecast to Y/E £'000	Forecast Variance £'000
EMPLOYEES	1,868	461	1,834	(34)
CORPORATE RECHARGES TO TVFCS FROM RBFRS	354	88	354	0
SUPPLIES/ OTHER	39	0	41	2
TECHNOLOGY	252	21	255	3
NET COST OF TVFCS	**2,513**	**570**	**2,484**	**(29)**
RBFRS Share of Costs (37%)	930	211	919	(11)

Equality, Diversity and Inclusion Objectives Progress Update

New objectives agreed in April 2022 are used for this report. The table below illustrates progress against our Equality, Diversity and Inclusion Objectives.

	End 21/22		Q1	Q2	Q3	Q4
Objective: Increasing the diversity of staff at all levels We recognise the value that a diverse workforce brings and will take action to increase the diversity of job applicants, seeking individuals with the right behaviours and skills to help us reflect and engage with our local communities.	New		G			
Objective: Leadership and corporate commitment We will support our organisational leaders to understand their role in tackling inequalities and demonstrating inclusive behaviours, in line with our Behavioural Competency Framework. This commitment means we will be strong and visible in our leadership and ensure that all staff and members of our local communities have confidence in our commitment to equality, diversity and inclusion.	New		G			
Objective: Improving our service delivery by creating strong links with our community We will connect and communicate with our diverse local community to develop meaningful and sustainable links, which help us to increase our understanding of their needs. We will ensure that we tailor our prevention, protection and response activities accordingly and target the most vulnerable people with the greatest risk.	New		A			
Objective: Building on our inclusive culture We will continue taking action to ensure we have a culture where everyone feels valued and is treated with dignity and respect, and support all staff to contribute to the creation of an inclusive working environment.	New		A			

Inclusive Community Engagement – Improving our service delivery by creating strong links with our community

As a service, we are continually seeking opportunities that allow us to better serve everyone within our varied and diverse local communities. We therefore need to ensure that we fully understand who we are currently interacting with and those we are yet to reach. Through this greater understanding we can tailor our offerings to provide the best possible services, opportunities and experience.

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The demographics of our local communities within the county are continually evolving and changing. We therefore need to ensure that the highly valued services we provide are accessible to all within these communities.

One of our key focus areas is to seek engagement with seldom heard groups within our local communities and to seek solutions to any potential barriers to engaging with the service.

An illustration of this type of engagement is the work currently being undertaken with the Bracknell Islamic Cultural Society, which was initiated in Quarter 1.

An initial meeting has now taken place with the chairman of the society to provide an overview of RBFRS and the range of services, career opportunities and community engagement opportunities we provide.

This meeting was very positive and informative for both organisations. It has enabled us to not only present an insight into the service but also gain really insightful knowledge into how meaningful interaction with the society and its members may best progress.

The service will shortly be invited to the society's board meeting to talk in more detail about plans for collaboration and partnership working moving forward.

Contact has also commenced to develop dialogue with the Aisha Masjid & Islamic Centre within the Wokingham Borough Council area.

QUADRANT TWO – CORPORATE HEALTH   DATA SUMMARY

26. Percentage of working time lost to sickness across all staff groups   2022/23 Target: 4% max

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	3.4%	5.5%	7.3%	7.1%	3.4%
Target (21/22)	4%	4%	4%	4%	4%
2022/23 Actual	6.2%				6.2% ↓

27. Percentage of eligible staff with Personal Development Appraisals   2022/23 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	76.0%	93.8%	98.2%	98.7%	76%
Target	100%	100%	100%	100%	100%
2022/23 Actual	30%				30% ↓

28. Number of formal grievances   2022/23 Target: Monitor

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	2	1	4	0	2
Target	--	--	--	--	--
2022/23 Actual	2				2 ↔

29. Number of RIDDOR accidents and diseases   2022/23 Target: 4 max

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	2	1	1	1	2
Target (max)	1	1	1	0	1
2022/23 Actual	3				3 ↑

30. Percentage of spend subject to competition   2022/23 Target: 85%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	94.7%	92.3%	89.9%	83.8%	94.7%
Target	85%	85%	85%	85%	85%
2022/23 Actual	85.7%				85.7% ↓

31. Compliant spend as a percentage of overall spend   2022/23 Target: 100%

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2022/23 Actual	100%				100% ↔

32. Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation*   2022/23 Target: 0

	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (21/22)	0	0	0	0	0
Target	0	0	0	0	0
2022/23 Actual	0				0 ↔

*Freedom of Information Act, Environmental Regulations or Data Protection Legislation

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Quadrant Three – Priority Programmes

Our Priority Programmes Quadrant brings together progress updates on our areas of work where we are delivering defined outcomes that are different to, or improve on, current working practices, policies and procedures.

Updates are provided on our CRMP, People Strategy, Strategic Asset Investment Framework (SAIF), and the HRRB Project, assessing progress against the projects and objectives set in our 2022-23 Annual Plan.

