

Royal Berkshire Fire and Rescue Service

Annual Plan

» 2023 – 2024



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» Introduction

Royal Berkshire Fire and Rescue Service (RBFRS) provides Prevention, Protection and Response services across the County of Berkshire.

There are 16 fire stations across the County of Berkshire, ranging from Langley and Slough in the East to Lambourn and Hungerford in the West. They serve a diverse population of just under 950,000, 24 hours a day, 365 days a year.

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

The role of RBFRS within local communities is evolving. As well as responding to incidents, RBFRS provides a wide range of services including safety and Protection advice to our residents and businesses.

We work alongside teams in the six unitary authorities of Berkshire, as well as, Thames Valley Police, South Central Ambulance Service (SCAS), Public Health, and other public service providers in Berkshire.

In doing so, RBFRS is helping to reduce community risk and contribute to the overall safety of the communities we serve, whilst

still providing a value-for-money service to the local taxpayer.

In May 2023, Royal Berkshire Fire Authority published the Corporate Plan and Community Risk Management Plan (CRMP) 2023-2027 which sets out how RBFRS will deliver achieve the Fire Authority's six Strategic Commitments and manage risk in our

» Annual Objectives 2023-2024

In order to achieve the Strategic Commitments, we have made to the people of Royal Berkshire, we have set the following nine Annual Objectives for 2023-2024, and highlighted areas of focus in achieving these Objectives.

This is further supported by our Corporate Measures (outlined on page 9) which are directly aligned to the Annual Objectives and our core duties and responsibilities.

1. Prevention: We will reduce the risk to our communities through our partnership duties and prevention education activities, ensuring that our services are accessible to all.

- Continue to deliver Safe and Well Visits for the vulnerable in Berkshire in line with our Prevention Strategy.
- Align our Prevention activity to risk, including ensuring appropriate Prevention action is taken following incidents, to prevent recurrence.
- Deliver an effective fire, road and water safety education programme, aligned to the National Fire Chiefs Council guidance.

- Evaluate Prevention activities to understand outcomes and continually improve our services.

2. Protection: We will support those with responsibility for premises to understand their duties in ensuring the safety of all people using buildings covered by the Building Safety Act 2022 and Regulatory Reform (Fire Safety) Order 2005, whilst ensuring that our services are accessible to all.

- Evaluate our new Risk-Based Inspection Programme and continue to refine our understanding of risk to focus on the riskiest buildings.
- Prepare for the introduction of the new Building Safety Regulator through engaging with and contributing to national planning.
- Continue to address the burden of false alarms on the service.

3. Response: We will ensure that our people are trained and resources are located to provide the most effective response and to have a positive impact on incidents in our communities.

- Develop our response model including implementing our CRMP priority to integrate on-call and wholetime availability in the management of our resources.
- To undertake a review of the utilisation and resilience of our Flexi Duty Officer

arrangements.

- Maximise use of operational effectiveness through the use of technology by upgrading our MDTs and enhancing our Command Support software.
- Implement the provision of specialist water rescue capability (Module 3) at Slough.

4. Resilience: We will ensure we are resilient and work with our partners to promote and build resilience in the communities we serve.

- Understand and plan for changes in the risk in our communities resulting from climate change and reflect this in our Prevention and Response activity.
- Review and improve our own IT disaster recovery arrangements to ensure we utilise all resources available to continue delivering vital services to our communities.
- Improve our cyber resilience in response to



» Annual Objectives 2023-2024

increased threat levels in support of developing a robust organisational security policy.

5. Sustainability: We will ensure that we provide a financially sustainable and environmentally friendly service to our communities.

- Align our technology roadmap to better reflect changes in the landscape, support a diverse workforce and improve productivity.
- Deliver the 2023/24 requirements of the Strategic Asset Investment Framework.
- Deliver the 2023/24 requirements of the Efficiency Plan.
- Develop an Environmental Sustainability Action Plan.
- Continue to influence and encourage greater flexibility to secure sustainable funding over the medium term to ensure our Service effectively meets local risk.

