Quarterly Performance Report

Q2 2022-2023 July-September

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Introduction

This is the Quarter Two 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.

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Key   5

Performance Measures

	Target exceeded by more than 10%	Comparison with target
	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 from equivalent period the previous year	Comparison with actual the previous year
↔	Maintenance of performance from equivalent period the previous year	
↓	Decline in performance from equivalent period the previous year	

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

Q2 Summary

2474
Total number of incidents in Berkshire

69.3%
% of occasions we responded within 10 minutes

1278
Safe and Well visits carried out

257
Total number of Fire Safety Audits completed

6
Number of complaints received

4.9%
% 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 2 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	1735	1883	1574	1460
2021/22	1732	1980	1869	1742
2022/23	2016	2474		
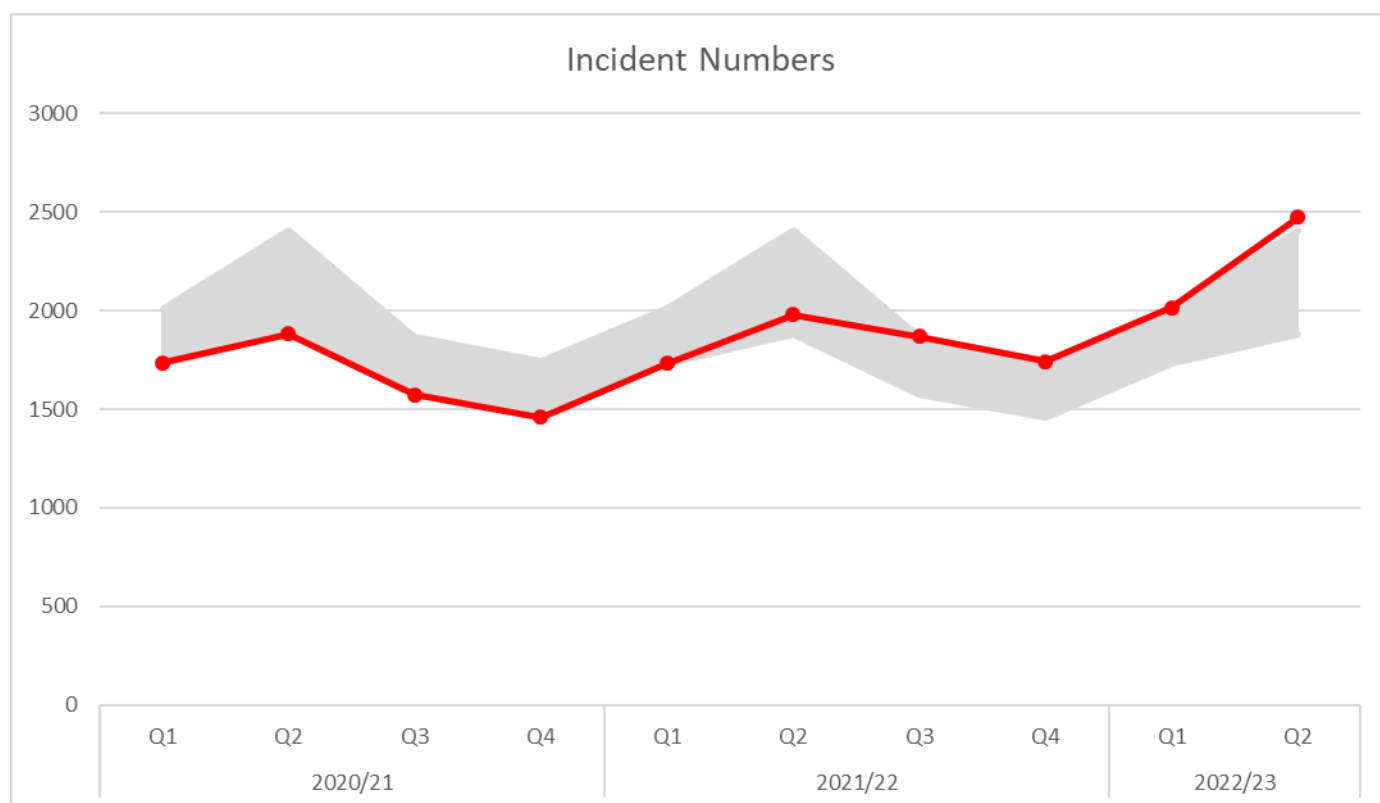
The number of incidents in 2020-21 fell due to the COVID-19 pandemic, whilst the number of incidents in 2021-22 returned to pre-pandemic levels. These historic years are included in the tables in this report to aid comparisons.

Whilst Primary Fires remain at relatively stable numbers, the number of Secondary Fires in this quarter were at their highest level in the last 5 years. This reflected the warm and dry conditions during the summer and accounts for the very high numbers of incidents in Q2 2022-23.

The number of Automatic Fire Alarms (AFAs) calls received rose in this quarter compared to last quarter, although these are at a lower level than in Q2 2021-22. Hoax calls remain very low in volume.

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Road Traffic Collisions (RTCs) have remained relatively steady since economic activity resumed post-pandemic.

Quadrant One – Service Provision

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

As anticipated, the high temperatures experienced in July and August (on top of previous months of low rainfall) created an increased operational demand for the Service in Q2 and this is discussed in detail in a dedicated section below.

The Wholetime appliance availability fell a little short of the 99% target achieving 97.4%. There were a number of contributing factors which saw a number of shifts whereby the Service could not achieve its planned 14 Wholetime appliances. These factors include crewing deficiencies, training requirements, switch crewing with specialist appliances and mechanical defects.

The On-call availability also fell some way off target achieving 40.3% against a target of 60%. August proved to be particularly impactful, predominantly due to annual leave arrangements.

Q2 has seen extensive Prevention and Protection activity completed in preparation for and on the day of the Queen's funeral (Operation Bridge) with RBFRS staff supported by colleagues from other Services. Staff worked tirelessly through this period providing advice and guidance relating to fire, water and road safety to members of the public who travelled to Windsor to pay their respects. This is discussed in detail in a dedicated section below

Extensive work has continued through Q2 to ensure that Prevention activities are targeted at the most vulnerable people in Berkshire. Activities have included seeking out vulnerability and providing interventions in areas furthest away from our fire stations. A new form of partnership working has seen an Occupational Therapy student working with West Hub engaging in activities including providing recommendations regarding how best to influence vulnerable people who smoke in the home. Through this ongoing focussing of Prevention resources towards the greatest risk it is very encouraging to see that there have been no recorded fire deaths in the year to date and that non-fatal fire casualties have seen a dramatic decrease compared to the previous quarter and previous year.

The number of deliberate primary fires recorded in Q2 is slightly higher than target. However, this shows a downward trend when compared with Q1. An increase in primary fires related to serious crime has been observed over the year to date and this is being targeted through extensive partnership working with TVP.

A particular issue has arisen in relation to the number of Safe & Well referrals completed within the prescribed timescales. Whilst the target of 90% for Very High and High risk referrals is always going to be a challenging one when considering the vulnerabilities and complex needs of clients, significant managerial action has taken place to improve processes and manage performance to ensure that waiting times are minimised. It is expected that this measure will continue to improve through Q3.

This report includes the first statistics for audit completion rate against the Risk Based Inspection Programme (RBIP). Audit completion rate has been impacted during this period by a large

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number of staff undertaking training and assessment at the final stage of their Development Assessment Pathway to become fully competent Fire Safety Inspectors (FSIs). The increased number of fully competent FSIs combined with giving priority to inspection of premises in the RBIP over standard complaints and Post Fire Inspections is expected to result in an increase in RBIP audits completed over the final two quarters of 2022-23.

The percentage of broadly compliant audits has remained above target this quarter which is not unexpected due to the change in RBIP and the focus on sleeping accommodation prior to the Queen's funeral. With FSIs achieving competence through Q3 it is expected that this figure will improve slightly, although it is likely that it will remain above the 60% target.

Despite a squeeze on competent resources experienced through the summer months, due to annual leave and staff in development, it is encouraging to see that the target of 95% fire safety consultations completed within required time frames continued to be exceeded by some distance.

Summer Heatwave 2022
This summer brought a sustained period of hot, dry weather. The Met Office issued a first ever extreme heat warning for the 18th and 19th July, which meant there was a risk to life.

As anticipated, the high temperatures experienced in July and August (on top of previous months of low rainfall) created an increased operational demand to the Service. The number of fire in the open incidents was double that of an average year and approximately five times the volume experienced across the same period last year. In addition to increased attendances, many of these individual incidents required a high level of resourcing in terms of numbers of fire appliances, specialist appliances and officers. During the period the Service also experienced an increase in demand across borders into neighbouring Services. Whilst the period did not result in a significant rise in water related incident attendances, tragically across the county there were 3 water related fatalities, all of which our crews did attend. During the periods where the Service were in "condition red", we worked with Berkshire Lowland Search and Rescue to enhance water rescue capability by providing them base locations to be closer to risk areas. Based on this increase in demand, it is not surprising that we have seen a drop in the response standard, which was 69.3% for Q2 overall.

The below chart illustrates the increase in Fires in the Open and overall incidents experienced during July and August this summer compared to previous summers.