This quarter we have seen a number of project statuses move in a positive direction, from Red to Green, or from Amber to Green. This includes our work to develop Protection quality assurance processes, evaluating future developments in housing and infrastructure as well as our review of specialist water rescue capabilities as part of our CRMP action plan. There have also been several new actions on the CRMP action plan following publishing of the 2022-23 Annual Plan, progress on which will be increasingly visible as the year progresses. Equality of access remains a challenge for our People Strategy and we have begun work to evaluate how we can use of the resources provided by the Central Programme Office People workstream to advance this work stream. On our SAIF, most projects remain on track, including the Hardware work stream returning to being on track.

CRMP

RBFA is required to publish a Community Risk Management Plan (CRMP – formerly known as an Integrated Risk Management Plan). In 2018, we consulted on and published an IRMP for 2019-23, which reflects the priorities and requirements of the Fire and Rescue National Framework for England.

The below shows progress against our CRMP (IRMP) commitments published in our 2022-23 Annual Plan.

Current CRMP refresh work is focused on assessing risks in Berkshire based on incident types. This work is building from the NFCC dwelling fire risk model and the team is now underway working on building our community risk profile. The development of this work will allow us to measure our current service provision, identify capability gaps and consequently, to suggest potential service improvements to meet the risk.

Project 1: Risk Analyses						
	End 21/22		Q1	Q2	Q3	Q4
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.	BAU		A			
Deliver our action plan to align our analysis to the Fire Standard for Community Risk Management Plans.	New		A			
Develop and consult on a new Community Risk Management Plan to start in 2023.	New		A			
Provide a mapping capability to support local risk analysis.	New		A			
Analyse information about fire casualties to determine risk factors.	New		NS			
Continue to engage with and drive the National Fire Chiefs Council (NFCC) work to develop national best practice in risk analysis.	G		G			

Project 2: Prevention						
	End 21/22		Q1	Q2	Q3	Q4
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.	A		G			
Deliver and evaluate our new programme of follow up Safe and Well Visits to the most vulnerable.	G		G			
Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe.	A		A			
Carry out targeted road safety activity, including for motorcyclists and around smart motorways.	G		G			
Further develop local safety initiatives, campaigns and events to target risk at a local level and evaluate their effectiveness.	G		G			

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	End 21/22	Q1	Q2	Q3	Q4
Ensure a high standard of service through the quality assurance of our Prevention activities.	A	G			
Carry out a risk based review of Safe and Well Visit provision to be aligned with the development of our new CRMP.	New	NS			

Project 3: Protection

	End 21/22	Q1	Q2	Q3	Q4
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.	G	G			
We will implement the learning from the phase one Grenfell Tower inquiry.	G	G			
Ensure a high standard of service through the quality assurance of our Protection activities.	R	G			

Project 4: Response Resource Deployment

	End 21/22	Q1	Q2	Q3	Q4
Continue to evaluate future developments in housing and infrastructure to ensure that our resource deployments match predicted future demands.	A	G			
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.	A	G			
Improve and evaluate our ability to respond to risk in the West of the county through effective targeting of our Prevention and Protection activity.	New	G			
Undertake incident support and technical capability reviews as part of the risk analysis element of the development of the new CRMP.	New	NS			

Project 5: Response Safe Systems of Work Development

	End 21/22	Q1	Q2	Q3	Q4
Continue to clarify and prioritise next steps in the digital transformation journey as part of our Technology roadmap.	New	G			
Work with the NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.	G	G			
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.	G	G			

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People Strategy

The purpose of our People Strategy 2018-2021 is to support RBFRS staff to become the best public servants they can be, creating a workforce that can deliver efficient and effective service on behalf of the Fire Authority, to manage all foreseeable fire and rescue related risks that could affect the people of Berkshire.

Objective 1: Recruit, train and develop people to ensure we create a safe, professional and capable workforce, who can provide a fit for purpose service, 24/7, 365 days a year	End 21/22		Q1	Q2	Q3	Q4
Undertake Fire Fighter recruitment using Apprenticeships	G		G			
Expand on alternative ways of delivering learning and development through improved use of technology	G		G			

Objective 2: Increase the diversity of our workforce to better represent and therefore serve our local communities	End 21/22		Q1	Q2	Q3	Q4
Continue to support the Leonard Cheshire Change 100 programme to work with disabled graduates on a 100-day intern programme.	G		G			
Review and consult on our Equality, Diversity and Inclusion objectives and deliver associated actions, including taking positive action to ensure job and career opportunities in our service are accessible to all individuals and groups in our communities	G		G			
Develop and implement the Chairman's Internship which will target young people from under-represented groups in Berkshire	G		G			

Objective 3: Develop people and recruit talent to take personal responsibility for leadership in the organisation to ensure a public service ethos, support collaboration and effectively deliver service improvement	End 21/22		Q1	Q2	Q3	Q4
Integrate and embed our behavioural competency framework and values at all levels of the service	G		G			
Deliver a framework for coaching and mentoring	G		G			

Objective 4: Develop a diverse and inclusive 'one team' culture where everyone's contribution is valued and positive behaviours are used to describe how we work together	End 21/22		Q1	Q2	Q3	Q4
Develop a Communications and Engagement strategy	G		G			
Continue to develop the Fire Authority Member Development Programme	G		G			
Develop and deliver a programme of staff engagement to inform our People Strategy, policies, processes and improvements	G		G			

