Quarterly Performance Report

Q1 2023-2024 April-June

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**Contact Us**

**Accessibility**

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**In an emergency**

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

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

**Contacting us when it’s not an emergency**

 Visit our website: [rbfrs.co.uk](http://www.rbfrs.co.uk/)

 Email us at: performance@rbfrs.co.uk

Call us on: 0118 945 2888

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

**Introduction**

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

In our Annual Plan for 2023-24, we set 9 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), RBFRS Development Programme and Strategic Asset Investment Framework).

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

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

**Key**

**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 |

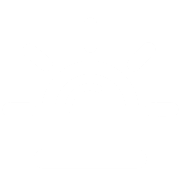
**Priority Programme Project Status**

|  |  |
| --- | --- |
| 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**

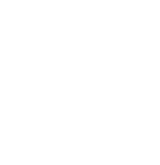
|  |  |
| --- | --- |
| 20 - 25 | Outside assumed Risk Appetite and requires mitigation to proceed |
| 19 | Inside Risk Appetite only because of extremely low probability. Mitigate if necessary and possible, accept only if no further action can be justified |
| 17 & 18 | Inside Risk Appetite. Mitigate 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 |

**Quarter One Summary**



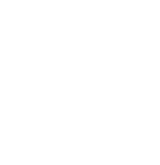
**1928**

Total number of emergency incidents in Berkshire



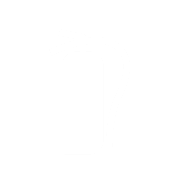
**74.8%**

% of occasions we responded to emergency incidents within 10 minutes



**18.6%**

% increase in the number of Referrals for Safe and Well visits received from our partners



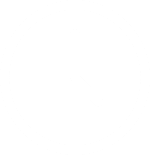
**69.0%**

% of Full Fire Safety Audits with a ‘Broadly Compliant’ result



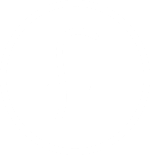
**7**

Number of complaints received



**4.1%**

% of working time lost to staff sickness across all groups

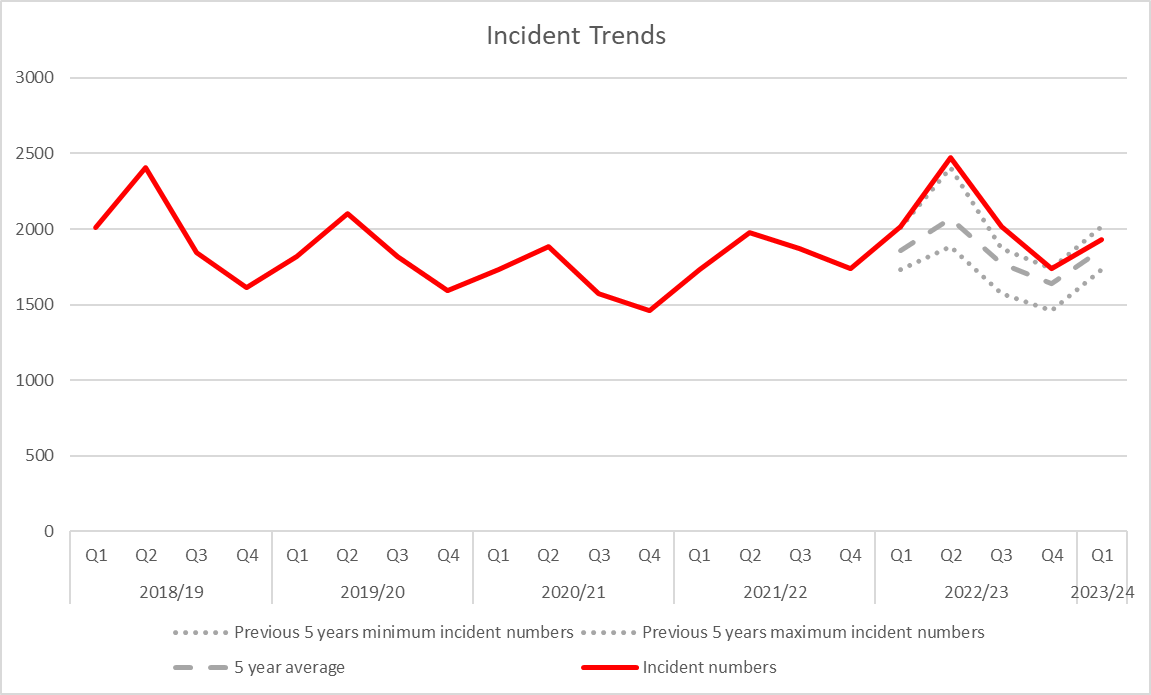


**98.8%**

Compliant spend as a % of overall spend

**Incident Trends**

We responded to 1928 emergency incidents in Berkshire in Quarter 1 2023-24. The chart below shows the trend in incidents over time, and for the most recent quarters includes the five year maximum, minimum and average incident levels for comparison. The chart illustrates the fall in overall incident numbers during the Covid-19 pandemic, and shows the hot, dry summers of 2018 and 2022. The level of emergency incidents in Quarter 1 of this year was above the five year average, but below the five year maximum.



All major incident types were at relatively normal levels in Quarter 4, when compared with historic incident numbers.

**Quadrant One – Service Provision**

**Operational Exercises**

Following a review of last year, the 2023 – 2024 exercising cycle is now gathering momentum with a focus driven by service need, national best practice and outcomes from inquiries.

Exercising allows us to maintain and evidence our preparedness, how our staff actively deliver training and exercising that reduces risk and fosters a readiness to respond safely and effectively. Four Hub Level exercises have been planned and executed in Q1 along with many station level exercises, all in line with the Operational Learning and Assurance Policy.

All learning gathered in these exercises, in addition to learning from incidents is scrutinised and governed at the Operational Learning and Assurance Board (OLAB), a six-weekly forum. OLAB considers learning in many forms, be that from response monitoring officers, staff feedback, de-briefs and uses that learning to create and offer recommendations or for trend analysis. At the end of Q1 seven actions had been opened as a result of learning gathered.

OLAB also tracks multi agency attendance at exercising, given its relevance in best practice but also in response to inquiries including Grenfell and MEN. It also monitors and reviews the quality of incident command paperwork.

In addition to the Hub level exercises, the East Hub, following the addition of a Mod 3 water rescue asset at Slough have also planned additional exercises designed to assess and assure the additional assets now in place.

Due to a number of factors the 2022 – 2023 annual service exercise was delivered in Q1 of 2023. It was a multi-agency attended exercise, using the Select Lease Car Stadium in Reading as a venue, testing our response in the early stages to a multi-agency CBRN event and offered much learning which will be added to exercising this year as we test different stages of a CBRN event. This year’s annual exercise, early in the planning, and to be agreed at OLAB, will be looking at a rail incident with multiple casualties. Again, another opportunity to work with partners in the Thames Valley Local Resilience Forum and offer further assurance to the public and maintain our operational readiness for an incident type that can be considered relatively rare.

**Erleigh Road Fire**

Mohammed Hussain and Naseem Khalid died following a blaze at a terraced house in Erleigh Road on April 5 2023.

Firefighters attended the home at about 1.30am to rescue those trapped inside. Despite their efforts, Mrs Khalid died on the day while Mr Hussain died at John Radcliffe Hospital a day later. Four others, including three children, were hospitalised with serious injuries.

The community impact of the fire was significant and RBFRS and other partner organisations worked together to provide support, reassurance and safety messaging for the local community.

The coordinated follow up was a multi-agency effort involving RBFRS, TVP and Reading Borough Council, making sure Community Leaders and Comms teams were sighted on activities.