Incidents July & August, 2017-2022
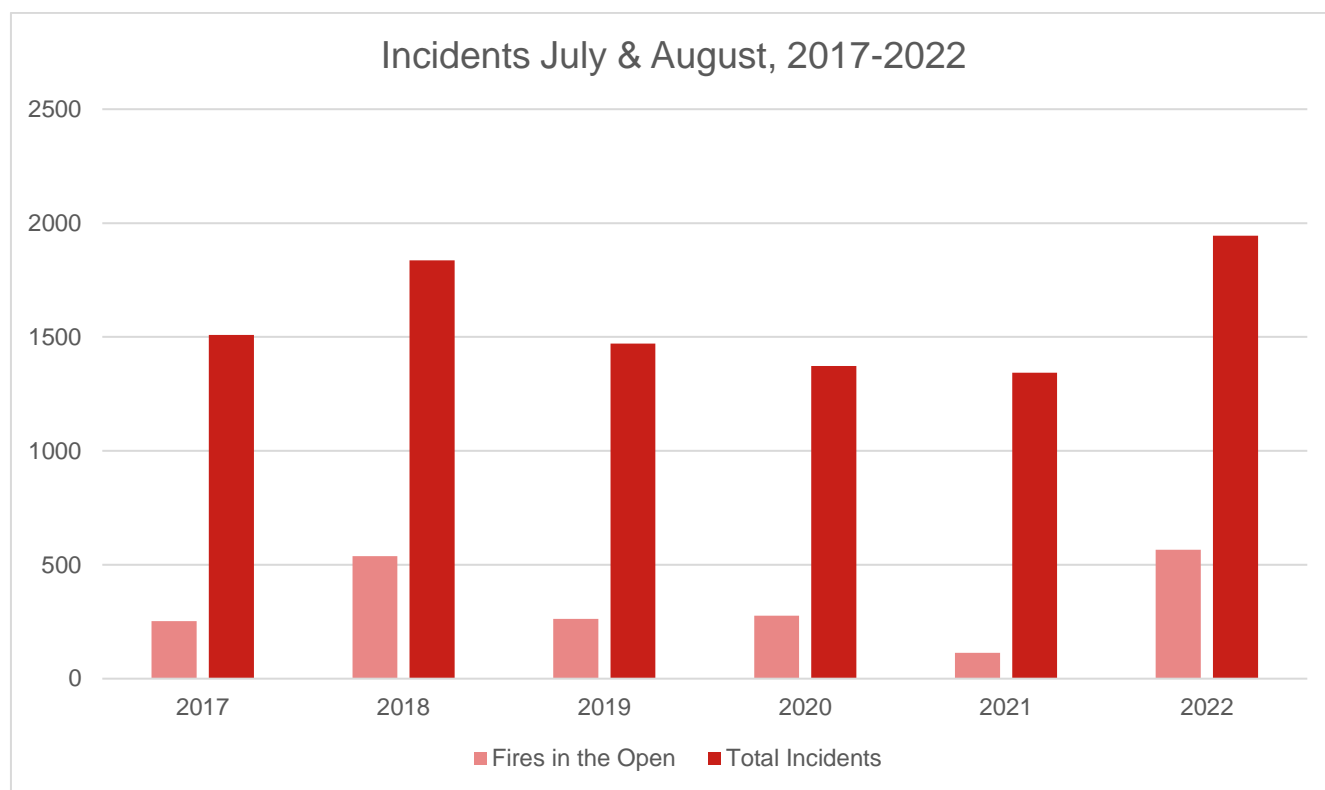
Our CRMP planning assumptions are based on our ability to resource incidents which are deemed to be normal and foreseeable. Whilst this period did at times stretch our resourcing in terms of speed and weight of attack, it is reassuring that with the exception of limited periods where we call challenged low risk incidents such as commercial premise AFAs, we were able to successfully resource a higher number of incidents and resolve them in an effective manner, minimising risk to the community and our staff.

Whilst the events of July and August were foreseeable, they were arguably beyond normal at times, as the period was the first occasion where the Met Office instigated the extreme heat warning and July 18th recorded the hottest temperature on record in the UK. In order to support our business as usual operational delivery, it was recognised by the Service that it would be appropriate and proportionate to review our business continuity arrangements and operational resilience. Critical Event Management Team (CEMT) meetings were established from early July and continued through to the end of August. This forum monitored the national and local picture and directed activity and interventions in line with our adverse weather planning. At a local level, our operational support room was stood up on several occasions, which helped co-ordinate our resource disposition and stood up additional resources where deemed appropriate to manage risk and demand. Alongside our internal planning and responding, the Service worked closely with partners in the Local Resilience Forum through partnership meetings to ensure a common operating picture and exploit any mutual aid opportunities.

Whilst there was a sharp focus on response resourcing and capability, officers were also cognisant to manage risk through our prevention activity. Our local safety plans are the vehicle by which our staff will plan and deliver this and during the summer months water safety and wildfire are key features. Given the heightened risk this period, operational crews, prevention staff, the communications and engagement team put a concerted emphasis on these areas.

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It is regrettable that the extreme weather conditions witnessed through Q2 aligning with a period of school holidays has resulted in a significant increase in deliberate secondary fires through this quarter. Activities across the county have seen staff working closely with local partners to successfully target antisocial behaviour and, where possible, to remove the opportunity for fire setting behaviour.

There was a significant rise in demand during the period for information from local media. There were many requests for press statements and interviews both in relation to incident response and prevention messaging. The prevention teams and communications and engagement teams took opportunities to support prevention activity through the RBFRS website, social media platforms and providing interviews.

One of the final actions of the CEMT was to commission a debrief of the summer heatwave. There will be a number of areas in scope, which will look in more detail at our operational planning and preparedness to deal with high demand over a sustained period.

Operation Bridge
In September this year following the sad passing of Queen Elizabeth II, our Protection Teams' help was requested for preparations for the Queen's funeral in Windsor on 19th September. This was referred to as Operation Bridge.

Initially we were focused on the influx of people coming into Windsor and surrounding areas for the period leading up to and on the day of the funeral. This meant that our focus was on sleeping accommodation premises such as hotels and Bed & Breakfasts. We also considered the fire safety facilities in temporary premises such as the Media City and accommodation for the Police.

As a result of the Risk Based Inspection Programme the Protection team were able to identify approximately 170 premises that could warrant inspection in the area, with the highest priority of these being high risk premises, of which there were 41.

Inspections were run for a week (12th - 16th September). In addition, Fire Safety Inspectors were on overnight Duty for the weekend of 16th - 18th September and a member of our Protection teams worked as an onsite Fire Safety Inspector in Windsor for two days, including a 3am dress rehearsal and on the day of Her Majesty's funeral.

The total number of RBFRS Inspectors included was 14, plus two coordinating managers Paul Hutt and Gareth Murphy based at Wokingham Fire Station. Debriefs were arranged at the start and end of each day to check on progress, feedback and direct Inspectors according to risk.

Further help was sought from other Fire Service Protection Teams to meet the demand and we were grateful to have support from Surrey FRS and Oxfordshire FRS. Surrey provided RBFRS with 8 Inspectors for 4 days and Oxfordshire provided 4 Officers for 2 days. We were also grateful to have support from other Fire Service Prevention Teams who joined with Protection colleagues to carry out joint visits. Tyne & Wear FRS provided 4 Officers for 3 days and Buckinghamshire FRS provided 1 Officer for 1 day.

RBFRS In development Inspectors were paired up with external Inspectors to allow more premises to be inspected, which gave them vital experience and learning and a wonderful

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opportunity for partnership working. Officers from Oxfordshire were granted Temporary Warrants to enable them to inspect solo.

Inspections focused on the Safety Critical articles of the fire Safety Order these being:

8 - Duty to Take General Fire Precautions

9 - Fire Risk Assessment

13 – Fire-Fighting and Detection

14 – Emergency Routes and Exits

17 – Maintenance

This is known as a short audit which looks at key areas of a premises, if these were not satisfactory Inspectors were tasked to carry out a full audit.

Where inspectors were unable to gain entry or following an inspection premises were left with a leaflet to help them with their Fire Safety Measures and the 'Paying Guests' guide as further advice.

Over the course of the week just under 150 premises were inspected across the key areas, covering a wide range of premises including hotels, Bed & Breakfasts, a campsite, Ascot Racecourse and a nightclub.

The majority of premises were broadly compliant but we did find several that were not up to the legislative standard, with two premises being given Enforcement Notices. At both these premises the Responsible person chose to act in accordance with the advice given by the Fire Safety Inspectors, one moving their guests to another premises and the other moving their guests to a safer location within the premises. On both occasion the Fire Safety Inspectors were supported by Fire Crews who attended the premises in the evening to ensure the agreed actions were both being observed.

In terms of coordination, collaboration and mobilisation this was a shining example of RBFRS coming together not only internally but with external partners to achieve a common goal that not only served to keep the local community safe but visitors to our county as well.

Fire Engineering
The first two quarters of 2022 have seen a trend of increasing requests for fire engineering consultations, including multiple requests for the same premises. Anecdotally, it is possible that this is a result of the Grenfell tower disaster and the changing attitude across the construction sector, wishing to have greater fire service buy in to solutions. However it can be a fine line to walk as the FRS cannot be a design consultant or be responsible for the final approval of buildings. The result of this is that the fire engineering consultation processes are taking much longer to complete.