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Objective 5: Change policies, processes and systems to ensure they enable and support the delivery of a fit for purpose, efficient and effective service to the community

	End 21/22		Q1	Q2	Q3	Q4
Develop our approach on equality of access to services and employment for potential staff and communities	R		R			
We will explore the options for use of digital resources for our Protection services	A		A			

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

	End 21/22		Q1	Q2	Q3	Q4
Learn and adapt to different ways of working during and after the COVID-19 pandemic	A		G			
Deliver the requirements of the 2021/22 mental health action plan	G		G			

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Strategic Asset Investment Framework

The Strategic Asset Investment Framework sets out how we will maintain and renew the vital capital assets, necessary to support our services. Our capital assets include our fire stations and HQ, fleet and equipment and our ICT systems. All together, they represent a major capital investment.

Buildings

		Status				
		End 21/22	Q1	Q2	Q3	Q4
Minor Capital Works Programme	On Track	G	G			
	On Budget	G	G			

Fleet and Equipment

		Status				
		End 21/22	Q1	Q2	Q3	Q4
Fleet: Special Appliances	On Track	A	A			
	On Budget	G	G			
Fleet: Other Ancillary Vehicles	On Track	G	G			
	On Budget	G	G			
Equipment	On Track	G	G			
	On Budget	G	G			

ICT

		Status				
		End 21/22	Q1	Q2	Q3	Q4
Hardware	On Track	A	G			
	On Budget	G	G			
Software	On Track	G	G			
	On Budget	G	G			
Networks	On Track	A	A			
	On Budget	G	G			
Services	On Track	G	G			
	On Budget	G	G			
ESMCP	On Track	A	A			
	On Budget	A	A			

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Built Environment Programme – High Rise Residential Project

The HRRB (High Rise Residential Building) project was initiated to undertake fire safety audits of 198 identified high rise premises within Royal Berkshire over a 6 month period. Phase one of the project was completed in Quarter 1 2021/22. Progress against the Phase two objectives will be reported below.

	End 21/22		Q1	Q2	Q3	Q4
Phase 2 HRRB Project Objectives: 1. **Perform a Fire Safety revisit for each of the 97 identified HRRBs within Royal Berkshire that received an unsatisfactory audit during Phase 1.** 2. **Perform regular site visits of Interim Measures Buildings where frequency is based upon risk.**						
HRRB Revisits: Good progress towards the goal of completing return visits on the 97 premises identified with fire safety issues during phase 1 continues.	G		G			
Interim Measures Premises: Operational crews continue to perform monthly visits on HRRBs in Interim Measures. The HRRB team have performed a site visit on each of the 33 HRRB's in interim Measures in order to provide assurance to RBFRS that Interim Measures remain sufficient to mitigate the risk. Visits to premises in interim measures continue with a 14 having been removed from IM following remediation.	G		G			

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Quadrant Four – Risk

Risk Register

RBFRS has 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. Strategic Risks and those with a current score of 17 or above, are escalated to the Corporate Risk Register and monitored monthly by the Senior Leadership Team.

Risk Movement Highlights

This section highlights organisational risks which have been added, closed or substantially changed risk score over the course of Quarter One. To ensure the most up to date picture for risk, the updates include information about progress since the end of the quarter.

Key Risk: WDS Operational Availability, Crewing and Capabilities (Risk: 681)				
Risk Owner: Assistant Chief Executive				
	End of Q4 Risk Score	**End of Q1 Risk Score**	**Direction of travel**	**Risk score as at Aug 22**
Risk Description: If we do not maintain the necessary numbers, skills and knowledge requirements of WDS personnel, which requires constant attention with our lean operating model, we may see adverse impacts on the provision of appliance availability, delivery of our response standard and our wider service plans and this could significantly impact community safety and our organizational reputation.	16	21	↑	21

This risk increased in risk score by 5 points during Q1 2022/23. This risk captures the challenge of ensuring that we have appropriate numbers of skilled wholetime personnel available to respond to incidents in Berkshire 24/7.

The risk score has been increased to reflect current volatility in staffing numbers. Specific new risks have been added to reflect challenges from skilled members of staff leaving, either through retirement or to other Services (Risk: 842), and the higher proportion of operational staff in development due to recruitment processes to replace leavers (Risk: 843).

Current mitigations are focused on continuing effective and efficient management of skills and knowledge of operational staff and robust workforce planning processes. This is supported by proactive management of sickness absence and regular monitoring through RRG as well as an Operational Support function. Challenges specific to the West of the county have been addressed in a specific Task & Finish group of activity and our response strategy is being review as part of our CRMP refresh.