Together we held two days of concentrated action where we focused on the area surrounding the fire. During the two days RBFRS staff from across response, prevention and protection leafleted and knocked on hundreds of doors speaking to the occupants and offering Safe and Well visits (S&W), supported by TVP colleagues. During the focus days our team completed 100 Safe and Well visits in the area in addition to giving doorstep advice to many others.

The area is very diverse in ages, culture and tenant type. There were multiple student properties both standard rented and HMO where almost all had sufficient numbers of working smoke alarms. However there were several privately owned properties with no smoke alarms at all, and our team worked with the occupants to ensure alarms were fitted. This required flexibility due to cultural and language differences. In particularly diverse areas it is a challenge to have the required range of resources and language translation available. We are currently looking in to using language line, a translation service, for future community action days.

Following the fire, Wokingham Road White Watch were welcomed into the Aisha Masjid & Islamic Centre in Earley where they worked with the Muslim community to raise awareness of fire safety in the home. During this they were able to reach approximately 600-700 members of the community and gathered 43 referrals for Safe and Well visits. Our West hub team was supported by colleagues from the central hub to ensure the post fire follow up could be prioritised.

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| **QUADRANT ONE – SERVICE PROVISION** | **DATA SUMMARY** |
| **Overall Measures** |  |

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| 1. **Number of Fire Deaths** | | | | **2023/24 Target: 0** | |
|  | Q1 | Q2 | Q3 | Q4 | Year to Q1 |
| Previous Year (22/23) | 0 | 1 | 3 | 0 | 0 |
| Target (max) | 0 | 0 | 0 | 0 | 0 |
| 2023/24 Actual | 2 ↓ |  |  |  | 2 ↓ |

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| Quarter 1 saw a tragic incident in Reading, where 2 people unfortunately lost their lives in a house fire. The post fire multi-agency Prevention work identified local communities that had limited if any engagement with RBFRS for S&W visits or fire safety advice. See case study on page 9. |

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| 1. **Number of non-fatal fire casualties** | | | | **2023/24 Target: 34 max** | |
|  | Q1 | Q2 | Q3 | Q4 | Year to Q1 |
| Previous Year (22/23) | 13 | 5 | 17 | 1 | 13 |
| Target (max) | 8 | 9 | 8 | 9 | 8 |
| 2023/24 Actual | 7 ↑ |  |  |  | 7 ↑ |

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| 1. **Number of deliberate Primary Fires** | | | | **2023/24 Target: 135 max** | |
|  | Q1 | Q2 | Q3 | Q4 | Year to Q1 |
| Previous Year (22/23) | 34 | 30 | 43 | 22 | 34 |
| Target (max) | 33 | 34 | 34 | 34 | 33 |
| 2023/24 Actual | 18 ↑ |  |  |  | 18 ↑ |
| Three of the fires were in the same road in Reading. Hub management worked with TVP and RBC to improve security around this site and incidents have decreased.    Two deliberate fires in this quarter were set to cause smoke for suicidal purposes. Prevention managers will work on a multi-agency approach with partners through the CSP to highlight and address this potential trend. All cases were referred to Safeguarding. | | | | | |

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| 1. **Number of deliberate Secondary Fires** | | | | **2023/24 Target: 244 max** | |
|  | Q1 | Q2 | Q3 | Q4 | Year to Q1 |
| Previous Year (22/23) | 91 | 115 | 23 | 41 | 91 |
| Target (max) | 78 | 87 | 38 | 41 | 78 |
| 2023/24 Actual | 65 ↑ |  |  |  | 65 ↑ |

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| Even though these numbers are reduced from last year, we have still seen a spike in deliberate secondary fires in some areas. Prevention teams and stations have worked closely with partners to highlight affected areas and take action to reduce incidents |

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| **Prevention Measures** |

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| 1. **Increase the number of Referrals for Safe and Well visits received from our partners** | | | | **2023/24 Target: 10%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) % change | 30.4% | 26.4% | 41.6% | | 38.8% | 30.4% |
| Target percentage change | 10% | 10% | 10% | | 10% | 10% |
| 2023/24 Actual Number | 1054 |  |  | |  | 1054 |
| 2023/24 Percentage Change | 18.6% ↓ |  |  | |  | 18.6% ↓ |

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| We continue to exceed the target of a 10% increase in referrals for Safe and Well visits from our partner agencies. Whilst our percentage increase is lower than last year, reflecting work to improve the quality and manageability of referrals. |

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| 1. **Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours** | | | | **2023/24 Target: 100%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 100% | 100% | 100% | | 100% | 100% |
| Target | 100% | 100% | 100% | | 100% | 100% |
| 2023/24 Actual | 100% ↔ |  |  | |  | 100% ↔ |
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| 1. **Percentage of Very High Risk Safe and Well Referrals completed within 72 hours** | **2023/24 Target: 35%** |

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|  | Q1 | Q2 | Q3 | Q4 | Year to Q1 |
| Previous Year (22/23) | 25.0% | 31.1% | 28.0% | 21.0% | 25.0% |
| Target | 35% | 35% | 35% | 35% | 35% |
| 2023/24 Actual | 37.5% |  |  |  | 37.5% ↑ |

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| 1. **Percentage of High Risk Safe and Well Referrals completed within target time** | | | | **2022/23 Target: 50%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 45.2% | 33.8% | 44.9% | | 51.7% | 45.2% |
| Target | 50% | 50% | 50% | | 50% | 50% |
| 2023/24 Actual | 43.1% ↓ |  |  | |  | 43.1% ↓ |
| This quarter, our prevention teams have focused on improving performance for Very High Risk referrals, resulting in meeting the set target. | | | | | | |

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| **Protection Measures** |

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| 1. **Proportion of Fire Safety Audits conducted against premises identified as High or Very High Risk in our Risk Based Inspection Programme** | | | | | **2023/24 Target: Monitor** | |
|  | Q1 | Q2 | Q3 | Q4 | | Year to Q1 |
| Previous Year (22/23)\* | N/A | 20.6% | 21.6% | 27.8% | | N/A |
| Target | - | - | - | - | | - |
| 2023/24 Actual | 26.3% |  |  |  | | 26.3% |

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

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| 1. **Percentage of Full Fire Safety Audits with a ‘Broadly Compliant’ result \*** | | | | **2023/24 Target: 60% max** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 78.7% | 72.8% | 75.2% | | 69.2% | 78.7% |
| Target (max) | 60% | 60% | 60% | | 60% | 60% |
| 2022/23 Actual | 69.0% ↑ |  |  | |  | 69.0% ↑ |

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| \*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.  Our new Risk Based Inspection Programme (RBIP) was launched at the end of April 2022 and includes many premises that have not been inspected before. This means we have less information available about their risk level and may mean that initially more ‘Broadly Compliant’ premises will be inspected. As we visit these premises we will learn more about them and incorporate this into their risk score. |

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| 1. **Percentage success when cases go to court** | | | | **2023/24 Target: 80%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 0 cases | 0 cases | 0 cases | | 0 cases | 0 cases |
| Target | 80% | 80% | 80% | | 80% | 80% |
| 2023/24 Actual | 0 cases |  |  | |  | 0 cases |

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| 1. **Percentage of Statutory fire consultations completed within the required timeframes** | | | | **2023/24 Target: 95%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 96.3% | 98.9% | 96.8% | | 93.8% | 96.3% |
| Target | 95.0% | 95.0% | 95.0% | | 95.0% | 95.0% |
| 2023/24 Actual | 97.0% ↑ |  |  | |  | 97.0% ↑ |