6. People: We will support our staff by providing a safe and inclusive environment for them to thrive in, building a diverse organisation that is engaged with, and accessible to, our communities.

- Invest in our estate to improve the equality of facilities.
- Ensure workforce planning leads to the right people, in the right positions, with the skills required, including considering how to identify and manage potential.

- Implement a revised policy and new ways of working for the control and monitoring of fireground contaminants.
- Continue to work to manage sickness absence and attendance.
- We will introduce new safeguarding arrangements to comply with legislation changes.

7. Culture: We will continue to develop our One Team culture, to ensure it is visible both within and outside the service to inspire trust, confidence and pride amongst our staff and within our communities.

- Following the recent cultural reviews across the fire and rescue sector, we will embark on an RBFRS Development Programme to strengthen our One Team approach.
- Launch our new purpose and Vision in support of the delivery of the Corporate Plan, CRMP and RBFRS Development Programme.
- Deliver the 2023/24 requirements of the Equality, Diversity and Inclusion (EDI) Objectives and Action Plan.

8. Capability: We will continue to manage RBFRS in accordance with best practice and national professional standards and we will continuously improve, learning from events and holding ourselves to account.

- Proactively engage with and respond to relevant and emerging policy, legislation and regulation, and monitor this through the Corporate Risk Register.
- Continue to engage with the development and implementation of professional Fire Standards for fire and rescue services in England and ensure approved Standards are prioritised.
- Embed our approach to evaluating our work, ensuring our services are evidence-based.
- Review and develop our internal Tier 1 and Tier 2 Accidental Fire Investigation capabilities.
- Commence a review of the productivity and effectiveness of our workforce.

9. Collaboration: We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.

- Continue to support the Thames Valley Forensic Fire Scene Investigation Unit (TVFFSIU) towards ISO17020 accreditation.
- Work with other specified authorities to meet the requirements of the Serious Violence Duty under the Police, Crime, Sentencing and Courts Act 2022.
- We will work with our blue light partners to understand how the recommendations from the Manchester Arena Inquiry can drive improvement in the Thames Valley.
- We will deliver operational alignment and improved ways of working, including the use

» Delivery of the Annual Objectives

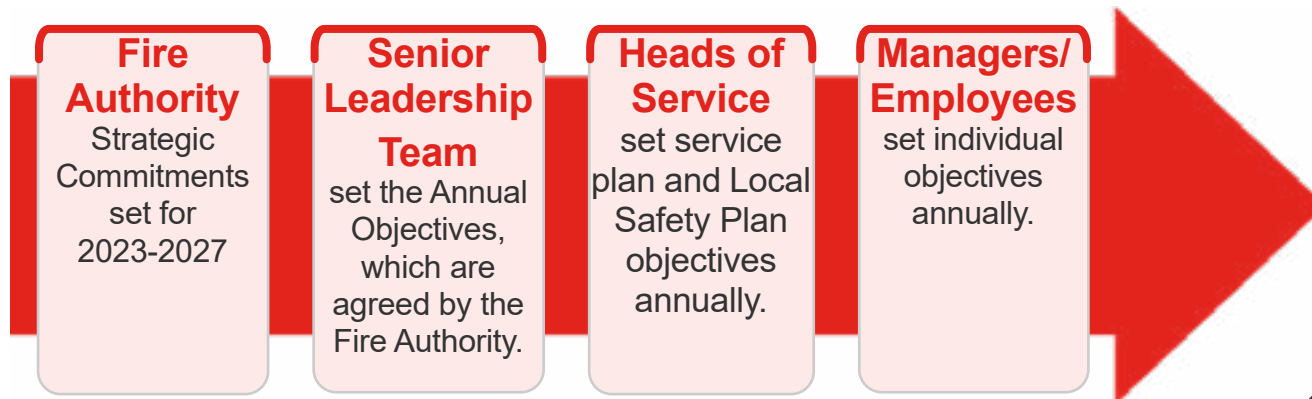
Our Annual Objectives will be delivered through Service Plans. Projects will also be overseen by the Programme Board.