Current Mitigations	Progress on Mitigations
To ensure the effective and efficient management of skills and knowledge to ensure operational staff are trained and developed to deal with a range of incidents as defined in the National Operational Guidance (NOG)	Corporate measure for those in qualification reported to SPB. Training and revalidation activity assessed and reviewed following change in restrictions and impacts of loss of L&D staff to support crewing. Training needs discussed with SD and take account of emerging issues/requirements. Engagement with colleagues on NOG developments and other programmes of activities to ensure training needs are informed. Operational Competence policy and OTP reviewed and roadmap agreed, now being progressed against review of Fire Standard with action plan and implementation monitored via PB. MOKS OTP E-learning package launched, face to face training underway Training Plans for 2022/23 agreed SLT 2/3/22. Station Based Qualifications being reviewed. Transfer process will consider driving qualifications but initial indications insufficient staff will be secured via this route - recruitment activity to be reviewed.
In accordance with CRMP response strategy seek to improve response in west of county	T&F group established to manage various strands of activity including response modelling, degradation planning, different ways of supporting on-call availability in the west. Strategy to

Key Risk: WDS Operational Availability, Crewing and Capabilities (Risk: 681)	
Risk Owner: Assistant Chief Executive	
	address risk in the West being developed to include activity across PP&R. See treatments in Risk 682
Effective workforce planning for the wholetime staffing duty system to ensure the full complement is achieved	Apprentices now on stations. Additional internal transferees determined against workforce planning predictions (which considers pension impacts on turnover) not likely to secure sufficient numbers and will review recruitment of apprentices/ numbers required as a result. RRG meetings supported by HR & R&D providing info to support decisions as required. Decisions regarding wholetime recruitment activity informed by latest workforce plan reviewed via WPG with regular reviews of staff mobility and promotion requirements undertaken across HR and L&D.
Effective monitoring and management of sickness absence	Monitoring of sickness absence undertaken in RRG and also hub based monthly meetings with HR. Aim to have good understanding of short and long term sickness and restricted duties and in support of strong performance management and support to improve sickness absence. Continued monitoring of covid stats and impact on WDS, noting recent rise. This is undertaken fortnightly in RRG.
RRG responsible for regular monitoring and management of crewing and establishment	Reports into SDMT and escalates risks and issues. Regular review of crewing establishment and qualifications with a view to seeking short term resolution / improvement and informing and escalating issues to SDMT / workforce planning. Summer crewing challenges anticipated and action escalated appropriately with the following actions being taken: 1) Updated summer strategy and degradation guidance in place. 2) consideration has being given to upcoming recruitment processes and seeking potential to recruit above establishment in some areas to be agreed at workforce planning on 2nd August.
Establishment of Operational Support Team	SLT have agreed the establishment of a Ops Support function, which is anticipated to be in place later this year. As well as other objectives, the intent of the function is to provide global coordination and support to crewing and establishment across WDS, On-Call and FDO.

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Key Risk: Cost of living rise impact on staff (Risk: 844)				34
Risk Owner: Deputy Chief Executive				

	End of Q4 Risk Score	End of Q1 Risk Score	Direction of travel	Risk score as at Aug 22
Risk Description: If the cost of living continues to increase, which is very likely with the rate of inflation expected to continue at high levels, then we can expect to see our staff members struggling financially, which would reduce staff wellbeing and increase the risk of industrial action. This risk may affect our ability to meet our strategic commitment to 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.	N/A	18	NEW	18

This risk was added as a new risk during Q1 2022/23. This risk captures the challenge of the impact of the national cost of living crisis on our staff and how we can support our staff during difficult economic times.

This risk has been added to reflect the increasing economic pressures in the UK and the impact that this will have on the financial and emotional wellbeing of our staff. Current economic predictions are that these impacts will peak in the Winter of 2022/23.

Current mitigations are focused on providing support channels, such as Focus on Finance courses and MyLifestyles benefits, and ensuring signposting to these. This is supported by ensuring that managers are aware of all available schemes and are aware of stress indicators to remain vigilant for. We have also been reviewing our allowances to uplift these in line with CPI and will be considering other options for hardship support.

Current Mitigations	Progress on Mitigations
Consider options for hardship support	New treatment
Working with representative bodies, we will review reward and recognition offer to all staff, to include a review of allowances	Allowances review complete. Uplift in line with CPI agreed, including backdated where applicable. Specific vehicle related allowances considered within separate T&F group. SLT paper due September 22.
Signposting where to get financial advice, how to access food banks, etc	Begun through signage in HQ and on workplace
Awareness to managers of stress indicators	New treatment
Provide additional Focus on Finance courses	New treatment
Signpost use of workplace offers and benefits e.g. MyLifestyles benefits	New treatment
Reviewing staffing working patterns and remuneration options as part of CRMP and People Strategy	New treatment

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Corporate Risk Register risks as at 25th August 2022