With the introduction of the requirement for sprinklers in premises over 11m high (since May 2020), we are seeing an increase in sprinklers in premises, but also the use of sprinklers as a

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compensatory feature to allow for design flexibility. However, it is apparent that there is a lack of understanding that should sprinklers be used for compensatory reasons, a higher design density and sprinkler duration is probably required. This is resulting in many challenges to the sprinkler design assumptions with frequent success in securing this enhancement. Another identified trend is the reluctance to use the most recent Code of Practice for residential sprinkler systems, which came into effect 30th June 2021, using the rationale that as the design project had started before this date so they can use the older guidance. RBFRS`s approach to this is the recommendation to use the updated Code of Practice which includes a new category of sprinklers for flats over 18m, and again, requires a higher duration than the older standard but we acknowledge that this cannot be enforced.

Leading themes within consultations are the extensions of corridors beyond what is allowed in prescriptive guidance, so an engineered approach is used to justify corridors with up to 30m in single direction travel distance. This requires repeated responses highlighting suitable flat fire size assumptions as well as application of suitable tenability limits for occupants during means of escape, and firefighters in firefighting mode.

In Q2, RBFRS has robustly challenged a consultation received for a development in the East of the county. This consultation is for residential blocks, the tallest being approximately 50m high, all are single stair premises with extended corridors and connected to a car park. We are still awaiting a response to our comments and fire engineering analysis to justify the communication of the car park with the stair. This is of particular concern due to the height of the premises, with only one stair, and the possibility of Electric Vehicles also using the car parking area.

Of particular note in Q2, we have received 3 consultations regarding cladding only. The NFCC's view is that only Fire Engineers are suitably qualified to assess these consultation types therefore we have started to see an increase in these submissions. To date, these have all been fairly simple; however, with the release of the updated Approved Document B, which became in effect on the 1st December 2022, it has required a number of additional goodwill comments to ensure that premises are aware of the upcoming changes. There is also a site visit to a hotel, which is undergoing a cladding change, planned to support the Central Fire Safety Hub.

Members of the Fire Safety Legal, Technical and Enforcement Hub attended an Institution of Fire Engineers Continuing Professional Development day in Norfolk, which identified the rising trend of fires involving e-scooters and e-bikes. With the provision of cycle stores within blocks of flats becoming more common place this has caused us to change our engineering consultation responses where we see cycle stores proposed, particularly where they are located next to a single stair within the premises, that enhanced design considerations are given due to this emerging risk.

Members of the team also attended a fire engineering mentoring day with Essex FRS. The Fire Engineering Lead gave an introductory lecture into Structural Engineering – which has resulted in other services asking for assistance where they have structural fire issues identified at premises. It is possible this could become an area of further work within the FRS, with the inclusions of `structure` within the Fire Safety Order under the new Fire Safety Act 2021.

The Team have also adapted the internal fire engineering consultation form with the Prevention and Protection Policy Manager which will now include a section for Fire Engineering to be

considered in the Site Specific Risk Information, once the premises is complete, to assist operational crews and to try and capture relevant information at a design stage.

QUADRANT ONE – SERVICE PROVISION   DATA SUMMARY

Overall Measures

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

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

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	12	13	3	12	12
Target (max)	18	19	19	19	18
2022/23 Actual	13 ↓	4 ↑			17 ↓

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	30	27	37	35	57
Target (max)	29	26	36	34	55
2022/23 Actual	34 ↓	30 ↓			64 ↓

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	76	35	38	50	111
Target (max)	75	34	37	49	109
2022/23 Actual	91 ↓	115 ↓			205 ↓

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 Q2
Previous Year number (21/22)	704	716	764	802	1420
Target number	774	787	840	882	1561
2022/23 Actual number	906	901			1807
Percentage change	28.7% ↑	25.8% ↑			27.3% ↑

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 Q2
Previous Year (21/22)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2022/23 Actual	100% ↔	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 Q2
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A
Target	90%	90%	90%	90%	90%
2022/23 Actual	42.5%	36.2%			39.2%

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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 Q2
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A
Target	75%	75%	75%	75%	75%
2022/23 Actual	32.5%	32.3%			32.4%

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 Q2
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A
Target	-	-	-	-	-
2022/23 Actual	N/A*	12.5%			12.5%

*The Risk Based Inspection Programme was launched on the 28th April. Monitoring data available from Q2 22/23.

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

2022/23 Target: 60% max

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	56.2%	57.4%	63.3%	51.3%	56.8%
Target (max)	60%	60%	60%	60%	60%
2022/23 Actual	78.8% ↓	73.0% ↓			75.7% ↓

*As part of the Risk Based Inspection Programme the Fire Safety Inspecting Officers should be visiting premises which are less likely to conform to the RRO 2005 and are therefore a higher risk to life. This measure illustrates the percentage of closed 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

2022/23 Target: 95%

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	0 cases	100% (1 case)	0 cases	0 cases	100% (1 case)
Target	80%	80%	80%	80%	80%
2022/23 Actual	0 cases	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 Q2
Previous Year (21/22)	94.1%	97.7%	98.4%	97.2%	95.9%
Target	95%	95%	95%	95%	95%
2022/23 Actual	96.3% ↑	98.9% ↑			97.5% ↑

13. The number of Automatic Fire Alarm calls received

2022/23 Target: Reduce

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	622	853	868	698	1475
Target (max)	621	852	867	697	1473
2022/23 Actual	755 ↓	782 ↑			1537 ↓

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

2022/23 Target: 30% min

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	23.8%	22.0%	21.2%	28.1%	22.8%
Target	30%	30%	30%	30%	30%
2022/23 Actual	27.0% ↑	22.9% ↑			24.9% ↑

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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 Q2
Previous Year (21/22)	76.1%	77.0%	79.4%	76.3%	76.6%
Target	75%	75%	75%	75%	75%
2022/23 Actual	76.0% ↓	69.3% ↓			72.3% ↓

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	98.6%	98.1%	97.0%	98.2%	98.3%
Target	99%	99%	99%	99%	99%
2022/23 Actual	97.6%↓	97.4% ↓			97.5% ↓

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 Q2
Previous Year (21/22)*	59.8%	34.7 %	36.5%	43.8%	47.2%
Target	60%	60%	60%	60%	60%
2022/23 Actual	44.4% ↓	40.3% ↑			42.4% ↓

*excluding Pangbourne

Resilience Measures

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

*Data for this measure is not yet available. Risk visits and risk information form an integral part of our operational preparedness. It was recognised at the beginning of Q2 that there was an unacceptable amount of high and medium risk visits which were past their revisit date. Managers were directed to focus attention on rectifying this situation, prioritising the high risk sites. Progress has not been as effective as it should have been, albeit operational response was particularly high during the period. Improvement is expected for Q3 and beyond.

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A
Target	3	3	3	3	6
2022/23 Actual	3	1			4

Customer Experience Measures

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

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

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	100%	No returns	100%	100%	100%
Target	95%	95%	95%	95%	95%
2022/23 Actual	100% ↔	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 Q2
Previous Year (21/22)	95.8%	100%	100.0%	100%	97.8%
Target	90%	90%	90%	90%	90%
2022/23 Actual	100% ↑	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 Q2
Previous Year (21/22)	98.2%	100%	99.0%	100%	99.3%
Target	100%	100%	100%	100%	100%
2022/23 Actual	99.1% ↑	100% ↔			99.4% ↑

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	7	8	9	4	15
Target	-	-	-	-	-
2022/23 Actual	7 ↔	6 ↑			13 ↑

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	5	3	1	5	8
Target	-	-	-	-	-
2022/23 Actual	7 ↑	5 ↑			12 ↑

Key - Performance Measures

(blue)	Target exceeded by more than 10%	Comparison with target
(green)	Target met or exceeded by up to 10%	
(orange)	Target missed by up to 10%	
(red)	Target missed by more than 10%	
(grey)	NA or data accuracy issues affect confidence in reporting	
↑	Improvement in performance from equivalent period the previous year	Comparison with actual the previous year
↔	Maintenance of performance from equivalent period the previous year	
↓	Decline in performance from equivalent period the previous year	

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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 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 is shown in below, and shows an anticipated deficit of £800,000, to be funded from reserves. Variances against individual revenue lines are explained below.

The current situation in regard to Grey book staff is that an offer of 5% has been made, backdated to 1 July 2022. We have incorporated this into the current forecast, and compared with the original budget of 2.5%, gives a forecast increase in employment costs for Grey book staff in 2022/23 of £373,000. This is split between *stations* (£320,000) and *non-station* Grey book staff (£53,000).

Station staff budgets are also under pressure with overtime forecast to be £453,000 over budget (before any adjustment for back dated pay rises and the NI reduction). At the end of Q1 the variance was forecast as £274,000. There are various factors for the increase and level of the variance, including the additional bank holiday for the Queen's funeral, increased working in the summer heatwave, 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. Some of the increased workload in the summer was for over the border cover, particularly in Buckinghamshire, the costs for which are recovered and included under *Income Other.*

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. The net is a pressure variance of £25,000, including allowance for the payrise and NI reduction.

The Green Book pay award for 2022/23 has been accepted and equates to an additional budget pressure of £219,000 and has been built into the Q2 forecast. This additional cost is mitigated by a number of vacancies that have not been filled due to the overall budgetary position.

As a mitigation against the variances for pay rises is the government announcement that the additional 1.25% for national insurance would be removed from November 2022- resulting in forecast savings of £85,000, split between *stations* (£49,000) and *non-station* (£36,000).