Service Plans

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

Local Safety Plans

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



» Programme Board

Our priority projects are overseen by the Programme Board. The primary focus of the Programme Board in 2023-2024 will be to oversee the delivery of projects of strategic importance including, but not limited to, the CRMP and RBFRS Development Programme

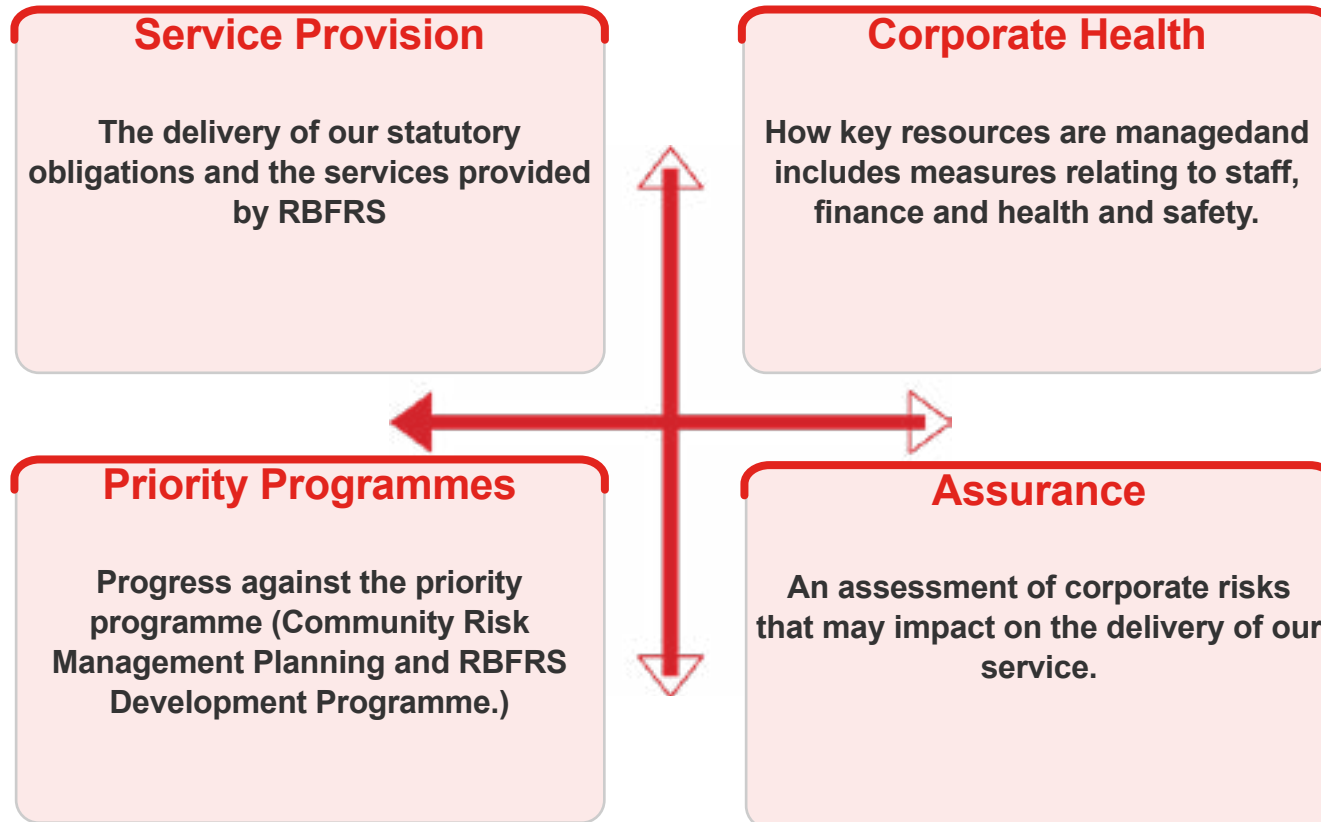
Performance Management

Ongoing analysis of performance data supports decision-making across the organisation. Management teams review and

monitor data and information regularly. The Strategic Performance Board monitors performance in all four quadrants (as set out below) on a quarterly basis.