Strategic Risks

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
417	Firefighter Safety	If we do not maintain the safety, health and wellbeing of our operational staff through effective training; operational policy and guidance; safe systems of work and; means to capture and respond to operational learning, we risk a significant firefighter injury or fatality, a failure to comply with our legal duty and an undermining of the operational effectiveness and competence of our staff. This could significantly impact the effectiveness of our operational response, have a long term impact on staff welfare and damage our public reputation and trust levels.	25	19	19
418	ESMCP	If we do not make sufficient provision of resources to support the development, transformation to and implementation of ESMCP products and capabilities at a Service level, then we will not be a part of the proposed Emergency Services Network and we will be out of step with national and regional partners across the three emergency services. This could significantly impact on the effectiveness of our operational mobilization and response and limit access and use of operational technology to support incident command and joint emergency services interoperability. Consequently this could impact negatively on our collaborative and partnership working and our public and political reputation.	18	23	10
506	Volatility of funding	If RBFRS fails to receive sufficient funding, which is becoming more likely given the level of national debt, the Government's fiscal policy, increasing volatility in local funding and increasing budget pressures, we can expect to face further reductions in service delivery and a loss of public trust, which will severely impact on our ability to deliver our statutory duties and strategic objectives.	24	21	16

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Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
629	Management of Cyber Security	If we fail to ensure compliance with Cyber Security best practices and guidelines, which is increasingly likely due to ongoing evolution in the sophistication of attack methodologies, we may be exposed to operational degradation, financial loss and/or reputational damage due to reduced availability, integrity or currency of our data and systems.	21	21	12
651	Grenfell - Phase 1	If we do not respond to the recommendations made within the Grenfell Inquiry phase 1 report which is becoming increasing likely given the additional changes/information being received through a number of channels then we can expect potential impact to the safety of our staff and members of the public which is significant in respect to our public reputation and managing our community risk.	24	18	15
663	Capital Projects - Effective Estate Management	If we fail to effectively manage our property assets to ensure they are fit for purpose and in the right locations, which may become increasingly likely given the funding challenges and the increasing age of our fire stations, then we can expect our revenue expenditure to increase, our services to be less effective and our stations to further decline which would be significant in respect to our strategic objectives; to ensure value for money and ensure fire stations are suitable and accessible for our own staff and the communities they serve.	23	17	10
669	National Operational Guidance	If we do not ensure operational documentation is up to date, accessible and aligned to national best practice then there is the potential for personnel to train in or deploy operational procedures that do not maximise safety and operational effectiveness which is significant is respect of delivery statutory duties and legislative responsibilities	18	12	12

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Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
681	WDS Operational Availability, Crewing and Capabilities	If we do not maintain the necessary numbers, skills and knowledge requirements of WDS personnel, which requires constant attention with our lean operating model, we may see adverse impacts on the provision of appliance availability, delivery of our response standard and our wider service plans and this could significantly impact community safety and our organizational reputation.	23	21	12
682	On-Call Operational Availability, Crewing and Capabilities	If we do not sustain activity to ensure our on-call provision has the appropriate numbers of personnel with the necessary skills, knowledge and availability then we risk undermining organisational resilience in our response capability and this could impact community safety and organizational reputation.	21	16	12
699	Command Unit effectiveness	If we fail to assure the effectiveness and resourcing of our command support units, we are likely to attend an incident in which the command unit would be unavailable or operating sub-optimally which could impact our operational response, and affect the safety of our staff and members of the public	18	18	10
737	Fire Transformation	If the fire transformation programme brings significant change within the sector, which is becoming increasingly likely with the Government's fire reform agenda, then we face a period of increasing uncertainty which may affect the organisation's strategic direction.	21	21	11
742	Management of premises risk information	If we do not manage the capture, processing, storage and access of premises risk information which is increasingly likely due to the quantity and complexity of the data involved, staff may be unaware of hazards within the built environment or be presented with inaccurate or out of date information which may result reduced staff safety and or a breach of GDPR.	18	15	12

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Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
774	Comms Resource	If we fail to resource the Communications and Engagement Team adequately, in line with our current and anticipated work demands, then this could significantly impact the effectiveness of the support provided across the Service and risk delivery against our strategic objectives as set out in the Annual Plan and Corporate Plan	21	17	15
798	Environmental/Sustainability	If RBFRS fails to develop, fund and implement an environmental and sustainability plan, then we can expect an increase in financial pressure with rising energy costs, and RBFRS' reputation as a public sector organisation to be negatively impacted through being out of alignment to wider societal progress towards creating a more sustainable future which will significantly impact our ability to deliver our statutory duties and strategic objectives.	23	21	6
831	Service Delivery Policy	If we do not develop, deliver and maintain coherent service delivery policy and guidance, which is likely given existing legacy arrangements, we can expect to have contradictory, duplicated, erroneous or out of date policy which is significant in respect of supporting staff to provide a safe and effective Response service, aligned to our statutory duties.	16	16	6
833	Fire Investigation - Collaboration	If we are unable to provide the support and resource required to deliver a multi-service approach to ISO 17020 accreditation, which is becoming increasingly likely due escalating costs and increasing complexity and demand, then we can expect to encounter issues in supporting criminal prosecutions which is significant in respect of public safety and the reputation of RBFRS	21	18	12