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).

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

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 £217,000. This does not take into account the support the Government will provide to the public sector.

Transport. It is estimated that increased activity and the rise in fuel prices will result in an additional £44,000 in transport costs this year.

Cross border charges have been agreed with Thames Valley partners for the first two quarters of the year and, based on this, it is estimated that charges will be £29,000 higher (under *Contracts Other*) and income £159,000 higher (under *Income Other*) higher than the budgeted targets. The main increase is for over the border assistance to Buckinghamshire during the hot summer.

As part of the preparation work for possible industrial action, officers have reviewed the existing contract for contingency cover and enhanced the level of external support that would be available to the Authority. This has resulted in additional costs of £42,000 (under *Contracts Other*) in 2022/23 to train and equip the additional resource in preparation for any possible deployment need.

Other ongoing work to ensure that the Authority has sufficient arrangements in place has also led to additional *Equipment* costs of £35,000 being incurred.

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 £75k 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 £241,000.

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.

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HR

Both the levels of sickness days lost and percentage of working time lost to sickness has decreased this quarter.

The total days lost to sickness absence across all staff groups this quarter is 19% lower compared to last quarter (1334 in Q2 vs 1641 in Q1). There is also a decrease of 0.7% when compared to the same period last year (1343 days). Further analysis can be found later on in the report.

The percentage of working time lost across all staff groups this quarter is 4.9% this is a decrease of 1.3% compared to last quarter (6.2%) with a decrease of 0.6% on the same quarter last year (5.5%).

Respiratory absence reduced this quarter by 40%. Absence due to confirmed COVID-19 cases made up 14% of all sickness absences (182 days - 50 episodes).

Musculoskeletal (MSK) sickness has increased by 6% this quarter and continues to remain one of the top causes of sickness absence equating to 38% of total days lost. The number of episodes has reduced from last quarter.

Mental health sickness has decreased this quarter by 33% equating to 18% of total days lost. Compared to the same time last year days lost to Mental Health absence equated to 20%

The percentage of eligible staff receiving a PDR meeting this quarter is 81% (458 staff). This is a reduction from the same quarter last year (94%).

The number of employees from an ethnic minority background remains the same (46) but the percentage has decreased this quarter from 7.2% to 7.0% due to staff in post figures increasing.

The number of female firefighters employed in the Service remains at 29 this quarter (6.6%)

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

Sickness Management

A number of grey book employees sustained new or aggravated an existing musculoskeletal injury which saw them take a period of sickness absence or undertake a period of restricted duties during Q2. Three cases have been identified that demonstrate our approach to ensuring appropriate interventions are put in place to return individuals to full duties in a timely manner.

The first case involved a reoccurrence of an existing musculoskeletal issue. The individual sought GP advice early, accessed physiotherapy through Benenden which was continued through the NHS, and reviews took place with the Movement Specialist. After one month's absence Occupational Health deemed them fit to return to light duties. Following successful completion of a gym based assessment drills commenced and after a short period of light duties the individual returned to full duties.

The second case involved an injury to the lower limb. The individual was absent for one tour and following a short period of leave returned to work on light duties for less than a month. Due to the

role the individual was able to undertake meaningful work on light duties. During this period the individual received physiotherapy through Benenden and engaged with the Movement Specialist to devise an appropriate return to work plan. This was in line with Occupational Health advice.

The third case involved an individual sustaining a minor injury which affected their ability to lift heavy loads. The manager placed them on light duties. They obtained physiotherapy through Benenden and additionally sought advice privately. They were referred immediately to Occupational Health as this was the third related episode in six months. Advice was sought on appropriate support and proactive measures to manage reoccurrence into the future. As a result the individual engaged with the Movement Specialist to assist with the return to work in the short term and long term management of ongoing musculoskeletal issues. In total the individual was on light duties for two tours.

The Fire Fighters Charity offer a range of programmes to support staff from the fire and rescue service community. We continue to recommend that individuals reach out to the Charity for support, and during Q1 one individual attended the online long COVID recovery programme. This equipped them with tools to manage fatigue such as pacing and relaxation methods. Whilst the individual continues to remain on light duties they are better able to manage energy levels and the frustration that comes with this unpredictable condition.

Royal Berkshire Fire Authority

Budget Update - Revenue Position Quarter 2 2022/23

	Annual Budget £'000	Q2 Outturn £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
EMPLOYEES				
STATIONS	17,162	8,767	17,820	658
NON-STATIONS	11,963	5,577	12,010	47
TRAINING	723	167	730	7
OTHER	255	125	265	10
	30,103	**14,636**	**30,825**	**722**
PREMISES				
REPAIRS & MAINTENANCE	757	350	837	80
RATES	821	469	712	(109)
CLEANING	267	97	249	(18)
UTILITIES	530	166	747	217
	2,375	**1,082**	**2,545**	**170**
SUPPLIES				
INSURANCE	397	227	389	(8)
EQUIPMENT	520	206	545	25
IS EQUIPMENT & LICENCES	754	555	767	13
CLOTHING/PPE	370	169	370	0
COMMUNICATIONS	799	314	811	12
OCCUPATIONAL HEALTH	221	118	237	16
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	143	105	148	5
COMMUNITY FIRE SAFETY SUPPLIES	180	69	180	0
SUPPLIES OTHER	197	74	201	4
	3,581	**1,837**	**3,648**	**67**
CONTRACTS				
CONTRIBUTION TO TVFCS & COLLABORATION	930	433	922	(8)
LEGAL	50	2	50	0
CONTRACTS OTHER (incl Professional Services)	695	150	776	81
	1,675	**585**	**1,748**	**73**
TRANSPORT				
VEHICLE RUNNING COSTS	727	387	776	49
TRAVEL	212	83	202	(10)
	939	**470**	**978**	**39**
PENSIONS				
PENSIONS	434	215	425	(9)
	434	**215**	**425**	**(9)**
INCOME				
GRANTS	(2,169)	(1,824)	(2,094)	75
RENTAL INCOME	(243)	(73)	(243)	0

TVFCS RECHARGE INCOME	(354)	(177)	(354)	0
INCOME OTHER	(385)	(89)	(654)	(269)
	(3,151)	**(2,163)**	**(3,345)**	**(194)**
NET COST OF SERVICES	**35,956**	**16,662**	**36,824**	**868**
DEBT CHARGES INTEREST	388	146	371	(17)
INVESTMENT INTEREST	(60)	(31)	(301)	(241)
REVENUE FUNDING OF CAPITAL	1,748	0	1,748	0
APPROPRIATION TO/(FROM) RESERVES	(287)	0	(287)	0
FINANCING COSTS	701	0	701	0
NET EXPENDITURE	**38,446**	**16,777**	**39,056**	**610**
GOV GRANTS/PRECEPTS	(38,446)	(22,165)	(38,256)	190
(SURPLUS)/DEFICIT BEFORE USE OF RESERVES	**0**	**(5,388)**	**800**	**800**

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Quarter 2 Budget Monitoring Report 2022/23

Thames Valley Fire Control Service (TVFCS)

	Annual Budget £'000	Outturn to Sept 22 £'000	Forecast to Y/E £'000	Forecast Variance £'000
EMPLOYEES	1,868	900	1,844	(24)
CORPORATE RECHARGES TO TVFCS FROM RBFRS	354	177	354	0
SUPPLIES/ OTHER	39	(10)	41	2
TECHNOLOGY	252	105	252	0
NET COST OF TVFCS	**2,513**	**1,172**	**2,491**	**(22)**
RBFRS Share of Costs (37%)	930	434	922	(8)

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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	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	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	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	A		

Tables containing relevant Equality, Diversity and Inclusion data are presented quarterly and are available in Appendix A, which provide further explanation and detail regarding the below figures.

In summary, minimal changes have occurred in this quarter. The number of employees from ethnic minority groups and the number of female firefighters both remain the same, although due to an increase in staff in post the percentage drops by 0.2%. There was a small reduction in the number of individuals sharing information regarding a disability, with the total falling from 35 to 33. In the organisational age profile, again minimal changes were seen including a reduction of 4 in the youngest age group, and increases in the 46-55 and 56-65 age group. Trends will continue to be monitored by quarter to identify short-term changes as well as longer-term trends, in conjunction with activities to monitor the impact of this work on demographics over time. Further

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work is also planned as part of the growth of the EDI Steering Group to explore options for equality monitoring and use of equality data.

Data on recruitment and promotion campaigns is currently with the team and under evaluation for future consideration, in line with a review of equality data as part of the revised EDI Action Plan. Further information regarding the current wholetime recruitment campaign will also be shared in the appropriate forums in line with the progression and conclusion of the process.