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| **Response Measures** |

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| 1. **Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered** | | | | **2023/24 Target: 75%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 76.0% | 69.3% | 74.2% | | 76.3% | 76.0% |
| Target | 75% | 75% | 75% | | 75% | 75% |
| 2023/24 Actual | 74.8% ↓ |  |  | |  | 74.8% ↓ |

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| 1. **Percentage of wholetime frontline pumping appliance availability** | | | | **2023/24 Target: 99%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 97.6% | 97.4% | 96.6% | | 98.2% | 97.6% |
| Target | 99% | 99% | 99% | | 99% | 99% |
| 2023/24 Actual | 97.3%↓ |  |  | |  | 97.3% ↓ |
| In Q1, we continued to see the impact of low overall crewing figures for the first two months of the Quarter. As we utilised the degradation guidance through this period, we also explored opportunities for the on-call to provide availability during these times.  The operational support team have been providing weekly crewing forecasts and working with Station Managers and Learning & Development to ensure all options to maintain crewing are considered. | | | | | | |

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| 1. **Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)** | | | | **2023/24 Target: 50%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 44.4% | 40.3% | 35.9% | | 41.7% | 44.4% |
| Target | 50% | 50% | 50% | | 50% | 50% |
| 2023/24 Actual | 46.5% ↑ |  |  | |  | 46.5% ↑ |
| On-Call appliance availability has increased from 41.7% in Q4 2022/23 to 46.5% in Q1 2023/24, moving us closer to the 50% availability measure for the On-Call.  Availability has been affected in some areas due to increased staff now on dual contracts due to recent WT recruitment processes. In Q1, eight firefighters were on the Retained Development Programme, which is a significant number of the current establishment of 62. These Firefighters can't be counted towards crewing until they have passed this development element. | | | | | | |
| **Resilience Measures** | | | | | | |

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| 1. **Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale** | **2023/24 Target: 100%** |

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|  | Q1 | Q2 | Q3 | Q4 | Year to Q1 |
| Previous Year (22/23) | 14.8% | 30.5% | 42.9% | 60.9% | 14.8% |
| Target | 100% | 100% | 100% | 100% | 100% |
| 2023/24 Actual | 57.1% ↑ |  |  |  | 57.1% ↑ |

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| Performance has improved substantially since quarter one of last year. Hub management teams continue to monitor risk visit completion. |

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| 1. **Number of Service Delivery Hub exercises completed** | | | | **2023/24 Target: 12** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 3 | 1 | 4 | | 4 | 3 |
| Target | 3 | 3 | 3 | | 3 | 3 |
| 2023/24 Actual | 4 ↑ |  |  | |  | 4 ↑ |
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| 1. **Percentage of Automatic Fire Alarm calls where RBFRS did not attend** | | | | **2023/24 Target: 30% min** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q4 |
| Previous Year (22/23) | 26.7% | 23.0% | 24.2% | | 25.4% | 26.7% |
| Target | 30% | 30% | 30% | | 30% | 30% |
| 2022/24 Actual | 25.8% ↓ |  |  | |  | 25.8% ↓ |

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| We have now evaluated our new AFA procedure and are in the process of considering further action in order to reduce the time we spend attending AFAs. |

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| **Customer Experience Measures** |

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| 1. **Percentage of domestic respondents satisfied with the overall service** | | | | **2023/24 Target: 100%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 100% | 100% | 100% | | 100% | 100% |
| Target | 100% | 100% | 100% | | 100% | 100% |
| 2023/24 Actual | 100% ↔ |  |  | |  | 100% ↔ |

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| 1. **Percentage of commercial respondents satisfied with the overall service** | | | | **2023/24 Target: 95%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 100% | 100% | No returns | | 100% | 100% |
| Target | 95% | 95% | 95% | | 95% | 95% |
| 2023/24 Actual | 100% ↔ |  |  | |  | 100% ↔ |

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| 1. **Percentage of respondents satisfied with the services with regards to Fire Safety Audits** | | | | **2023/24 Target: 90%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 100% | 96.9% | 100% | | 100% | 100% |
| Target | 90% | 90% | 90% | | 90% | 90% |
| 2023/24 Actual | 100% ↔ |  |  | |  | 100% ↔ |

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| 1. **Percentage of domestic respondents satisfied with the service regards their Safe and Well Visit** | | | | **2023/24 Target: 100%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 99.1% | 100% | 99.0% | | 100% | 99.1% |
| Target | 100% | 100% | 100% | | 100% | 100% |
| 2023/24 Actual | 100% ↑ |  |  | |  | 100% ↑ |

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| 1. **Number of complaints received** | | | | **2023/24 Target: Monitor** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 7 | 8 | 11 | | 4 | 7 |
| Target | - | - | - | | - | - |
| 2023/24 Actual | 7 ↔ |  |  | |  | 7↔ |

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| --- | --- | --- | --- | --- | --- | --- |
| 1. **Number of compliments received** | | | | **2023/24 Target: Monitor** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 7 | 5 | 5 | | 5 | 7 |
| Target | - | - | - | | - | - |
| 2023/24 Actual | 4 ↓ |  |  | |  | 4 ↓ |

|  |
| --- |
|  |

**Key – 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 |

**Quadrant Two – Corporate Health**

**Finance Update**

The detailed revenue outturn for quarter 1, 2023/24 is shown in Table A. Net costs of TVFCS for quarter 1 are shown in Table B.

The 2023/24 Revenue Budget agreed by Members in February 2023 was set at £41.975m. Income was anticipated to exceed expenditure by £573,000 meaning that the Fire Authority was replenishing its reserves – specifically the Budget Contingency Reserve.

The forecast revenue outturn for 2023/24 is shown in Table A, and shows an anticipated surplus of £28,000 compared to the original budget. Variances against individual revenue lines are explained below.

*Employee costs* - A settlement was reached in 2022/23 for the rates of pay for Grey book staff that also covered the current year. The Service was under establishment for April and May. The 23 new recruits that joined in February are now all on station. A further eight new recruits have been taken on and after training will join the stations in November. Taking into account known leavers the net result is anticipated to be net cost savings of around £135,000. The overtime forecast is showing at £124,000 over budget for the year. These figures do not take into account any further leavers beyond those that are currently known.

On-call stations are currently showing a net negative variance across the county of £57,000, mainly at Lambourn and Crowthorne.

The Green book pay award has not yet been reached. A forecast rise of 4% (from 1 April 2023) has been used, which is the same as budgeted. Various posted have been or remain vacant.

The cost of new trainee firefighters has been built into the forecast with an additional 24 forecast to be taken by the end of the financial year, at an additional budgetary pressure of £113,000. This is shown on the non-stations line, which is where new recruit costs are posted while in training and before they go onto stations.

*Repairs and Maintenance* - Repairs to the Firehouse at Whitley Wood are ongoing. The total cost of completing works is estimated to be around £60,000.

*Rates* - The Authority continues to work with a third party to challenge historical and future business rate charges for stations. Since budget setting, an appeal for Newbury Fire Station was successful resulting in an £11,000 refund and a 6.5% decrease in future bills. The final historical refunds in respect of Dee Road were received in Q1 2023/24 and were slightly greater than anticipated, explaining the rest of the forecast underspend.

*Cleaning* - From April 2023 an additional, above inflation, price increase of 8.2% has been applied, due to the living wage increase. In addition, Management Committee agreed a six-month extension to the current contract that expires in September to allow a re-tendering exercise to be undertaken. Cleaning costs are about £22,500 per month, giving a total yearly cost of £270,000, an increase of £28,000 over the budgeted amount.