A quarterly Strategic Performance Report is then reviewed by the Senior Leadership Team and scrutinised by the Audit and Governance Committee.

Reporting is structured into four quadrants:

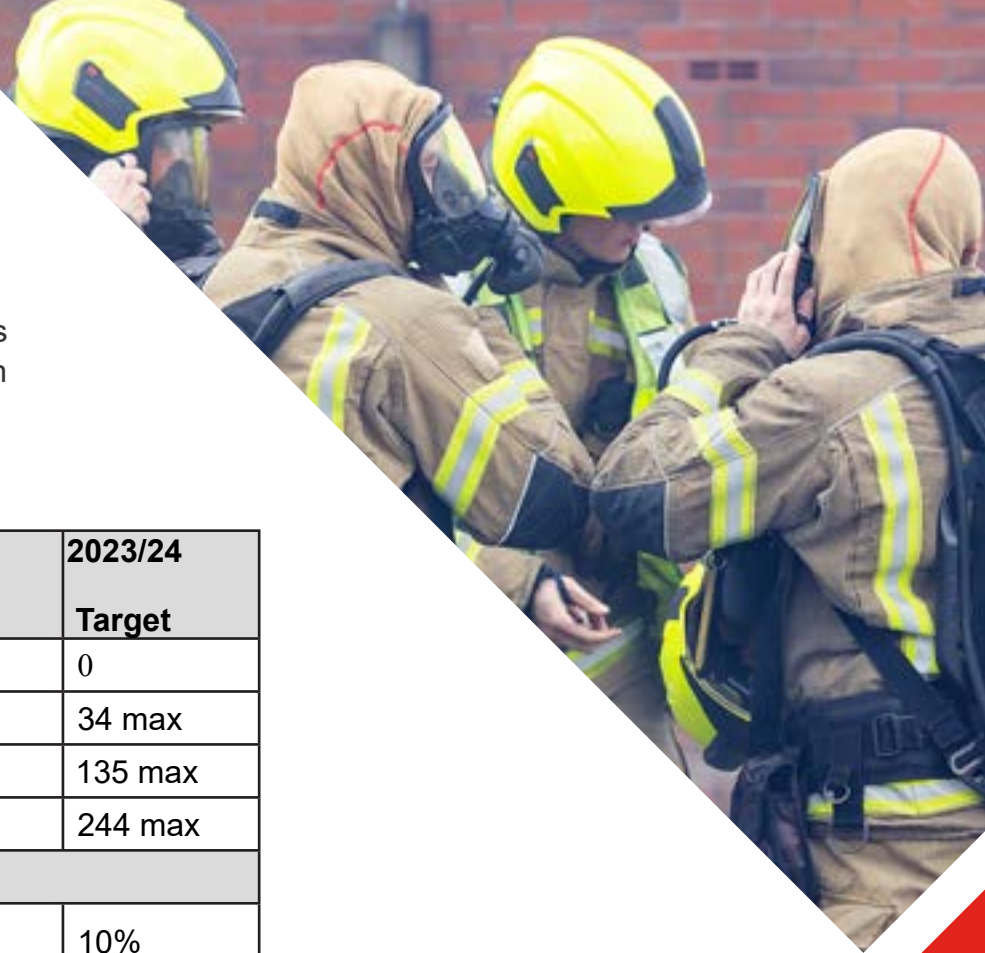


» Corporate Measures

Service Provision

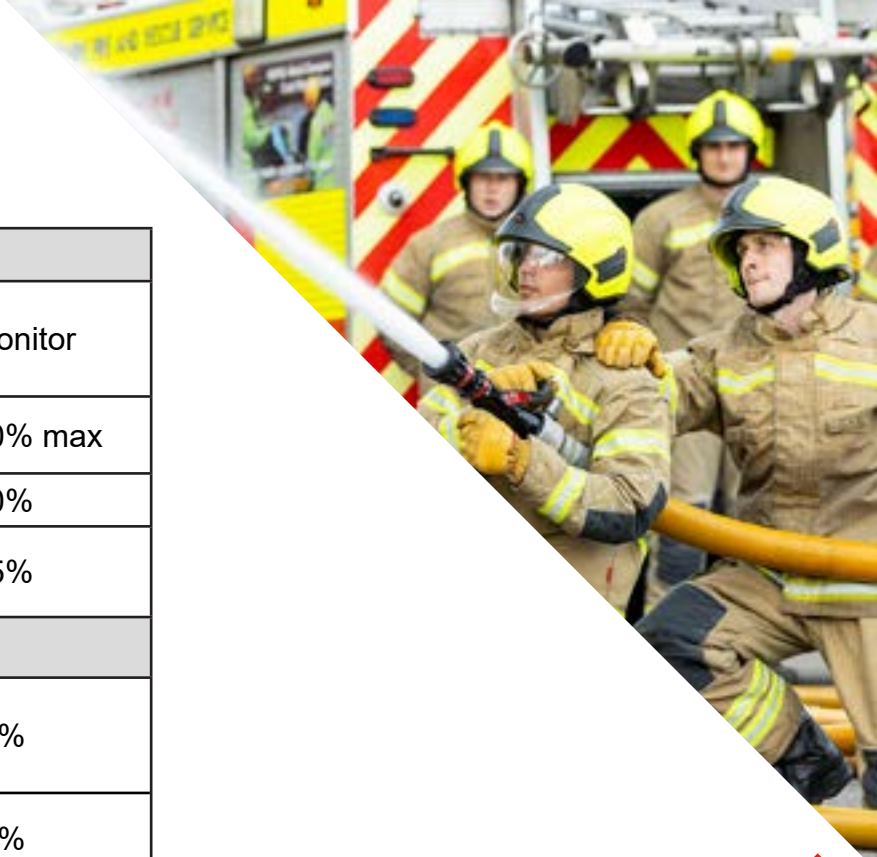
Service Provision monitors the service we provide to the public. Performance is monitored in relation to attendance at incidents, types of incidents, Prevention activities and fire safety in commercial buildings.

	Measure	2022/23	2023/24
		Target	Target
1	Number of fire deaths	0	0
2	Number of non-fatal fire casualties	75 max	34 max
3	Number of deliberate primary fires	Reduce	135 max
4	Number of deliberate secondary fires	Reduce	244 max
Prevention			
5	Increase the number of Referrals for Safe and Well Visits received from our partners	10%	10%
6	Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours	100%	100%
7	Percentage of Very High Risk Safe and Well Referrals completed within 72 hours	90%	35%
8	Percentage of High Risk Safe and Well Referrals completed within 14 days	90%	50%



» Corporate Measures

Protection			
9	Proportion of Fire Safety Audits conducted against premises identified as High or Very High Risk in our Risk-Based Inspection Programme	monitor	monitor
10	Percentage of Fire Safety Audits with a 'Broadly Compliant' result	60% max	60% max
11	Percentage success when cases go to court	80%	80%
12	Percentage of statutory fire consultations completed within the required timeframes	95%	95%
Response			
13	Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	75%	75%
14	Percentage of wholetime frontline pumping appliance availability	99%	99%
15	Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)	60%	50%
Resilience			
16	Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale	monitor	100%
17	Number of Service Delivery Hub exercises completed	12	12
Efficiency			
18	Percentage of Automatic Fire Alarm calls where RBFRS did not attend	30% (min)	30% (min)



» Corporate Measures

Customer Experience			
19	Percentage of respondents experiencing a domestic fire satisfied with the service received	100%	100%
20	Percentage of respondents experiencing a commercial fire satisfied with the service received	95%	95%
21	Percentage of respondents satisfied with the Fire Safety Audit service they received	90%	90%
22	Percentage of respondents satisfied with the Safe and Well service received	100%	100%
23	Number of complaints received	Monitor	Monitor
24	Number of compliments received	Monitor	Monitor