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Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
842	Volatility of operational staff numbers	If operational staff turnover increases, which may become more likely with changes in pension rules and recruitment of neighbouring services, then we can expect to have a challenge in retaining required levels of operational staff, which may affect our ability to meet our strategic commitment to ensure a swift and effective response when called to emergencies.	25	23	15
843	Proportion of operational staff in development	If operational staff turnover increases, which may become more likely with changes in pension rules and recruitment of other services, then we can expect to have a greater number of new members of staff who will be in development being recruited to replace experienced leavers, which may affect our ability to meet our strategic commitment to ensure a swift and effective response when called to emergencies and impact corporate memory.	25	23	15
844	Cost of living rise impact on staff	If the cost of living continues to increase, which is very likely with the rate of inflation expected to continue at high levels, then we can expect to see our staff members struggling financially, which would reduce staff wellbeing and increase the risk of industrial action. This risk may affect our ability to meet our strategic commitment to 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.	18	18	13

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Service Plan Risks

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
664	Management of Budget Pressures	If we fail to accurately capture budget pressures over the medium term, which is becoming more likely given the volatility in the macro-economic environment, then resource allocation will become sub-optimal, impacting negatively on our ability to deliver an efficient and effective service to the public.	24	21	16
685	Pensions Case Law	If we do not keep informed of pension case law and prepare records and establish adequate arrangements to meet the expected changes to pension regulations and ensure the Pensions Administrator undertakes the necessary action; which is becoming increasingly difficult due lack of understanding and clear direction, the technical complexity associated with changes and competing demands, then we can expect to be in breach of the regulations, subject to potential legal challenge and adversely impact employees and pensioners, which are significant in respect to our financial security, employer duties and our reputation.	24	22	18
686	Pensions Governance	If we do not employ an effective pension governance, management and administration strategy; which is becoming increasingly important given the complexity and changes made to pension regulations, limited pensions expertise and capacity within the HR department, then we can expect to fail in our employer duties, breach regulations, be subject to legal challenge and scrutiny from The Pensions Regulator resulting in potential for enforcement and penalty notices, which are significant in respect to our financial security, statutory duty and our reputation.	21	21	15

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
767	TVFCS staffing resilience	If we do fail to develop and implement resilient TVFCS staffing arrangements, which is becoming likely due to the impacts of crewing deficiencies on managerial capacity, then we can expect to experience impacts on service delivery in the control room and the health and wellbeing of our staff, which is significant in respect of FRS delivering their statutory duties.	18	18	12
827	Driver Training	If we fail to recruit Driving Instructors or new instructors are insufficiently qualified and require significant development, which is increasingly likely given the requirements of the professional standard and the national shortage of HGV drivers, our ability to train and develop staff to drive blue light emergency vehicles will be compromised and we we can expect to see reduced operational capability and an increased demand on existing drivers presenting welfare issues leading to a reduction in our service provision and reputational risk.	21	18	12
852	Fire Investigation Internal	If we are unable to effectively investigate fires within RBFRS which is possible due to a reliance on a 1 month notice period contract with West Midlands FRS for all Tier 2 fire investigations then we can expect to be unable to determine the cause and origin of significant fires both deliberate and accidental which is significant in respect of public safety and the reputation of RBFRS.	21	18	12
853	IBIS capability and limitations	If we are unable to record and access timely and accurate data in relation to Prevention and Protection activities which is likely due to the bespoke, 'in-house' nature of IBIS software then we can expect an impact on the accuracy of our identification and prioritisation of risk and our ability to comply with legislative requirements which is significant in respect of public safety and the reputation of RBFRS.	21	21	12

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Project Risks

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
675	Handling FSG calls simultaneously	If we are unable to process large volumes of Fire Survival Guidance calls simultaneously then we can expect callers not to be able to speak with us and /or be diverted to other control rooms whereby they may not receive the Fire Survival Guidance advice required. This will impact on the safety of residents within these buildings and our operational response	18	18	15
694	Fire Survival Guidance	If we fail to differentiate between a caller seeking advice and a caller who is trapped and requiring rescue, it is likely that we will give inconsistent or inaccurate guidance which could harm operational effectiveness and impact public safety	21	18	15

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Audit Plan

Audits provide 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.

Our Audit Programme is agreed by the Audit and Governance Committee at the start of the year. Progress against all actions open at the start of Quarter 1, or opened during the quarter, is detailed below.

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Key Financial Controls 09/05/2022	2022: KFC: 1 To ensure that payments to suppliers are correctly processed and recorded on the main accounting system and that controls are in place for supplier maintenance.	N/A	Low	**C**	**Closed**
Progress: Reviewed the existing policies to ensure that they are accurate in terms of what is required, both in terms of making payments and also maintaining supplier records and the required actions when amendments are needed.					
Risk and Governance 26/05/2022	2022: RAG:1 The Performance Management Framework will be updated to clearly outline that the SLT is the main group responsible for review of the CRR.	31/10/2022	Low	**G**	**Open**
Progress: PMF to be reviewed and updated later in 2022					
Risk and Governance 26/05/2022	2022: RAG:2 RBFRS will work with risk owners, through training and quality assurance to ensure that all risks are documented in line with the Organisational Risk Management Policy.	31/10/2022	Low	**G**	**Open**
Progress: LMS training is implemented and compliance will be monitored (see action 2022: RAG: 5). Regular catch ups with risk owners and reviews of the full risk register are scheduled (see action 2022: RAG: 4)					
Risk and Governance 26/05/2022	2022: RAG:3 RBFRS will review how the strategic risks can be clearly linked to strategic objectives.	31/10/2022	Low	**G**	**Open**
Progress: PMF to be reviewed and updated later in 2022. LMS training already teaches the use of meta-language for Risk Descriptions, which includes linking strategic risks to strategic objectives.					
Risk and Governance	2022: RAG:4	31/07/2022	Low	**C**	**Closed**