*Transport* – The cost of the fleet maintenance contract with Hampshire FRS is forecast to be £32,000 over budget. Part of the increase is due to the increased charge rate for vehicle technicians.

*Cross border charges* - These have been agreed with Thames Valley partners for the quarter and, based on this, it is estimated that charges will be £33,000 lower (under Contracts Other) and income £5,000 (under Income Other) higher than the budgeted targets. These figures include a net adjustment to the 2022/23 figures of £20,000 for cross border activities with Surrey.

*Interest receivable* – Increases in interest rates will result in increased investment income of at least £138,000 more than originally budgeted.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Royal Berkshire Fire Authority** | | |  |  | **TABLE A** |
| **Budget Update - Revenue Position Quarter 1 2023/24** | | | |  |  |
|  |  | **Annual** | **Q1** | **Forecast to** | **Fcast - Budget** |
|  |  | **Budget** | **Outturn** | **YE** | **Variance** |
|  |  | **£'000** | **£'000** | **£'000** | **£'000** |
|  | **EMPLOYEES** |  |  |  |  |
|  | STATIONS | 18,890 | 4,555 | 18,822 | (68) |
|  | NON-STATIONS | 12,807 | 2,986 | 12,887 | 80 |
|  | TRAINING | 542 | 56 | 542 | 0 |
|  | OTHER | 265 | 66 | 266 | 1 |
|  |  | **32,504** | **7,663** | **32,517** | **13** |
|  | **PREMISES** |  |  |  |  |
|  | REPAIRS & MAINTENANCE | 865 | 173 | 931 | 66 |
|  | RATES | 888 | 230 | 857 | (31) |
|  | CLEANING | 275 | 47 | 303 | 28 |
|  | UTILITIES | 880 | 95 | 880 | 0 |
|  |  | **2,908** | **545** | **2,971** | **63** |
|  | **SUPPLIES** |  |  |  |  |
|  | INSURANCE | 443 | 231 | 443 | 0 |
|  | EQUIPMENT | 489 | 113 | 495 | 6 |
|  | IS EQUIPMENT & LICENCES | 868 | 487 | 886 | 18 |
|  | CLOTHING/PPE | 361 | 139 | 363 | 2 |
|  | COMMUNICATIONS | 893 | 131 | 890 | (3) |
|  | OCCUPATIONAL HEALTH | 268 | 87 | 268 | 0 |
|  | PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS | 141 | 75 | 146 | 5 |
|  | COMMUNITY FIRE SAFETY SUPPLIES | 159 | 6 | 159 | 0 |
|  | SUPPLIES OTHER | 211 | 64 | 219 | 8 |
|  |  | **3,833** | **1,333** | **3,869** | **36** |
|  | **CONTRACTS** |  |  |  |  |
|  | CONTRIBUTION TO TVFCS & COLLABORATION | 977 | 234 | 978 | 1 |
|  | LEGAL | 50 | 9 | 51 | 1 |
|  | CONTRACTS OTHER (incl Professional Services) | 793 | 125 | 776 | (17) |
|  |  | **1,820** | **368** | **1,805** | **(15)** |
|  | **TRANSPORT** |  |  |  |  |
|  | VEHICLE RUNNING COSTS | 810 | 200 | 842 | 32 |
|  | TRAVEL | 251 | 46 | 257 | 6 |
|  |  | **1,061** | **246** | **1,099** | **38** |
|  | **PENSIONS** |  |  |  |  |
|  | PENSIONS | 456 | 128 | 456 | 0 |
|  |  | **456** | **128** | **456** | **0** |
|  | **INCOME** |  |  |  |  |
|  | GRANTS | (2,079) | (1,737) | (2,089) | (10) |
|  | RENTAL INCOME | (216) | (46) | (216) | 0 |
|  | TVFCS RECHARGE INCOME | (394) | (98) | (394) | 0 |
|  | INCOME OTHER | (526) | (28) | (541) | (15) |
|  |  | **(3,215)** | **(1,909)** | **(3,240)** | **(25)** |
|  | **NET COST OF SERVICES** | **39,367** | **8,374** | **39,477** | **110** |
|  | DEBT CHARGES INTEREST | 333 | 0 | 333 | 0 |
|  | INVESTMENT INTEREST | (474) | (107) | (612) | (138) |
|  | REVENUE FUNDING OF CAPITAL | 1,731 | 0 | 1,731 | 0 |
|  | APPROPRIATION TO/(FROM) RESERVES | 334 | 0 | 334 | 0 |
|  | FINANCING COSTS | 684 | 0 | 684 | 0 |
|  | **NET EXPENDITURE** | **41,975** | **8,267** | **41,947** | **(28)** |
|  | GOV GRANTS/PRECEPTS | (41,975) | (13,022) | (41,975) | 0 |
|  | **(SURPLUS)/DEFICIT BEFORE USE OF RESERVES** | **0** | **(4,755)** | **(28)** | **(28)** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Royal Berkshire Fire Authority** |  |  | **Table B** | |
| **Quarter 1 Budget Monitoring Report 2023/24** |  |  |
|  |  |  |  |  |
| **Thames Valley Fire Control Service (TVFCS)** |  |  |  |  |
|  |  |  |  |  |
|  | **Annual** | **Outturn** | **Forecast** | **Forecast** |
|  | **Budget** | **to June 23** | **to Y/E** | **Variance** |
|  | **£'000** | **£'000** | **£'000** | **£'000** |
|  |  |  |  |  |
| **EMPLOYEES** | 1,923 | 485 | 1,927 | 4 |
| **CORPORATE RECHARGES TO TVFCS FROM RBFRS** | 394 | 98 | 394 | 0 |
| **SUPPLIES/ OTHER** | 47 | 1 | 47 | 0 |
| **TECHNOLOGY** | 275 | 49 | 275 | 0 |
|  |  |  |  |  |
| **NET COST OF TVFCS** | **2,639** | **633** | **2,643** | **4** |
|  |  |  |  |  |
| **RBFRS Share of Costs (37%)** | 977 | 234 | 978 | 1 |

**Equality, Diversity and Inclusion Objectives Progress Update**

The table below illustrates progress against our Equality, Diversity and Inclusion Objectives.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | End 22/23 |  | 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. | 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. | 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. | 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. | G |  | G |  |  |  |
|  | | | | | | |

Tables containing relevant Equality, Diversity and Inclusion data are presented quarterly and are available in Appendix A.