» Corporate Health

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

	Measure	2022-23 Target	2023-24 Target
Human Resources and Learning & Development			
25	Percentage of working time lost to sickness across all staff groups	4%	5%
26	Percentage of eligible staff with Personal Development Reviews	100%	100%
27	Number of formal grievances	Monitor	Monitor
Health and Safety			
28	Number of RIDDOR accidents and diseases	Max 4	Max 4
Finance and Procurement			
29	Percentage of spend subject to competition	85%	85%
30	Compliant spend as a percentage of overall spend	100%	100%
Freedom of Information			
31	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Regulations or Data Protection Legislation)	0	0

Definitions of measures are available in Appendix A.

» Priority Programmes – Key Deliverables

Community Risk Management Planning

RBFA is required to produce a CRMP as set out in the Fire and Rescue National Framework for England. The CRMP must consider all foreseeable fire and rescue related risks that could affect our communities. In early 2023, we publicly consulted on and published a CRMP for 2023-27.

In 2023/24, our key CRMP deliverables will include:

Priority 1: We will develop our Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire due to climate change, societal and technological shifts.

- We will build on our horizon scan and evidence base developed for our CRMP to improve our understanding of changing climate, societal and technological risks.
- We will develop our water rescue capability to respond to the impact of climate change.
- We will develop our wildfire capability to respond to the impact of climate change.

Priority 2: We will develop a Risk Based Prevention Programme, in collaboration with partner agencies, to target those most vulnerable and at risk from emergency incidents

- We will use our evidence base to identify who is

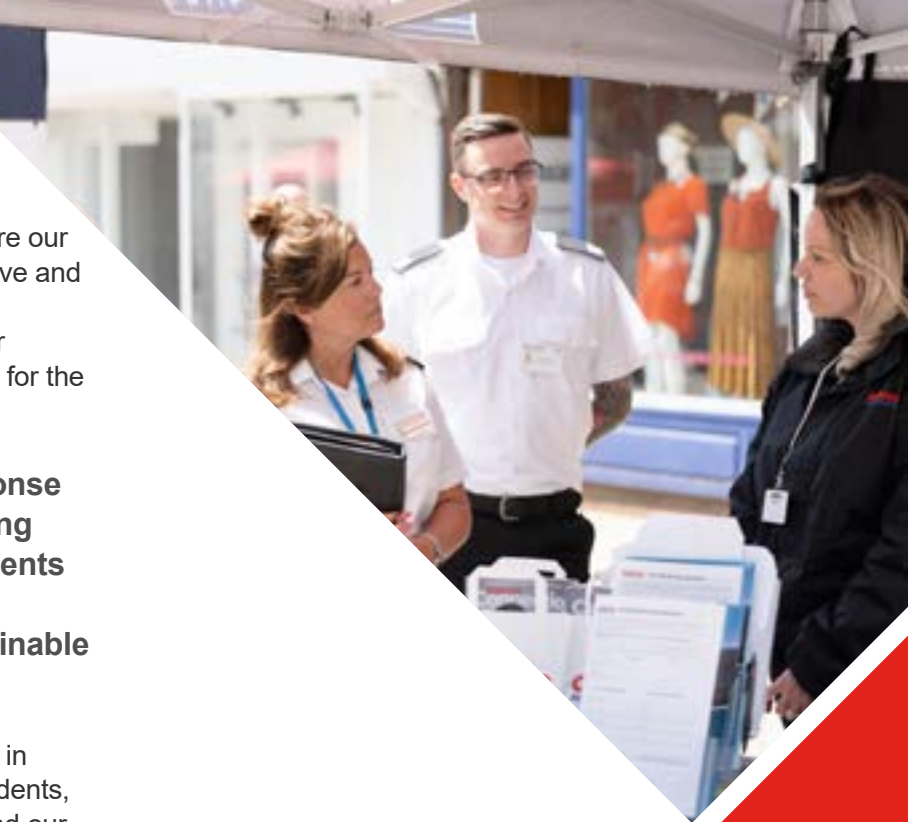
at most risk in our communities, to ensure our resourcing is targeted in the most effective and efficient way.