Key - Project or Action Plan 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

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 Q2
Previous Year (21/22)	3.4%	5.5%	7.3%	7.1%	4.5%
Target	4%	4%	4%	4%	4%
2022/23 Actual	6.2% ↓	4.9% ↑			5.4% ↓

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	76.0%	93.8%	98.2%	98.7%	93.8%
Target	100%	100%	100%	100%	100%
2022/23 Actual	30% ↓	81% ↓			81% ↓

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	2	1	4	0	3
Target	--	--	--	--	--
2022/23 Actual	2 ↔	1 ↔			3 ↔

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	2	1	1	1	3
Target (max)	1	1	1	0	2
2022/23 Actual	3 ↓	1 ↔			4 ↓

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

	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	94.7%	92.3%	89.9%	83.8%	93.2%
Target	85%	85%	85%	85%	85%
2022/23 Actual	85.7% ↓	82.2% ↓			84.1% ↓

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

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

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

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Key - Performance Measures

	Target exceeded by more than 10%	
	Target met or exceeded by up to 10%	
	Target missed by up to 10%	Comparison with target
	Target missed by more than 10%	
	NA or data accuracy issues affect confidence in reporting	
↑	Improvement in performance from equivalent period the previous year	
↔	Maintenance of performance from equivalent period the previous year	Comparison with actual the previous year
↓	Decline in performance from equivalent period the previous year	

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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.

A review of the existing initiatives is underway with the actions being reported on currently due for an update following the publication of key governance documents. Our CRMP and Corporate Plan, the Strategic Asset Investment Framework and People Strategy are currently under review due for publication early 2023. Following engagement, consultation and publication, the initiatives and actions associated with these areas will be refreshed to align with the new strategic direction. Our HMICFRS report is due to be published late January and will trigger an update of the existing areas for improvement. The BEP which incorporates the HRRB project is due for closedown at the end of 2022. The completed & outstanding work of the HRRB project is currently being handed over to the hubs and will form part of Business As Usual from the New Year.

Until publication, existing initiatives and actions will continue to be monitored unless completed.

Key - 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

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.

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	A		
Deliver our action plan to align our analysis to the Fire Standard for Community Risk Management Plans.	New	A	G		
Develop and consult on a new Community Risk Management Plan to start in 2023.	New	A	A		
Provide a mapping capability to support local risk analysis.	New	A	A		
Analyse information about fire casualties to determine risk factors.	New	NS	NS		
Continue to engage with and drive the National Fire Chiefs Council (NFCC) work to develop national best practice in risk analysis.	G	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	G		
Deliver and evaluate our new programme of follow up Safe and Well Visits to the most vulnerable.	G	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	A		
Carry out targeted road safety activity, including for motorcyclists and around smart motorways.	G	G	G		
Further develop local safety initiatives, campaigns and events to target risk at a local level and evaluate their effectiveness.	G	G	G		
Ensure a high standard of service through the quality assurance of our Prevention activities.	A	G	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	A		

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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	G		
We will implement the learning from the phase one Grenfell Tower inquiry.	G		G	G		
Ensure a high standard of service through the quality assurance of our Protection activities.	R		G	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	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	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	G		
Undertake incident support and technical capability reviews as part of the risk analysis element of the development of the new CRMP.	New		NS	A		

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	G		
Work with the NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.	G		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	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	G		
Expand on alternative ways of delivering learning and development through improved use of technology	G	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	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	G		
Develop and implement the Chairman's Internship which will target young people from under-represented groups in Berkshire	G	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	G		
Deliver a framework for coaching and mentoring	G	G	A		

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	G		
Continue to develop the Fire Authority Member Development Programme	G	G	G		
Develop and deliver a programme of staff engagement to inform our People Strategy, policies, processes and improvements	G	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	R		
We will explore the options for use of digital resources for our Protection services	A		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	G		
Deliver the requirements of the 2021/22 mental health action plan	G		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	G		
	On Budget	G	G	G		

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

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

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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.

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.**	End 21/22		Q1	Q2	Q3	Q4
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	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	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. Each risk has 3 risk scores:

- Inherent Score – the risk score at the risk's initial assessment

- Current Score – the risk score as of this current moment in time

- Treated Score – the risk score we expect to reach once the treatments have been completed and have mitigated the impact or likelihood of the risk.

Risk Movement Highlights

This section highlights organisational risks which have been added, closed or substantially changed risk score over the course of Quarter 2. To ensure the most up to date picture for risk, the updates include information about progress since the end of the quarter.

Key - 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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Key Risk: ESMCP (Emergency Services Mobile Communication Programme) (Risk: 418)				
Risk Owner: Deputy Chief Fire Officer				
	End of Q1 Risk Score	**End of Q2 Risk Score**	**Direction of travel**	**Risk score as at Dec 22**
Risk Description: If we do not make sufficient provision of resources and budget 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 (ESN) 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.	17	23	Increase	23

This risk increased in risk score by 6 points during Q2 2022/23. This risk captures the challenge of ensuring implementation of ESMCP products.

The ESMCP risk increased in risk score due to ongoing programme delays and the cessation of all but coverage workstreams. Delays beyond 2026 are likely. Costs for the both the project and the continued grant support for the Airwave service are both uncertain and in the case of the Airwave grant reduced by over £70k per year for the next 5 years from this point on (total loss of £340k). The South Central ESMCP board continue to closely monitor the situation and regularly meet with national programme officers to determine the most appropriate response to these developments.

Current Mitigations	Progress on Mitigations
Service level project board to oversee RBFRS delivery across national programme worksteams and South Central (SC) partners.	Current Status: Business Information Systems (BIS) remain heavily involved in Thames Valley ESMCP regional programme planning, to ensure RBFRS and TVFCS impacts are understood, planned for, and risks mitigated. ESN to be regularly reviewed at Programme Board regularly now that activities are beginning to ramp up. ESN Status briefing for Senior Leadership Team (SLT) arranged with Regional Programme Manager (RPM) for early April. Update: South Central Regional Board will be consulting with TV CFOs to determine joint service approach in light of high likelihood of further expected programme delays, potentially including the option to step back from direct programme engagement until such time as key programme milestones have been successfully delivered.
Representation on South Central Programme Board with funded programme support and appointed staff within each regional workstream group.	Current Status: ESN grant regional funding positon monitored on a quarterly basis with annual returns co-ordinated through B&MKFRS Finance. No identified issues associated with programme support funding either at a regional or FRS level at this time. RBFRS represented at SC regional board through

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Key Risk: ESMCP (Emergency Services Mobile Communication Programme) (Risk: 418)	
Risk Owner: Deputy Chief Fire Officer	
	HBIS (as Board Vice Chair) and ICT SDM (RBFRS project manager and participant/lead on several national programme technical workstreams). Update: Deep dive workshop on SC regional management of resource funding completed with a positive outcome. 2022-23 business case for use of funds approved, including funding for the Thames Valley Consortium Project Manager position required as a result of the RPM role removal by the central programme team.
Established relationships with Emergency Service partners across region to ensure sharing of information and collaboration opportunities identified.	Current Status: Both Thames Valley Police and South Central Ambulance Service invited to South Central Regional Board meetings. TVP attend on a regular basis. SCAS more sporadically. SC Regional Board Chair attempting to seek reciprocal invitations to equivalent bodies within TVP & SCAS. All responses to National Programme (NP) requests and input have so far been closely aligned to TVP, particularly in terms of any concerns raised. No significant change in engagement. Update: TVP indicating a temporary pause in programme activities due to additional delays to delivery.
Preparation of systems e.g. TVFCS Integrated Communications Control System (ICCS) being completed with national programme funding already secured	Current Status: BIS continue to work closely with TVFCS and RBFRS leadership to ensure close alignment for ESN readiness planning. There are concerns with ICCS supplier responsiveness due to external commercial factors. Engagement through the three service project managers continues. Next significant change is likely to be replacement of SANH with DCS (required because of end-of-life of SANH technology coupled with significant ESMCP delays). Medium Term Financial Plan (MTFP) input associated with upgrades/updates approved for 2022/23 budget cycle and associated agreements/contracts with partner organisations and 3rd party suppliers in the process of being updated and agreed. Update: Orders placed for full technical refresh of TVFCS systems at Calcot and Kidlington, to include increased performance capability and greater resilience. The upgrade will take place over the next 9-12 months. Supplier and RBFRS project management resources assigned.
Regular reporting to Audit and Governance Committee to ensure transparency in service and national programme progress	Current Status: Audit and Governance Committee now updated on a 6 monthly basis due to rate of National programme progress. This will be reviewed as programme pace increases/decreases over time as necessary. Reporting content is now synchronised with TV Joint Committee

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Key Risk: ESMCP (Emergency Services Mobile Communication Programme) (Risk: 418)	
Risk Owner: Deputy Chief Fire Officer	
	reporting, to ensure that the salient points of update are consistent across all governance bodies in the Thames Valley. Full harmonisation of reporting content via RPM input expected within the next cycle. Update: updates provided based on agreed committee meeting schedule
Detail resource requirements to ensure all workstreams are successfully delivered	Current Status: Resourcing requirements currently well aligned to the needs of the programme. An annual review of resourcing needs is carried out as part of LTR Grant funding submission. Unlikely to see a material change in resourcing needs within the annual planning cycle due to ongoing national programme delays. As the planning timeline firms up, RBFRS resourcing will be reviewed to ensure successful implementation of any local products and services in close collaboration with B&MKFRS, OCCFRS and TVFCS. Update: Competition Markets Authority (CMA) investigation and potential re-lotting of parts of ESN contract are likely to be the source of rumoured 24 month delay. South Central Regional Board will be consulting with TV CFOs to determine joint service approach in light of high likelihood of further programme delays, potentially including the option to step back from direct programme engagement until key programme milestones have been successfully delivered.
Regular reporting to TVFCS Joint Committee (JC) to ensure alignment of approach and awareness of NP progress and risk	Current Status: TVFCS JC updates provided by either the Chair or Vice Chair of the SC regional board. Content is shared and resued from local governance updates provided to the Thames Valley FRS' to ensure consistency of message and to minimise ongoing reporting burden. Expect full harmonisation of update content across all three FRS, Fire Authorities, Councils and TVFCS governance bodies in this cycle. Update: updates provided based on agreed committee meeting schedule.
Development of delivery options and plan to support ESN availability as dictated by the prevailing NP timeline.	Current Status: Working principle for deployment remains valid - that SC (and RBFRS) will transition to ESN six months after product available and 12 months before airwave shutdown. The National Programme has indicated a current transition window of around 27 months. National Programme indications beginning to modify expectations regarding programme progress and airwave shutdown. Unofficial communication indicated a further 24 month delay, putting Airwave shutdown in 2028. All other planning assumptions remain valid. Update:

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Key Risk: ESMCP (Emergency Services Mobile Communication Programme) (Risk: 418)	
Risk Owner: Deputy Chief Fire Officer	
	CMA investigation and potential re-lotting of parts of ESN contract are likely to be the source of rumoured 24 month delay. South Central Regional Board will be consulting with TV CFOs to determine joint service approach in light of high likelihood of further programme delays, potentially including the option to step back from direct programme engagement until key programme milestones have been successfully delivered.
Ensure close monitoring of SANH/DCS replacement proposals and analyse potential financial and technical impacts of implementation	Current status: Funding sources identified across all three TV FRS, and planning for implementation is underway. Engagement with Capita for quotations proving problematic, probably due to external commercial factors impacting Capita group delivering the change. Watching brief to be kept on situation, escalation may be required in medium term. Revised DCS quotation is 28% higher than originally communicated. Further discussion regarding funding sources ongoing at regional board level. Quotation levels continue to rise, but within absorbable levels for the moment. Planning for implementation now in early 2023. Update: no change to planning assumptions - DCS requirement even more valid given further programme delays.
Ensure close monitoring of ongoing cost models as they emerge from the full business case and communicate potential impacts early to mitigate negative financial impact.	Dialogue between Fire Customer Group, Fire Finance Network, National Programme and Treasury underway to refine models and seek solution to minimise or eliminate financial risk to local FRS. Initial cost modelling data emerging which is indicating potential for significant uplift in FRS costs. Dialogue at National Programme/Home Office level ongoing to mitigate. Programme delays increase uncertainty regarding cost of existing systems as well as ongoing ESN service costs. Update: Phased withdrawal of Firelink grant BEFORE planned ESN implementation strongly signals no planned financial support for ESN via grant funding going forward. Current risk score raised to 23 as likely to introduce £500k-£600k unbudgeted cost to the service within 5 years, meaning economic impact is high.

Key Risk: Management of Budget Pressures (Risk: 664)

Risk Owner: Deputy Chief Executive

	End of Q1 Risk Score	End of Q2 Risk Score	Direction of travel	Risk score as at Dec 22
Risk Description: 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.	21	22	Increase	22

This risk increased in risk score by 1 point during Q2 2022/23. This risk captures the challenge managing budgetary pressures in the medium term.

This risk has increased in risk score due to the increased national pay offer to Grey Book staff from 2% to 5% and the uncertainty of the eventual pay award. RBFRS have budgeted for a 2.5% pay award this financial year.

Current Mitigations	Progress on Mitigations
Lobby National Fire Chief's Council (NFCC) and National Joint Council (NJC) to ensure that pay awards are funded in full. Currently only funding for a 2.5% pay award has been built into the MTFP for 2022/23.	Lobbying continues through the NFCC to highlight that pay awards must be funded and affordable. NFCC response to the Provisional Settlement states that inflationary pressures must be funded on an ongoing basis. 2022/23 Service grant is for one year only. Each 1% increase in grey book pay costs approx £200k.
Maintain robust budget monitoring and management processes in light of rising inflation to 11% and pressures on non-staff costs	Additional focus and attention will be given to the monitoring of non-staff costs. A re-allocation of responsibilities amongst the finance team has taken place to enhance budget variance analysis in 2022/23. Analysis has been done on utility costs which are currently forecast to be £150k over budget.
Review Member engagement in the budget setting process for 2023/24	Regular meetings with the Lead Member for Budget to build the revenue and capital budgets from July 2022. This will be linked the work on the CRMP, Efficiency Plan and Sustainability Strategy. Draft Terms of Reference (TOR) for Budget Working Party (BWP) with Lead Member for review prior to first meeting.
Increase agility in internal planning processes to ensure delivery plans are matched to the MTFP.	Cross-departmental working is increasing the effectiveness of the Workforce Planning Group. Increased monitoring of overtime. Increased overtime costs are being reviewed by new task and finish group.
Ensure effective forecasting of cashflows through robust treasury management.	Enhanced treasury management procedures have been implemented to monitor cash flows in relation to major capital projects and from unitary authorities. External auditors are

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Key Risk: Management of Budget Pressures (Risk: 664)	44
Risk Owner: Deputy Chief Executive	

	requesting such information from local authorities on a regular basis given the backdrop of funding and cost pressures.
Engagement with NFCC and Home Office to ensure new pension burdens are matched by grants.	NFCC has made robust representations to Govt for adequate and sustainable pension funding as part of its response to the the Finance Settlement.
Monitor contract price rises on a monthly basis to assess cost pressures in the current year and the impact on next year's base budget.	Procurement Team are monitoring contractual price rises and passing this information on the budget holders. This will be used as part of the budget setting information for 2023/24.
Exercise to find 5% and 10% savings has been initiated.	SLT to agree ranking of savings w/c 7/11

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Corporate Risk Register risks as at 6th December 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 and budget 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	15	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 Prevention, Protection and Response 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 PP&R 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 PP&R 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
875	Industrial Action – ability to deliver statutory services impact	If the Fire Brigades Union elect to take national industrial action as a consequence of the ongoing pay award negotiations for Grey Book Staff, then we can expect there to be a significant impact on our ability to deliver our statutory services, which we must seek to mitigate through best endeavours and business continuity arrangements.	24	24	19

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Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
876	Industrial Action – financial impact	If the Fire Brigades Union elect to take national industrial action as a consequence of the ongoing pay award negotiations for Grey Book Staff, then we can expect there to be a significant financial impact on the Service due to the requirement to make best endeavours to mitigate the impact through its business continuity arrangements.	24	24	19
879	Organisational Capacity	If RBFRS does not effectively align its organisational resource capacity to priority areas, which is becoming increasingly likely given internally and externally driven demand within an environment of greater spending restriction, then we can expect reduced delivery of core services, negatively impacting on the wellbeing and retention of staff, which will significantly impact our ability to deliver all our annual objectives.	23	23	13
884	Industrial Action - Culture Impact	If the Fire Brigades Union elects to take national industrial action as a consequence of the ongoing pay award negotiations for Grey Book Staff, then we can expect there to be a potentially significant impact on the organisation's culture, which we will seek to mitigate through maintaining positive working relationships locally	22	22	19

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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	22	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

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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
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
861	Hydrant Inspection and Repair	If we fail to appropriately resource and fund the hydrant inspection and repair programme, which is increasing likely given financial restrictions and difficulty recruiting personnel, then we can expect to see an increase in hydrant failure rates, already noted through operational feedback, which is significant is respect of Firefighter safety and providing an effective response to incidents.	21	21	12

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Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
867	Training Centre Refurbishment/Renewal	If RBFRS does not provide appropriate training centre facilities following a severe flooding incident, then we can expect operational training activities to be severely impacted leading to staff being unable to train and or maintaining competence of skills, which will significantly impact our ability to deliver our front line services and strategic objectives.	23	18	12
880	Increasing demand of Fire Safe Cases	If there are insufficient Fire Safe Counsellors to service demand which is increasingly likely given the gradual decrease in trained counsellors over time combined with an increase in demand which is duplicated across the SE Region then we can expect that RBFRS will be unable to provide Fire Safe Counselling to all the Young People who are referred to us. This would be significant due to the potential increase in fire risk within the home with associated loss of life, property and injury.	17	17	10
882	Building Safety Regulator	If the BSR were to required RBFRS to provide fully qualified FSIs to support its function from October 2023 which is increasingly likely given the national shortage of qualified FSIs across England FRS and given the powers granted to the HSE under the Building Safety Act RBFRS may have insufficient qualified FSIs to discharge our legal duties in relation to enforcement and regulation which is significant because these are statutory requirements.	18	18	12

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
864	Intranet build not completing within budget	If the project does not complete within the budget agreed, which is increasing likely due to our supplier offering add on training and other incentives that will be beneficial to the Service, then we expect budget creep if we run out of the number of support days we are given under contract. If this happens this will affect our ability to ensure that RBFRS provides good value for money.	18	18	11

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 2, or opened during the quarter, is detailed below.