**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** | | | | |
| 1. **Percentage of working time lost to sickness across all staff groups** | | | | | | | | | **2023/24 Target: 5% max** | | | |
|  | Q1 | | Q2 | | Q3 | | | | Q4 | | Year to Q1 | |
| Previous Year (22/23) | 6.2% | | 4.9% | | 5.5% | | | | 4.6% | | 6.2% | |
| Target | 5.0% | | 5.0% | | 5.0% | | | | 5.0% | | 5.0% | |
| 202/24 Actual | 4.1% ↑ | |  | |  | | | |  | | 4.1% ↑ | |
|  | | | | | | | | | | | | |
| 1. **Percentage of eligible staff with Personal Development Appraisals** | | | | | | | **2023/24 Target: 100%** | | | | | |
|  | | Q1 | | Q2 | | Q3 | | | | Q4 | | Year to Q1 |
| Previous Year (22/23) | | 30.0% | | 81.0% | | 86.0% | | | | 88.0% | | 30.0% |
| Target | | 100% | | 100% | | 100% | | | | 100% | | 100% |
| 2023/24 Actual | | 62.5% ↑ | |  | |  | | | |  | | 62.5% ↑ |
| The deadline for completion of PDR paperwork is July 2023 so we expect to see a large increase next quarter. | | | | | | | | | | | | |
| 1. **Number of formal grievances** | | | | | | | **2023/24 Target: Monitor** | | | | | |
|  | | Q1 | | Q2 | | Q3 | | | | Q4 | | Year to Q1 |
| Previous Year (22/23) | | 2 | | 1 | | 10 | | | | 5 | | 2 |
| Target (max) | | -- | | -- | | -- | | | | -- | | -- |
| 2023/24 Actual | | 2 ↔ | |  | |  | | | |  | | 2 ↔ |
|  | | | | | | | | | | | | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 1. **Number of RIDDOR accidents and diseases** | | | | **2023/24 Target: 4 max** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 3 | 1 | 3 | | 2 | 3 |
| Target (max) | 1 | 1 | 1 | | 1 | 1 |
| 2023/24 Actual | 1 ↔ |  |  | |  | 1 ↔ |
|  | | | | | | |
| 1. **Percentage of spend subject to competition** | | | | **2023/24 Target: 85%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 85.7% | 82.2% | 87.4% | | 85.5% | 85.7% |
| Target | 85% | 85% | 85% | | 85% | 85% |
| 2023/24 Actual | 80.5%↓ |  |  | |  | 80.5%↓ |
| The performance reported in this quarter has been impacted by the issues experienced at Whitley Wood, and reflect the emergency measures implemented and the contract waiver arrangement approved by Management Committee to enable the training centre to be operational. There were also waivers approved for water rescue equipment due to operational alignment. | | | | | | |
| 1. **Compliant spend as a percentage of overall spend** | | | | **2023/24 Target: 100%** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (23/24) | 100% | 100% | 100% | | 100% | 100% |
| Target | 100% | 100% | 100% | | 100% | 100% |
| 2023/24 Actual | 98.8% ↓ |  |  | |  | 98.8% ↓ |
| The tender release of a collaborative project led by Oxfordshire to procure ongoing emergency rescue equipment provision was delayed for a short period to prioritise the completion of breathing apparatus project work; and some additional spend was incurred in this interim period. | | | | | | |
| 1. **Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation\*** | | | | **2023/24 Target: 0** | | |
|  | Q1 | Q2 | Q3 | | Q4 | Year to Q1 |
| Previous Year (22/23) | 0 | 0 | 0 | | 0 | 0 |
| Target | 0 | 0 | 0 | | 0 | 0 |
| 2023/24 Actual | 0 ↔ |  |  | |  | 0 ↔ |
| \*Freedom of Information Act, Environmental Regulations or Data Protection Legislation | | | | | | |

**Key - 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 |

**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, RBFRS Development Programme and Strategic Asset Investment Framework (SAIF), 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 including our new CRMP and Corporate Plan. The initiatives and actions associated with these areas will be refreshed to align with the new strategic direction in Quarter 1 of 2023-34.

**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 early 2023, we consulted on and published a CRMP for 2023-27, which reflects the priorities and requirements of the [Fire and Rescue National Framework for England](https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2).

The below shows progress against our CRMP commitments published in our 2023-24 Annual Plan.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **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.** | | | | | | | | | |
|  |  | | Q1 | Q2 | | Q3 | | Q4 | |
| We will build on our horizon scan and evidence base developed for our CRMP to improve our understanding of climate change, societal and technological risks. |  | | A |  | |  | |  | |
| We will develop our water rescue capability to respond to the impact of climate change. |  | | G |  | |  | |  | |
| We will develop our wildfire capability to respond to the impact of climate change. |  | | G |  | |  | |  | |
|  | | | | | | | | | |
| **Priority 2: We will develop a Risk Based Prevention Programme to target those most vulnerable and at risk from emergency incidents** | | | | | | | | | |
|  |  | Q1 | | | Q2 | | Q3 | | Q4 | |
| We will use our evidence base to identify who is most at risk in our communities, to ensure our resourcing is targeted in the most effective and efficient way. |  | NS | | |  | |  | |  | |
| We will continue to work with our partner agencies to ensure high quality referrals for the most vulnerable. |  | G | | |  | |  | |  | |
|  | | | | | | | | | | |
| **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** | | | | | | | | | |
|  |  | Q1 | | | Q2 | | Q3 | | Q4 | |
| 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. |  | G | | |  | |  | |  | |
| Undertake a review of the utilisation and resilience of our Flexi Duty Officer arrangements. |  | G | | |  | |  | |  | |
|  | | | | | | | | | | |
| **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** | | | | | | | | | |
|  |  | Q1 | | | Q2 | | Q3 | | Q4 | |
| 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 of the Future", the NFCC and sector ambitions for the future of fire and rescue service over the next five years. |  | A | | |  | |  | |  | |
|  | | | | | | | | | | |
| **Priority 5: We will develop our Service to reduce the impact of fire safety issues in commercial buildings.** | | | | | | | | | |
|  |  | Q1 | | | Q2 | | Q3 | | Q4 | |
| We will evaluate our new Risk-Based Inspection Programme to ensure we are targeting the premises with the greatest risk |  | NS | | |  | |  | |  | |
| We will evaluate the changes we have made to our call challenge policy and review our response |  | G | | |  | |  | |  | |
|  | | | | | | | | | | |
| **Priority 6: We will maintain 19 frontline fire appliances, and a baseline service provision of 14 frontline fire appliances, utilising wholetime and on-call staff as effectively as possible, through local management** | | | | | | | | | |
|  |  | Q1 | | | Q2 | | Q3 | | Q4 | |
| 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. |  | G | | |  | |  | |  | |
|  | | | | | | | | | | |

**RBFRS Development Programme**

Work is in progress to establish an RBFRS Development Programme to strengthen our One Team approach, reviewing all internal and external information. 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, with summary information presented in these quarterly reports in due course. In support of this we have already established a stakeholder forum and arranged a series of all staff conferences which will run in quarter 2.

**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 22/23 | Q1 | Q2 | Q3 | Q4 |
| Estates Development | On Track | G | G |  |  |  |
| On Budget | G | G |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Fleet and Equipment** | | | | | | |
|  |  | Status | | | | |
|  | End 22/23 | Q1 | Q2 | Q3 | Q4 |
| Fleet: Special Appliances | On Track | G | G |  |  |  |
| On Budget | G | G |  |  |  |
| Fleet: Other Ancillary Vehicles | On Track | G | G |  |  |  |
| On Budget | G | G |  |  |  |
| Equipment | On Track | G | G |  |  |  |
| On Budget | G | G |  |  |  |

| **ICT** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | Status | | | | |
|  | End 22/23 | Q1 | Q2 | Q3 | Q4 |
| Hardware | On Track | G | G |  |  |  |
| On Budget | G | G |  |  |  |
| Software | On Track | G | G |  |  |  |
| On Budget | G | G |  |  |  |
| Networks | On Track | A | A |  |  |  |
| On Budget | A | A |  |  |  |
| Services | On Track | G | G |  |  |  |
| On Budget | G | G |  |  |  |
| ESMCP | On Track | R | R |  |  |  |
| On Budget | R | R |  |  |  |

**Quadrant Four – Assurance**

**Risk Register**

RBFRS has a comprehensive Organisational Risk Management Policy, along with a framework for monitoring and managing risks and uncertainties to ensure that organisational objectives can be achieved. Strategic Risks and those with a current score of 17 or above, are escalated to the Corporate Risk Register and monitored monthly by the Senior Leadership Team.