- We will continue to work with our partner agencies to ensure high quality referrals for the most vulnerable.

Priority 3: We will develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring that it is aligned to the risks identified, sustainable and provides value for money.

- In preparation for a project commencing in 2024/25 to improve our response to incidents, we will use our CRMP evidence base and our annual review of risk to assess our response model to determine the areas that will form part of this project.
- Undertake a review of the utilisation and resilience of our Flexi Duty Officer arrangements.

Priority 4: We will review the incidents that do not form part of our core statutory responsibilities, to better understand the implications for the service in attending these incidents. Notwithstanding the review of our Response and the gathering of this data, public safety will remain the primary priority of the Service.



» Priority Programmes – Key Deliverables

- We will assess the volume and costs of responding to incidents which do not currently form part of our core statutory responsibilities. Public safety will remain our priority and this information will be used to support the implementation of “Fit for the Future”, the NFCC and sector ambitions for the future of the fire and rescue service over the next five years.
- Develop our service delivery policies to integrate our wholetime and on call availability to achieve our baseline service provision of 14 frontline appliances, making dynamic and intelligence-based decisions to maximise cover and our response standard. We will monitor and evaluate these processes.

Priority 5: We will develop our Fire Protection service to support the resilience of businesses, to ensure the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear.

- We will evaluate our new Risk-Based Inspection Programme to ensure we are targeting the premises with the greatest risk.
- We will evaluate the changes we have made to our call challenge policy and review our response.

Priority 6: We will maintain 19 frontline fire appliances, and a baseline service provision of 14 frontline fire appliances, utilising our wholetime and on-call staff as effectively as possible, through local management.



» RBFRS Development Programme

- In 2023/24, we will establish an RBFRS Development Programme to strengthen our One Team approach. The Programme will incorporate our People Strategy and our response to the recent cultural reviews across the Fire and Rescue sector and the resulting national recommendations.
- This work will be managed through our Programme Board to ensure robust management and transparent reporting on progress.

» Risk and Assurance

Corporate Risk Register

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

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

The Organisational Risk Management Policy does not address health and safety risk or community risk. These are addressed separately through both occupational health and safety management and the CRMP Programme. Further detail and information on the CRMP process can be found in the [Corporate Plan and IRMP 2023-2027](#). A summary of the Corporate Risk Register is available in the quarterly Strategic Performance Report and updated on a quarterly basis at rbfrs.co.uk.

» Audit Plan

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

Our Internal Annual Audit Plan is developed in collaboration with our auditors, RSM, and approved by the Audit and Governance Committee at the start of the year. Each audit is linked to a risk on our Corporate Risk Register. The audits agreed for 2023-2024 are:

- Corporate Risk Management Plan
- Payroll Provider - Dataplan
- Risk Management and Governance
- Key Financial Controls
- Cyber Essentials
- Sickness Absence Management
- Information Governance/GDPR
- Firefighter Pension Administration (WYPF)

» Statement of Assurance

The RBFRS annual Statement of Assurance is available on the RBFRS website. The Statement is produced on an annual basis to formally confirm to Government, stakeholders and the communities we serve that there are adequate arrangements for the effective management of financial, governance and operational matters in RBFRS. The Statement confirms the extent to which the requirements of the Fire and Rescue National Framework for England have been met. This includes information about our assurance arrangements regarding Prevention, Protection and Response and how we ensure local and national resilience.