Key - Project or Action Plan 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

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
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 Corporate Risk Register.	01/12/2022	Low	**G**	**Open**
Progress: Performance Management Framework to be reviewed and updated later in 2022-23					
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.		Low	**C**	**Closed**
Progress: Learning Management System 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					
Risk and Governance 26/05/2022	2022: RAG:3 RBFRS will review how the strategic risks can be clearly linked to strategic objectives.	01/12/2022	Low	**G**	**Open**
Progress: Performance Management Framework 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:5	01/12/2022	Low	**G**	**Open**

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Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
26/05/2022	RBFRS will assign a refresher timeframe to key staff for the Learning Management System Risk Management training, compliance and compliance will be monitored.				
Progress: Learning Management System training is implemented and compliance will be monitored to ensure that all risk owners have been trained					
Value for Money 12/07/2022	2022: VFM: 1 The Payroll and Pension Services contract will be reviewed to establish any additional responsibilities and duties surrounding pension administration that have not been documented and RBFRS will consider whether the contract needs to be updated to include these.		Low	**C**	**Closed**
Value for Money 12/07/2022	2022: VFM: 2 The revised KPIs for pension administration (provided by WYPF) will be reviewed, agreed and implemented. This review will consider whether any additional KPIs need to be introduced to account for additional responsibilities and duties that have arisen since the contract was initiated. The KPIs in use will also be subject to annual review to ensure that they remain relevant.	01/12/2022	Low	**G**	**Open**
Progress: KPIs reviewed and due to be shared in Autumn 2022 but need to check with WYPF.					
Value for Money 12/07/2022	2022: VFM: 3 Records of questions and responses raised during WYPF Contract Meetings relating to underperformance with contract KPIs will be recorded within the Pensions Actions and Decisions Log		Low	**C**	**Closed**
Value for Money 12/07/2022	2022: VFM: 4 Updates on individual risks that are provided at the Pensions Board meetings will be recorded within the Pensions Board Risk Register.		Low	**C**	**Closed**

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Value for Money 12/07/2022	2022: VFM: 5 The Pensions Board Terms of Reference will undergo review and approval by the appropriate members to reflect current practice. The date of next review will also be recorded.		Low	**C**	**Closed**
Value for Money 12/07/2022	2022: VFM: 6 Where actions on the Pensions Action Log are not completed in line with the timescales set out, updates will be recorded regarding their progress and revised timescales for completion will be put in place.		Low	**C**	**Closed**
Cyber Essentials 19/07/2022	2022: CE: 1 Management will ensure that firmware patches are administered to systems in a timely manner; scheduled and documented		Med	**C**	**Closed**

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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.

Key - Project or Action Plan 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

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	G		
Prevention quality assurance	Collaboration and Policy Service Plan	A		G	C		
Protection quality assurance	Collaboration and Policy Service Plan	A		G	C		
Addressing the burden of false alarms	Collaboration and Policy Service Plan	G		G	C		
Keeping the public informed during ongoing incidents	Corporate Services Service Plan	G		G	G		
Effective system to use for learning and debriefs	Collaboration and Policy Service Plan	A		G	C		

Section two: Efficiency

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

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Effective use of competence recording system	HR & L&D Service plan	G		G	A		
Effective grievance procedures in place	HR & L&D Service plan	C					
Staff are confident in using feedback mechanisms	Corporate Services Service plan	G		G	G		
Process to identify, develop and support high-potential staff and aspiring leaders	HR & L&D Service plan	A		A	A		

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Fire Standard Implementation Tracking

Updated 26th September 2022

Key - Project or Action Plan 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

		Fire Standard	Owner	Project Manager	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=	That we have now successfully recruited to all roles in the department and are at full strength, however, the development of some new staff against the requirements of the standard are still required. A review of the actions in the implementation tool will be undertaken over Q3 to establish any additional actions and update progress.
	2	Operational Response - Preparedness	Doug Buchanan		C	Feb-21	C	C	A=	Review across Ops Competence, learning and preparedness needed to establish priorities. Majority of actions covered in competence and learning

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#									
									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	Steve Leonard	C	Feb-21	C	C	C	Action plan completed. Review across Ops Competence, learning and preparedness underway, further meetings scheduled to prioritise and co-ordinate actions.
5	Code of Ethics	Nikki Richards	Lucy Greenway	C	May-21	C	C	G =	Action plan in place and being worked to
6	Community Risk Management Planning	Nikki Richards	Tim Readings	C	May-21	C	C	G =	Action plan being worked to.
7	Fire Protection	Trig Thomas		C	Sep-21	A =	NS	NS	Gap analysis being completed by GM P&P Policy for submission to SLT in Q3 .Minor Changes made to Fire Standard and republished.
8	Prevention	Trig Thomas		C	Jul-21	A =	NS	NS	Gap analysis being completed by GM P&P Policy for submission to SLT in Q3.
9	Safeguarding	Jim Powell	Liz Warren	C	Jan-22	C	C	G =	Action plan in place and being worked to
10	Fire Investigation	Trig Thomas	Jess James	C	Apr-22	A=	NS	NS	Fire standard published and gap analysis to be started.

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						C				
	11	Emergency Preparedness and Resilience	Jim Powell	Alison Hazelton	C	May-22	G =	NS	NS	An initial analysis was conducted with GM Evans. A refreshed approach is underway with AH and GM O'Keefe which will include further collaborative work with colleagues responsible for CRMP, Training, operational competence, preparedness and national policy
	12	Data management	Nikki Richards	Becca Chapman	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 was responded to on 10th September
	14	Leading the Service	Becci Jefferies		G	Dec-22	NS	NS	NS	Consultation was responded to on 10th September
Not published	15	Workforce Management	Becci Jefferies			Aug-22				
	16	Fire Control	Jim Powell			Mar-23				
	17	Communication and Consultation Engagement	Paul Bremble			Mar-23				
	18	Commercial and Procurement	Conor Byrne			Sep-23				

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	19	Finance and Assurance	Conor Byrne			Sep-23			
	20	Asset Management	Tony Vincent			Sep-23			

Appendix A – Additional Data

Equality, Diversity and Inclusion Data Summary

The number of employees from an ethnic minority background has remained the same (46) but the percentage has slightly decreased this quarter from 7.19% to 7.06%. This decrease is due to two BAME individuals leaving, two joining RBFRS and staff in post figures increasing. Compared to this quarter last year we are 0.26% higher. Overall performance stands at the end of the quarter is 7.06% The number of female firefighters employed at the end of this quarter remains at 29. One female On-Call Firefighter left and one joined a Wholetime secondary contract. The percentage has reduced from 6.8% to 6.6% due to staff in post figures increasing this quarter. The number of staff employed by RBFRS declaring a disability has reduced from 35 in Q1 to 33 in Q2.This is due to four employees leaving the service with a disability this quarter and two employees joining

	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2022/23 YTD	Q2 21/22	Authorised establishment at the end of Q2 2022/23 (Number of authorised posts)
STAFF IN POST	Wholetime	360	368			368	364	361
	Retained	68	70			70	68	65
	Control	41	39			39	42	39
	Green Book	171	175			175	175	169
	Total Number of	**640**	**652**			**652**	**649**	**634**
		Q1	Q2	Q3	Q4	2022/23 YTD	Q2 21/22	
STAFF TURNOVER	Wholetime	13	6			19	8	
	Retained	0	3			3	4	
	Control	2	3			5	1	
	Green Book	6	17			23	16	
	Total Number of	21	29			50	29	
	Staff in Post (SIP)	640	652			646	649	
	Percentage of	**3.28%**	**4.45%**			**7.74%**	**4.47%**	
		Q1	Q2	Q3	Q4	2022/23 YTD	Target	YTD Q2 21/22
FEMALE STAFF	Wholetime	5.0%	5.2%			5.2%		5.8%
	Retained	16.2%	14.3%			14.3%		16.2%
	Control	73.2%	74.4%			74.4%	4%	69%
	Green Book	56.7%	55.4%			55.4%		57.1%
	Total	**24.4%**	**23.8%**			**23.8%**		24.8%

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		Q1	Q2	Q3	Q4	2022/23 YTD	Target	YTD Q2 21/22
ETHNICITY FIGURES	Wholetime	4.4%	4.3%			4.3%		4.7%
	Retained	4.4%	4.3%			4.3%		1.5%
	Control	7.3%	7.7%			7.7%	5%	4.8%
	Green Book	14.0%	14.2%			14.2%		13.7%
	Total	**7.19%**	**7.06%**			**7.2%**		**6.8%**

	Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2022/23 YTD	21/22 Performance	
								Q1 YTD
AGE PROFILE	25 and Under	48	44			44		34
	26-35	167	169			169		178
	36-45	201	201			201		209
	46-55	174	183			183		181
	56-65	44	49			49		42
	66 and Over	6	6			6		5
	Total	**640**	**44**			**44**		**649**

Staff Ethnicity Profile

Ethnicity	Wholetime	Retained	Control	Green Book	All Staff
White British	351	67	35	149	602
Other Ethnicity	16	3	3	24	46
Unknown	1	0	1	2	4
Total	**368**	**70**	**39**	**175**	**652**

Ethnicity	Number of Staff
Asian or British Asian: Indian	4
Asian or British Asian: Other	3
Black or Black British African	4
Black or Black British Caribbean	4
Chinese	1
Mixed White and Asian	1
Mixed White and Black Caribbean	2
Other	1
Other Mixed	3
Unknown	4
White British	602
White Irish	3
White Other	19
Asian or British Asian: Pakistani	1
Grand Total	**652**

Staff Age Profile

Age Group	Wholetime	Retained	Control	Green Book	Grand Total
25 and Under	14	8	7	15	44
26 - 35	96	25	14	34	169
36 - 45	134	22	7	38	201
46 - 55	114	11	10	48	183
56 - 65	10	4	1	34	49
66 and Over	0	0	0	6	6
Grand Total	**368**	**70**	**39**	**175**	**652**

Staff Gender Profile

Gender	Wholetime	Retained	Control	Green Book	All Staff
Female	19	10	29	97	155
Male	349	60	10	78	497
Other	0	0	0	0	0
Total	**368**	**70**	**39**	**175**	**652**

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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

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		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'

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		(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.