**Risk Movement Highlights**

This section highlights organisational risks which have been added, closed or substantially changed risk score over the course of Quarter 4. 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 |

| **Key Risk: 902: Resourcing and Development Staffing** | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Risk Owner: Becci Jefferies** | | | | | | | | | | | |
|  | | | | **End of Q4 Risk Score** | | **End of Q1 Risk Score** | | **Direction of travel** | | **Risk score as at Sept 23** | |
| **Risk Description:**  If we are not able to fill vacancies in the R&D department quickly and retain existing employees, which is likely given the high employment rate and affluent demographic within the Berkshire area, we can expect to have significant difficulty in meeting the demand for recruitment, training and development activity and in supporting staff fulfil their roles effectively, increasing the pressure placed on current R&D staff and line managers; reducing overall performance and impacting productivity; delaying filling operational vacancies, staff development and the attainment of competence in role and impacting capacity to lead and engage in organisational development projects, leading to the risk of compliance failure, EDI implications, a failure to meet contractual obligations (DAPs) and associated pay implications, increased complaint (demanding more time), absence of training to meet need and ultimately a risk to FF safety, operational and organisational effectiveness. | | | | NA | | 18 | | ↔ | | 18 | |
| This risk was identified during Q1 and is a service plan risk which is currently on the Corporate Risk Register due to its high score. A consultation process has been completed and the department redesigned. Recruitment activity has been undertaken and new starters engaged in Q2. One vacancy remains and discussion on how best to proceed is in progress. | | | | | | | | | | | |
| **Current Mitigations** | | **Progress on Mitigations** | | | | | | | | | |
| Fast track recruitment to vacant posts. | | Watch Manager post to be recruited. | | | | | | | | | |
| Seek temporary support from agency and Business Support for administration roles and for peak activity associated with recruitment, promotion and training | | Request made from Business Support and peak demand periods to be identified so support can be accessed. CLOSED | | | | | | | | | |
| Review business continuity arrangements | | Review in light of recruitment interest following restructure of department. Further review undertaken w/c 19 June 2023 | | | | | | | | | |
| Create a business case for role, invest to save activity associated with systems developments to provide more capacity in the department | | Picked up in relation to Project - addressed separately - longer term efficiencies built on investment in review and activity - business case to be submitted following consideration of factors to be included in scope of work (conducted with HHR&L&D, GM L&D and RDM). Discussion with HBIS regarding collaboration and link to other work to be considered before business case submitted. Currently seeking indication of cost. | | | | | | | | | |
| Review roles following recruitment activity and consider other recruitment strategies as necessary | | WM post to be filled following Aug departure of current postholder. | | | | | | | | | |
| **Key Risk: 917: Culture** | | | | | | | | | | |
| **Risk Owner: CFO Wayne Bowcock** | | | | | | | | | | |
|  | | | **End of Q4 Risk Score** | | **End of Q1 Risk Score** | | **Direction of travel** | | **Risk score as at Sep 23** | |
| **Risk Description:** High profile investigations have culminated in the LFB independent review of culture and HMICFRS spotlight report on values and culture in FRS’s. Whilst RBFRS conducts staff surveys and has a HMICFRS ‘good’ rating for promoting values and culture, the service is not immune to poor behaviours. If we don’t take action to manage our culture in light of both the findings of the recent sector wide cultural reviews and our own subsequent internal listening exercises then we can expect to lose existing staff, fail to attract new staff and potentially lose public trust. This will directly affect our ability to deliver our statutory duties and therefor impact our ability to protect both the public and staff. | | | NA | | 21 | | ↔ | | 21 | |
| This risk was identified in Quarter 1 following the LFB independent review of culture and the HMICFRS spotlight report of values and culture in FRS’s. | | | | | | | | | | |
| **Current Mitigations** | **Progress on Mitigations** | | | | | | | | | |
| Carry out GAP analysis of existing published reports – couple the information into a new programme. | New treatment | | | | | | | | | |
| Establish stakeholder group with RBFRS staff. | Two sessions for stakeholders held in May. | | | | | | | | | |
| Ensure RBFA investment in change by developing a member charter. | New treatment | | | | | | | | | |
| Develop holistic development programme to take into account staff feedback and report information. | New treatment | | | | | | | | | |

**Corporate Risk Register risks as at 10th October 2023**

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.

**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 | 20 | 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. | 23 | 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 | 16 | 16 |
| 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 | 18 | 12 |
| 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 |
| 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 | 18 | 12 |
| 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 | 14 | 12 |
| 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 | 10 |
| 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 | 6 | 6 |
| 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 | 6 | 6 |
| 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 |
| 891 | FDO numbers, skills & knowledge | If we do not maintain the necessary numbers, skills and knowledge requirements of Flexi Duty Officers personnel, which requires constant attention with our lean operating model, we may see adverse impacts on the provision of incident command and specialist capability, which could significantly impact community safety, firefighter safety and our organizational reputation. | 23 | 18 | 12 |
| 892 | MEN Arena Inquiry | If we do not evaluate and respond to the recommendations made within the Manchester Arena report which is becoming increasingly likely given current demands on capacity 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. | 17 | 17 | 10 |
| 893 | National Power Outage planning | If we do not have appropriate business continuity arrangements in place for a widespread power outage, which is increasing likely due to gaps in current Business Continuity Planning processes, then we can expect severe and critical impacts on service delivery and our staff, which is significant in meeting our statutory duties and impacts on community safety. | 21 | 21 | 12 |
| 906 | IT Disaster recovery | If we suffer a system(s) or data loss, which may become increasingly likely due to ageing systems and increased risks from cyber incidents, then we may be exposed to a disruption in the continuity of key digitally delivered services for a prolonged period of time, which are significant in respect to our capability to deliver all services, reputation, statutory reporting timeframes, or staff wellbeing. | 21 | 18 | 16 |
| 917 | Culture | High profile investigations have culminated in the LFB independent review of culture and HMICFRS spotlight report on values and culture in FRS’s. Whilst RBFRS conducts staff surveys and has a HMICFRS ‘good’ rating for promoting values and culture, the service is not immune to poor behaviours. If we don’t take action to manage our culture in light of both the findings of the recent sector wide cultural reviews and our own subsequent internal listening exercises then we can expect to lose existing staff, fail to attract new staff and potentially lose public trust. This will directly affect our ability to deliver our statutory duties and therefor impact our ability to protect both the public and staff. | 21 | 21 | 8 |
| 918 | Wildfire Capability | If we do not prepare for the impact of a changing climate on the likelihood and severity of wildfires and ensure we are suitably prepared to respond to operational incidents in changing conditions, which may become more likely given resource pressures and the speed of climate change, then we can expect to see increased harms from fire which are significant in respect of our statutory responsibilities to mitigate risk within our communities and our duties to ensure the health, safety and wellbeing of our staff. | 22 | 18 | 13 |