» His Majesty's Inspectorate of Constabulary and Fire and Rescue Services

Independent assurance is provided by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) across the three pillars of 'effectiveness', 'efficiency' and 'people'. In June 2019, the first inspection report for Royal Berkshire Fire and Rescue Service (RBFERS) was issued in which it said the Service was performing to a high standard in these areas and was graded as 'good' in all three pillars. HMICFRS inspected RBFERS for a second time during 2022 with the final report published in January 2023. RBFERS was again graded as 'good' in all three pillars. Progress on the areas for improvements identified by HMICFRS have been incorporated into our plans and we continue to work to deliver the necessary changes. Progress on these are reported through our Strategic Performance Board. The inspection report for RBFERS can be found online. For more information on the inspection of Fire and Rescue Services, please visit the HMICFRS website.

» Appendix A: Measure Definitions

	Measure	2023/24 Target	Definition/ Rationale
1	Number of fire deaths	0	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	34 max	The number of non-fatal casualties requiring hospital treatment that occur as a result of a fire. The target is a 10% reduction on the five-year average.
3	Number of deliberate primary fires	135 max	The total number of primary fires that have been started deliberately. The target is a 5% reduction on the five-year average.
4	Number of deliberate secondary fires	244 max	The total number of secondary fires that have been started deliberately. The target is a 5% reduction on the five-year average.
Prevention			
5	Increase the number of Referrals for Safe and Well Visits received from our partners	10%	We 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	100%	Safe and Well Referrals are risk assessed, with each category of risk having an expected timescale for completion. Cases where there is a threat of arson are the highest risk.
7	Percentage of Very High-Risk Safe and Well Referrals completed within 72 hours	35%	Safe and Well Referrals are risk assessed, with each category of risk having an expected timescale for completion. Very High-Risk referrals have a timescale of 72 hours. Over the duration of the CRMP period (2023 to 2027) we aim to bring the proportion completed in timescale up to 50%
8	Percentage of High Risk Safe and Well Referrals completed within 14 days	50%	Safe and Well Referrals are risk assessed, with each category of risk having an expected timescale for completion. High-Risk referrals have a timescale time of 14 days. Over the duration of the CRMP period (2023 to 2027) we aim to bring the proportion completed in timescale up to 70%
Protection			
9	Proportion of Fire Safety Audits conducted against premises identified as High or Very High-Risk in our Risk-Based Inspection Programme	monitor	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.

» Appendix A: Measure Definitions

10	Percentage of Fire Safety Audits with a 'Broadly Compliant' result	60% max	The percentage of completed Fire Safety Audits carried out in commercial premises, where the result was 'Broadly Compliant' (satisfactory) and no further action or follow-up was required. If we are successfully targeting our resources at the riskiest properties, we would expect to see a high percentage that are not 'Broadly Compliant'.
11	Percentage success when cases go to court	80%	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	95%	Statutory fire consultations have a legally defined timeframe in which they must be completed. Types of consultation include licensing and building regulations
Response			
13	Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	75%	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 incident. We aim to attend 75% of emergency incidents in under 10 minutes.
14	Percentage of wholetime frontline pumping appliance availability	99%	This measure shows the percentage of time that our wholetime pumping appliances are available for mobilisation. Reasons for unavailability include mechanical defects and crewing.
15	Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)	50%	This is the percentage of hours where there are sufficient 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 on-call station.
Resilience			
16	Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale	100%	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.
17	Number of Service Delivery Hub exercises completed	12	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.
Efficiency			

» Appendix A: Measure Definitions

18	Percentage of Automatic Fire Alarm calls where RBFRS did not attend	30% (min)	In some circumstances we are able to seek confirmation before attending an Automatic Fire Alarm Call, enabling us to be more efficient.
Customer Experience			
19	Percentage of respondents experiencing a domestic fire satisfied with the service received	100%	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.
20	Percentage of respondents experiencing a commercial fire satisfied with the service received	95%	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.
21	Percentage of respondents satisfied with the Fire Safety Audit service they received	90%	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.
22	Percentage of respondents satisfied with the Safe and Well service received	100%	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.
23	Number of complaints received	Monitor	The number of complaints made to RBFRS about any aspect of our service or staff.
24	Number of compliments received	Monitor	The number of compliments received by RBFRS about any aspect of our service or staff.

**ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE**



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