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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		

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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).

Appendix D – Glossary

Abbreviation	Meaning	Context
ACFO	Assistant Chief Fire Officer	
AFA	Automatic False Alarms	
AIO	Accident Investigation Officers	
ALP	Aerial Ladder Platform	
AM	Area Manager	
APB	Additional Pensionable Benefit	
AR3	Animal Rescue Level 3	Officer or team specialising in animal rescue
ARA	Additional Responsibility Allowance	
ARP	Adults at Risk Programme	
ARU	Animal Rescue Unit	
ASB	Anti-Social Behaviour	
AWE	Atomic Weapons Establishment	
BA	Breathing Apparatus	
BAU	Business As Usual	
BCF	Behavioural Competency Framework	
BFBC	Bracknell Forest Borough Council	
BME	Black and Minority Ethnic	
BMKFRS	Buckinghamshire & Milton Keynes Fire & Rescue Service	
BPI	Business Process Improvement	
CAFS	Compressed Air Foam System	Most appliances have this for extinguishing small fires quickly
CEMT	Corporate Emergency Management Team	
CFO	Chief Fire Officer	
CM	Crew Manager	
COMAH	Control of Major Accident Hazards	Top tier and low tier sites throughout Berkshire. High risk sites.
CRP	Community Risk Programme	
CS	Community Safety	
CSA	Community Safety Adviser	
DAPs	Development Assessment Pathways	
DCFO	Deputy Chief Fire Officer	

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DIM	Detection Identification Monitoring	Mobilised from Oxfordshire Fire and Rescue Service
DPA	Data Protection Act	
DRA	Dynamic Risk Assessment	One of the methods for identifying risk in the workplace and recording it for legal reasons
DSS	Director of Support Services	
DVR	Digital Voice Recorder	
EDI	Equality, Diversity and Inclusivity	
EIR	Environmental Information Regulations	
EPM	Emergency Planning Manager	One for each of the six Unitary Authorities
EPO	Emergency Planning Officer	Some of the EPM's have a EPO, such as Reading Borough Council
ESMCP	Emergency Services Mobile Communications Programme	
ESN	Emergency Services Network	
FARRG	Fire and Rescue Risk Group	
FBU	Fire Brigades Union	
FCP	Forward Control Point	A nominated point area where resources can be deployed from to meet the needs of an incident
FDO	Flexi Duty Officer	
FF	Firefighter	
FI	Fire Investigation	
FIO	Fire Investigation Officer	A nominated Officer with the skills to assess what caused a fire and why
FOIA	Freedom of Information Act	
FPS	Firefighters' Pension Scheme	
FRIC	Fire and Rescue Indemnity Company	
FRSA	Fire and Rescue Service Association	
FS	Fire Safety	Green/Grey book personnel carrying out inspections within buildings and events
FSG	Fire Survival Guidance	
FSIOs	Fire Safety Inspecting Officers	
GDPR	General Data Protection Regulation	
GM	Group Manager	
HERU	Hazardous Environmental Response Unit	
HFRS	Hampshire Fire and Rescue Service	
HGV	Heavy Goods Vehicle	

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HMEPA	Hazardous Materials Environmental Protection Advisor	Was known as a Hazmat Officer. Specialist Officer with the skills to deal with chemical incidents.
HMICFRS	Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services	
HMO	House of Multiple Occupancy	
HoS	Head of Service	
HRRBs	High Risk Residential Buildings	
HRU	Heavy Rescue Unit	Attends road traffic collisions of 3 or more cars HGVs
HR and L&D	Human Resources and Learning and Development	
HSE	Health and Safety Executive	
IBIS	Incident & Building Information System	The ICT system where all incident and building information is held.
ICO	Information Commissioner's Office	
ICT	Information Communication Technology	
ICU	Incident Control Unit	Large bus mobilised on 7 pump or more incidents
IEC	Immediate Emergency Care	
IRMP	Integrated Risk Management Plan	
IRS	Incident Recording System	
ITHC	Information Technology Health Checks	
JESIP	Joint Emergency Services Interoperability Principles	
JO	Junior Officer	
JY	Juliet Yankee	RBFRS call sign in Control for all appliances
L&D	Learning and Development	
L1	Level 1 Officer	Incident Command Level - Crew and Watch Manager
L2	Level 2 Officer	Incident Command Level - Station Manager/Group Manager A
L3	Level 3 Officer	Incident Command Level - Group Manager A & B
L4	Level 4 Officer	Incident Command Level - Area Manager and Principal Officer
LGPS	Local Government Pension Scheme	
LGV	Light Goods Vehicle	
LMS	Learning Management System	
LPP	Light Portable Pump	

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LRF	Local Resilience Forum	Multi-agency partners collaborate to fulfil their duties under the Civil Contingencies Act 2004
LSP	Local Safety Plan	
MAC	Media Advisory Cell	
MAPS	Multi-Agency Problem Solving	
MDT	Mobile Data Terminal	
MHCLG	Ministry of Housing Communities and Local Government	
MORRG	Management of Road Risk Group	
MRV	Multi Roll Vehicle	
MSK	Musculoskeletal-(sickness)	
NAG	Neighbourhood Action Group	
NFCC	National Fire Chiefs Council	
NILO	National Interagency Liaison Officer	
NOG	National Operational Guidance	
NVQ	National Vocational Qualification	
OFRS	Oxfordshire Fire and Rescue Service	
OiC	Officer in Charge	
OJEU	Official Journal of the European Union	
ONR	Office for Nuclear Regulations	
OPAS	Operational Policy and Support	
OQP	Operational Qualifications Planner	
OSEP	Operational Support and Emergency Planning	
OSR	Operational Support Room	
OSU	Operational Support Unit	
OTB	Over the Border	
OTP	Officer Training Programme	
P2P	Purchase to Pay	
PDA	Pre-determined Attendance	
PDI	Personal Development Interview	
PDR	Personal Development Review	
PFI	Post Fire Inspection	
PID	Project Initiation Document	The formal document used to define project objectives, deliverables, costs and timescales for approval

PPE	Personal Protective Equipment	
PPV	Positive Pressure Ventilation	
PQA	Personal Qualities and Attributes	
PRF	Personal Record File	
PSAA	Public Sector Audit Appointments	
PSO	Programme Support Office	
QCF	Qualifications Credit Framework	
WBDC	West Berkshire District Council	
RA	Risk Assessment	
RBFA	Royal Berkshire Fire Authority	
RBWM	Royal Borough of Windsor and Maidenhead	
RDS	Retained Duty System	
RIDDOR	Reporting of Injuries Diseases and Dangerous Occurrences Regulations	
RMS	Remotely Managed Stations	
RRT	Risk Reduction Team	
RTC	Road Traffic Collision	
RTW	Return To Work	
S&W	Safe and Well visit	
SAG	Safety Advisory Group	
SAIF	Strategic Asset Investment Framework	
SCAS	South Central Ambulance Service	
SCC	Strategic Command Centre	
SCG	Strategic Coordinating Group	
SDMT	Service Delivery Management Team	
SECTU	South East Counter Terrorism Unit	
SJCC	Staff Joint Consultative Committee	
SLT	Senior Leadership Team	
SM	Station Manager	
SPB	Strategic Performance Board	
Stn 1	Station 1 – Caversham Road	Wholetime
Stn 10	Station 10 – Wokingham	Wholetime
Stn 11	Station 11 – Mortimer	Retained (On Call)

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Stn 14	Station 14 – Ascot	Satellite Station (operates from 0900-1800 hours daily)
Stn 15	Station 15 – Crowthorne	Retained (On Call)
Stn 16	Station 16 – Bracknell	Wholetime
Stn 17	Station 17 – Slough	Wholetime
Stn 18	Station 18 – Langley	Wholetime
Stn 19	Station 19 – Maidenhead	Wholetime
Stn 2	Station 2 – Wokingham Road	Wholetime
Stn 20	Station 20 – Whitley Wood	Wholetime
Stn 21	Station 21 – Windsor	Satellite Station (operates from 0900-1800 hours daily)
Stn 3	Station 3 – Dee Road	Wholetime
Stn 4	Station 4 - Newbury	Wholetime
Stn 5	Station 5 - Hungerford	On Call (Retained)
Stn 6	Station 6 - Lambourn	On Call (Retained)
Stn 7	Station 7 – Pangbourne	On Call (Retained)
Stn 9	Station 9 – Wargrave (closed September 2020)	On Call (Retained)
ToA	Threat of Arson	
TCG	Tactical Coordinating Group	
TCR	Training Course Request	
TIC	Thermal Image Camera	
TVFCS	Thames Valley Fire Control Service	
TVP	Thames Valley Police	
UA	Unitary Authority	
USAR	Urban Search and Rescue	
WAH	Working at Height	
WDS	Wholetime Duty System	
WM	Watch Manager	
WRT	Water Rescue Team	
WT	Wholetime	
WYPF	West Yorkshire Pension Fund (from context)	

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