**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 | 18 | 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 |
| 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 |
| 768 | Capacity to adopt National Operational Guidance (TVFCS) | If we are unable to resource the activities required to adopt and embed Control Room N.O.G. into TVFCS, which is likely givewn the limited capacity available within the Control room's management team, then there is the potential for personnel to train in or deploy procedures which do not align to industry best practice and which do not maximise safety and operational effectiveness which is significant in respect of delivery of statutory duties and legislative responsibilities. | 18 | 18 | 6 |
| 791 | Responding to high levels of demand in TVFCS | If we are unable to increase levels of staffing within TVFCS to deal with high call volumes or complex incidents at short notice, which is likely given that TVFCS staff are not contractually required to attend work other than for their scheduled shifts, then we can expect to experience impacts on TVFCS ability to deliver an efficient, effective and resilient service which is significant in respect of delivering the statutory functions of a fire a rescue service and the primary objectives set out in the TVFCS legal agreement. | 18 | 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 | 18 | 12 |
| 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 | 17 | 9 |
| 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 | 17 | 12 |
| 902 | R&D Staffing | If we are not able to fill vacancies in the R&D department quickly and retain existing employees, which is likely given the high employment rate and affluent demographic within the Berkshire area, we can expect to have significant difficulty in meeting the demand for recruitment, training and development activity and in supporting staff fulfil their roles effectively, increasing the pressure placed on current R&D staff and line managers; reducing overall performance and impacting productivity; delaying filling operational vacancies, staff development and the attainment of competence in role and impacting capacity to lead and engage in organisational development projects, leading to the risk of compliance failure, EDI implications, a failure to meet contractual obligations (DAPs) and associated pay implications, increased complaint (demanding more time), absence of training to meet need and ultimately a risk to FF safety, operational and organisational effectiveness. | 18 | 18 | 6 |
| 903 | NILO Resilience | If we do not maintain our NILO establishment in line with the Thames Valley Procedure, which is likely due to current Flexi Duty Officer establishment and staff turnover, then we can expect to be unable to deliver a safe and effective response which is significant in line with strategic commitments and may be of detriment to firefighter and public safety. | 21 | 18 | 12 |
| 909 | Fire Investigation | If we are unable to effectively investigate Tier 2 Accidental and Deliberate fires within RBFRS and support a multi-service approach to ISO 17020 accreditation, which is possible due to a lack of internal capability and reliance on a 1 month notice period contract with West Midlands FRS for all accidental Tier 2 fire investigations, then we can expect to encounter issues in supporting Criminal Prosecutions as well as Inquests, Safety boards and other Prevention activities which is significant in respect of public safety and the reputation of RBFRS | 21 | 17 | 12 |
| 910 | Driving Licences | If we fail to review and update our process for ensuring individuals who drive service vehicles have a valid driving licence then we can expect potential impacts to how we can respond to incidents which is significant to our public reputation and legal obligations | 21 | 18 | 12 |
| 913 | External Audit | If the Authority’s statutory accounts are not audited in a timely manner, which is currently the case given the lack of audit capacity across the sector then we can expect increasing workloads and costs to clear the audit backlog or the prospect of the accounts being qualified, all of which would significantly impact the Authority in terms of cost and public reputation. | 17 | 17 | 16 |
| 914 | Training Delivery | If we fail to deliver training and assessment events which underpin operational qualifications, which is increasingly likely due to crewing pressures, the development profile in L&D, reliance on the availability of ARA instructors and no additional capacity in the training calendar, we can expect to see an erosion of operationally qualified staff that impacts staff safety, appliance availability and public safety. | 18 | 21 | 15 |
| 922 | Lithium Ion Batteries | If we do not consider the impact and emerging risks from Lithium Ion Batteries , Battery Energy Storage Systems (BESS) and other decarbonisation of our economy that impact vehicles, properties and other forms of leisure transport, which is increasing in complexity and scope, we may fail to effectively mitigate and respond to this risk within our communities for which we have statutory responsibility and be suitably prepared to respond to operational incidents in changing conditions, which could have implications for the for the health, safety and wellbeing of our staff and residents. | 20 | 20 | 13 |

**Project Risks**

| **Risk ID** | **Risk Short Name** | **Risk Description** | **Inherent Score** | **Current Score** | **Treated Score** |
| --- | --- | --- | --- | --- | --- |
| 897 | Command Support effectiveness | If we fail to assure that we have effective and robust command support arrangements that are aligned across the Thames Valley, there is an increasing likely hood, given the aging command support equipment and arrangements that the command support arrangements would be operating sub-optimally. This could impact our operational response, and affect the safety of our staff and members of the public. | 18 | 18 | 10 |

**Audit Plan**

Audits provide assurance that the Service is run properly and in ways that have been agreed by our Officers and Members. They demonstrate that the business is conducted in accordance with relevant legislation, government expectations, good practice and organisational policy.

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

**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. | 31/10/2023 | Low | **A** | **Open** |
| **Progress:** To be progressed alongside actions from more recent Audit. | | | | | |
| **Health & Safety**  13/12/2022 | 2022: HS:2  We will review all managers who have been with the Service for more than three years and ensure that health and safety refresher training has been provided in a timely manner. | 31/12/2023 | Medium | **G** | **Open** |
| **Progress:** Refresher courses are now mandatory every 3 years. This action has widened to include a review of health and safety training for green book roles. Revised completion date of 31/12/23. | | | | | |
| **Health & Safety**  13/12/2022 | 2022: HS:3  We will integrate the review of the Workplace Safety Inspection policy within a formal meeting such as the Health and Safety Wellbeing Committee who will approve future changes | 31/03/2023 | Low | **C** | **Closed** |
| **Progress:** Context: Minor updates had been made to the Workplace Health and Safety Inspection Policy, but it did not go through any formal consultation process (e.g. SLT, representative bodies). This is standard practice for minor amendments and in accordance with the Document Management Policy. The auditors felt that this might lead to a lack of oversight by SLT.  A process is now in place for a summary of any updated health and safety policies which do not require full consultation will be presented to the quarterly Health, Safety and Wellbeing meeting, which is chaired by the Deputy Chief Executive, and attended by several SLT members. | | | | | |
| **Health & Safety**  13/12/2022 | 2022: HS:6  We will introduce lessons learned in the quarterly meetings to the Health and Safety Committee and cascade the information to employees. | 31/12/2023 | Low | **G** | **Open** |
| **Progress:** Context: In progress | | | | | |
| **Facilities Management**  10/03/2023 | 2022: FM2a  We will develop a process to ensure upcoming works are checked and delayed works are identified and chased. | 30/04/2023 | Medium | **C** | **Closed** |
| **Progress:** Process now in place | | | | | |
| **Facilities Management**  10/03/2023 | 2022: FM2b  We will ensure all overdue works are picked up and completed work certificates are saved within the shared drive. | 30/04/2023 | Medium | **G** | **Open** |
| **Progress:** In progress. Ownership transferred to temporary facilities manager. | | | | | |
| **Facilities Management**  10/03/2023 | 2022: FM3a  We will ensure that the PPM is formally reviewed and monitored with progress notes and actions recorded against the PPM. | 30/04/2023 | Low | **G** | **Open** |
| **Progress:** In progress. PPM tracker in place which highlights all data surrounding PPM for management of dates, completions and other notices. | | | | | |
| **Facilities Management**  10/03/2023 | 2022: FM5  We will ensure that inspections are undertaken on a six-monthly basis for all sites and completed workplace inspection reports will be signed off and sighting in accordance with the Policy. | 01/06/2023 | Medium | **G** | **Open** |
| **Progress:** Workplace inspections are completed every six months (April and October). The responsibility for doing this site with the Workplace Manager (Facilities Manager for HQ). At the time of the audit, a number of inspections had yet to be completed within the required timeframe.  To support managers in completing this task in a timely manner, early warning emails will be send. When inspections are not completed by the end of the inspection window, this will be escalated to the RAM/head of service. This will also be reported to the Health, Safety and Welfare Committee.  All workplace inspections due in April have been received. | | | | | |
| **Facilities Management**  10/03/2023 | 2022: FM6  We will ensure that defects are appropriately monitored, tracked and implemented in accordance with the prioritisation schedule where possible. | 30/04/2023 | Medium | **G** | **Open** |
| **Progress:** In progress. Ownership transferred to temporary facilities manager. | | | | | |
| **Facilities Management**  10/03/2023 | 2023: FM7  We will ensure that a sustainability plan is developed to identify and plan ways to embed sustainability in the Facilities Department. | 31/07/2023 | Low | **G** | **Open** |
| **Progress:** Sustainability has been added as an Annual Objective to the 2023-24 Annual Plan and includes developing an environmental sustainability action plan. | | | | | |
| **Risk Management and Governance**  09/06/2023 | 2022: RAG:1a  We will update the Policy to include a formal risk appetite statement which will be developed to clearly articulate the level of risk that the Service is willing to accept. | 31/10/2023 | Medium | **G** | **Open** |
| **Progress:** Investigation into risk appetite statement being carried out. | | | | | |
| **Risk Management and Governance**  09/06/2023 | 2022: RAG: 1b  We will establish a process for de-escalating risks including a guideline to outline when prior approval is needed before risks can be removed. | 31/10/2023 | Medium | **G** | **Open** |
| **Progress:** Risk policy under review and de-escalation processes being created for agreement with SLT. | | | | | |
| **Risk Management and Governance**  09/06/2023 | 2022: RAG: 2  We will ensure the risk management training is completed at all required levels. A method to monitor compliance regarding training completion will be introduced.. | 31/10/2023 | Medium | **G** | **Open** |
| **Progress:** Training completion continues to be reviewed and reminders sent to managers. | | | | | |
| **Risk Management and Governance**  09/06/2023 | 2022: RAG: 3  There will be an annual review of the SLT Terms of Reference ensuring it is kept up to date | 30/11/2023 | Low | **C** | **Closed** |
| **Progress:** This has been added to the forward plan for January 2024. | | | | | |
| **Risk Management and Governance**  09/06/2023 | 2022: RAG: 4  We will ensure the skill-based questionnaires are completed for all members to ensure the right training can be signposted for members. | 31/09/2023 | Low | **G** | **Open** |
| **Progress:** This will be followed up with Members in Q2. | | | | | |