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Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
26/05/2022	RBFRS will review the full risk register and work with risk owners to ensure that all treatments are up to date.				
Progress: Regular catch ups with risk owners and reviews of the full risk register are scheduled. Quarterly reviews of the full risk register are undertaken by D&P.					
Risk and Governance 26/05/2022	2022: RAG:5 RBFRS will assign a refresher timeframe to key staff for the Learning Management System Risk Management training, compliance and compliance will be monitored.	31/10/2022	Low	**G**	**Open**
Progress: LMS training is implemented and compliance will be monitored to ensure that all risk owners have been trained					

HMICFRS ACTION PLAN

The HMICFRS report for RBFRS was published in 2019 rating us good in each of the three areas of effectiveness, efficiency and people. Improvements were identified within the report and the actions to address these are being tracked through this report.

Section One: Effectiveness							
Improvement	**Delivered via**	**Status**					
		End 21/22		Q1	Q2	Q3	Q4
Prevention evaluation to better understand benefits	Service Plans (Service Delivery & Collaboration and Policy)	A		A			
Prevention quality assurance	Collaboration and Policy Service Plan	A		G			
Protection quality assurance	Collaboration and Policy Service Plan	A		G			
Addressing the burden of false alarms	Collaboration and Policy Service Plan	G		G			
Keeping the public informed during ongoing incidents	Corporate Services Service Plan	G		G			
Effective system to use for learning and debriefs	Collaboration and Policy Service Plan	A		G			

Section two: Efficiency							
Improvement	**Delivered via**	**Status**					
		End 21/22		Q1	Q2	Q3	Q4
Best use of available technology	ICT Strategy	G		G			

Section three: People							
Improvement	**Delivered via**	**Status**					
		End 21/22		Q1	Q2	Q3	Q4
Values and behaviours understood and demonstrated	HR & L&D Service Plan	G		G			
Effective use of competence recording system	HR & L&D Service plan	G		G			
Effective grievance procedures in place	HR & L&D Service plan	C					
Staff are confident in using feedback mechanisms	Corporate Services Service plan	G		G			
Process to identify, develop and support high-potential staff and aspiring leaders	HR & L&D Service plan	A		A			

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Fire Standard Implementation Tracking

Updated 1st September 2022

		Fire Standard	Owner	FS consultation	FS publication date	Gap analysis	SLT Review	Action Plan in progress	Commentary
Standards in progress	1	Emergency Response Driving	Becci Jefferies	C	Feb-21	C	C	A=	Action plan in place and being worked to, however due to lack of staff risk of progress in all areas and unknown impact on qualification status of any new staff successfully recruited. Risk on corporate register.
	2	Operational Response - Preparedness	Doug Buchanan	C	Feb-21	C	C	A=	Action plan in place and being worked to. Review across Ops Competence, learning and preparedness needed to establish priorities. Majority of actions covered in competence and learning fire standards. Work still required to confirm where actions not covered and progress.
	3	Operational Response - Competence	Becci Jefferies	C	Feb-21	C	C	G =	Action plan in place and being worked to. Review across Ops Competence, learning and preparedness underway, further meetings scheduled to prioritise and co-ordinate actions.
	4	Operational Response - Learning	Jim Powell	C	Feb-21	C	C	G =	Action plan in place and being worked to. Review across Ops Competence, learning and preparedness underway, further meetings scheduled to prioritise and co-ordinate actions.
	5	Code of Ethics	Nikki Richards	C	May-21	C	C	G =	Action plan in place and being worked to

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								Comments
6	Community Risk Management Planning	Nikki Richards	C	May-21	C	C	G =	Gap analysis completed and implementation tool being prepared.
7	Fire Protection	Trig Thomas	C	Sep-21	A =	NS	NS	Gap analysis being completed for submission to SLT.
8	Prevention	Trig Thomas	C	Jul-21	A =	NS	NS	Gap analysis being completed for submission to SLT.
9	Safeguarding	Jim Powell	C	Jan-22	C	C	G =	Action plan in place and being worked to
10	Fire Investigation	Trig Thomas	C	Apr-22	A=	NS	NS	Fire standard published and gap analysis to be started.
11	Emergency Preparedness and Resilience	Jim Powell	C	May-22	G =	NS	NS	Standard was published on 31/05/22. GAP analysis to be prepared.
12	Data management	Nikki Richards	C	Aug-22	NS	NS	NS	Consultation opened 16th March and closed 27th April. Response submitted (DRPM part of working group to develop the standard). Awaiting publication.
13	Leadership and People	Becci Jefferies	G	Dec-22	NS	NS	NS	Consultation opened 28th June and closes 9th September.
14	Leading the Service	Becci Jefferies	G	Dec-22	NS	NS	NS	Consultation opened 28th June and closes 9th September.
Not published	15	Workforce Management	Becci Jefferies		Aug-22			

Appendix A – Additional Data

Equality, Diversity and Inclusion Data Summary

The number of employees from an ethnic minority background has increased again this quarter from 6.5% to 7.2%. This increase is due to one BAME individual leaving, three new starters joining RBFRS and one individual joining a secondary contract. Compared to this quarter last year we are 0.6% higher. Overall performance stands at the end of the quarter is 7.2%. The number of female firefighters employed at the end of this quarter is 29 (6.8%). This is slightly lower than last quarter (30). RBFRS employed one On-Call female Firefighter in Q1. One female left their wholetime contract to join Green Book and one female Wholetime Firefighter completed their fixed term wholetime contract at the end of the quarter but remained in On-Call. The number of staff employed by RBFRS declaring a disability has increased from 33 in Q4 to 35 in Q1.This is due to one employee leaving the service with a disability this quarter and three employees joining.

	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2022/23 YTD	Q1 21/22	Authorised establishment at the end of Q1 2022/23 (Number of authorised posts)
STAFF IN POST	Wholetime	360				360	360	361
	Retained	68				68	71	65
	Control	41				41	43	39
	Green Book	171				171	184	169
	Total Number of	**640**				640	658	**634**
		Q1	Q2	Q3	Q4	2022/23 YTD	Q1 21/22	
STAFF TURNOVER	Wholetime	13				13	7	
	Retained	0				0	1	
	Control	2				2	0	
	Green Book	6				6	4	
	Total Number of	21				21	12	
	Staff in Post (SIP)	640				640	658	
	Percentage of	**3.28%**				**3.28%**	1.82%	
		Q1	Q2	Q3	Q4	2022/23 YTD	Target	YTD Q1 21/22
FEMALE STAFF	Wholetime	5.0%				5.0%		4.2%
	Retained	16.2%				16.2%	4%	15.5%
	Control	73.2%				73.2%		67.4%
	Green Book	56.7%				56.7%		57.6%
	Total	**24.4%**				**24.4%**		24.5%

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		Q1	Q2	Q3	Q4	2022/23 YTD	Target	YTD Q1 21/22
ETHNICITY FIGURES	Wholetime	4.4%				4.4%	5%	5.0%
	Retained	4.4%				4.4%		2.8%
	Control	7.3%				7.3%		4.7%
	Green Book	14.0%				14.0%		13.6%
	Total	**7.19%**				**7.19%**		7.1%

	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2022/23 YTD	21/22 Performance	
								Q1 YTD
AGE PROFILE	25 and Under	48				48		39
	26-35	167				167		174
	36-45	201				201		213
	46-55	174				174		188
	56-65	44				44		39
	66 and Over	6				6		5
	Total	**640**				**640**		658

Staff Ethnicity Profile

Ethnicity	Wholetime	Retained	Control	Green Book	All Staff
White British	343	65	37	145	590
Other Ethnicity	16	3	3	24	46
Unknown	1	0	1	2	4
Total	**360**	**68**	**41**	**171**	**640**

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Ethnicity	Number of Staff
Asian or British Asian: Indian	3
Asian or British Asian: Other	4
Black or Black British African	3
Black or Black British Caribbean	4
Chinese	1
Mixed White and Asian	2
Mixed White and Black Caribbean	2
Other	1
Other Mixed	3
Unknown	4
White British	590
White Irish	3
White Other	19
(blank)	
Asian or British Asian: Pakistani	1
Grand Total	**640**

Staff Age Profile

Age Group	Wholetime	Retained	Control	Green Book	Grand Total
25 and Under	18	6	8	16	48
26 - 35	90	27	14	36	167
36 - 45	132	21	8	40	201
46 - 55	111	10	10	43	174
56 - 65	9	4	1	30	44
66 and Over	0	0	0	6	6
Grand Total	**360**	**68**	**41**	**171**	**640**

Staff Gender Profile

Gender	Wholetime	Retained	Control	Green Book	All Staff
Female	18	11	30	97	156
Male	342	57	11	74	484
Other	0	0	0	0	0
Total	**360**	**68**	**41**	**171**	**640**

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Appendix B – 2022-23 Annual Objectives

1) We will provide education and advice on how to prevent and mitigate the impacts of fires and other emergencies.

2) We will ensure a swift and effective response when called to emergencies.

3) We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.

4) We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.

5) 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.

6) We will continue to work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.

7) 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.

8) 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.

9) 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.

10) We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.

Appendix C – 2022-23 Performance Measures and Definitions

Service Provision

ID	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. Primary fires are potentially more serious fires that harm people or cause damage to property and meet at least one of the following conditions: • any fire that occurred in a (non-derelict) building, vehicle or (some) outdoor structures • any fire involving fatalities, casualties or rescues • any fire attended by five or more pumping appliances
4	Number of deliberate secondary fires	The total number of secondary fires that have been started deliberately. Secondary fires are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended, in which case they become primary fires.

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

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		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.

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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.

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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).

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