**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. Our latest HMICFRS report was published in January 2023 and we have added the actions from this report to the update 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 |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **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 |  | G |  |  |  |
| Prevention quality assurance | Collaboration and Policy Service Plan | | C |  |  |  |  |  |
| Protection quality assurance | Collaboration and Policy Service Plan | | C |  |  |  |  |  |
| Addressing the burden of false alarms | Collaboration and Policy Service Plan | | G |  | G |  |  |  |
| Keeping the public informed during ongoing incidents | Corporate Services Service Plan | | C |  |  |  |  |  |
| Effective system to use for learning and debriefs | Collaboration and Policy Service Plan | | C |  |  |  |  |  |
| Post Incident prevention activity | Collaboration and Policy Service Plan | | G |  | G |  |  |  |
| Up to date site specific risk information |  | | G |  | G |  |  |  |
| MDTs |  | | G |  | G |  |  |  |
| Response Model |  | | NS |  | G |  |  |  |
|  | | | | | | | | |
| **Section two: Efficiency** | | | | | | | | |
| **Improvement** | | **Delivered via** | Status | | | | | |
| End 21/22 |  | Q1 | Q2 | Q3 | Q4 |
| Best use of available technology | | ICT Strategy | C |  |  |  |  |  |
| Productive Workforce | |  | NS |  | A |  |  |  |
|  | | | | | | | | |
| **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 | C |  |  |  |  |  |
| Effective use of competence recording system | | HR & L&D Service plan | C |  |  |  |  |  |
| Effective grievance procedures in place | | HR & L&D Service plan | C |  |  |  |  |  |
| Staff are confident in using feedback mechanisms | | Corporate Services Service plan | C |  |  |  |  |  |
| Process to identify, develop and support high-potential staff and aspiring leaders | | HR & L&D Service plan | A |  | A |  |  |  |
| Absence/Attendance procedures | |  | G |  | G |  |  |  |
| Workforce Planning | |  |  |  | G |  |  |  |
| Tools and opportunities to increase diversity | |  | G |  | G |  |  |  |
| Understanding and application of PDRs | |  | G |  | G |  |  |  |

**Fire Standard Implementation Tracking**

**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** | **Manager** | **FS consultation** | **FS publication date** | **Gap analysis** | **SLT Review** | **Action Plan progress** | **Commentary** |
| **Standards in progress** | 1 | Emergency Response Driving | Becci Jefferies | Becci Jefferies | **C** | **Feb-21** | **C** | **C** | **G=** | Action Plan in progress. |
| 2 | Operational Response - Preparedness | Doug Buchanan | Doug Buchanan | **C** | **Feb-21** | **C** | **C** | **A=** | Action Plan in progress. |
| 3 | Operational Response - Competence | Becci Jefferies | Becci Jefferies | **C** | **Feb-21** | **C** | **C** | **G =** | Action Plan in progress. |
| 4 | Operational Response - Learning | Jim Powell |  | **C** | **Feb-21** | **C** | **C** | **C** | Action plan completed - moved into BAU. Next steps to determine BAU review cycle |
| 5 | Code of Ethics | Nikki Richards | Lucy Greenway | **C** | **May-21** | **C** | **C** | **G =** | Action Plan in progress. |
| 6 | Community Risk Management Planning | Nikki Richards | Tim Readings | **C** | **May-21** | **C** | **C** | **G =** | New implementation tool created and completed for 2023-2027 CRMP. Uploaded to S Drive, now needs to be reviewed. |
| 7 | Protection | Jess James | Matt Hoult | **C** | **Sep-21** | **C** | **C** | **G=** | FS Protection Gap Analysis complete and approved by SLT on 4 May 2023. Gap Analysis now with AM P&P for prioritisation of recommended actions and transfer to Implementation Tool document. |
| 8 | Prevention | Jess James | Matt Hoult | **C** | **Jul-21** | **C** | **C** | **NS** | FS Prevention Gap Analysis complete and approved by SLT on 4 May 2023. Gap Analysis now with AM P&P for prioritisation of recommended actions and transfer to Implementation Tool document. |
| 9 | Safeguarding | Jim Powell | Liz Warren | **C** | **Jan-22** | **C** | **C** | **G =** | Action Plan in progress. |
| 10 | Fire Investigation | Jess James | Tim Benham | **C** | **Apr-22** | **C** | **C** | **NS** | GAP Analysis delivered to and approved by SLT on 14th June 2023. Actions will be picked up in the project being commissioned. PID being prepared for review by Change Board and Programme Board in October. |
| 11 | Emergency Preparedness and Resilience | Jim Powell | Alison Hazelton | **C** | **May-22** | **C** | **C** | **G=** | Gap analysis signed off at SLT 14 June. Next steps to fully develop and sign off implementation tool |
| 12 | Data management | Nikki Richards | Becca Chapman | **C** | **Aug-22** | **G =** | **NS** | **NS** | Awaiting NFCC guidance before completing the gap analysis. |
| 13 | Leading and Developing People | Wayne Bowcock | Becci Jefferies | **C** | **Dec-22** | **G =** | **NS** | **NS** | Fire standard published 21st December 2022. Gap analysis underway. Review commenced but disrupted by R&D restructure and other work matters - recommencing July reflecting completion of DAPS review which is now nearly finalised. |
| 14 | Leading the Service | Wayne Bowcock | Becci Jefferies | **C** | **Dec-22** | **G =** | **NS** | **NS** | Fire standard published 21st December 2022. Gap analysis underway. Initial version provided for consideration by CFO |
| 15 | Fire Control | Jim Powell | Simon Harris | **G** | **Mar-23** | **NS** | **NS** | **NS** | Fire standard published 30th March 2023 and gap analysis template provided. GAP Analysis going to SLT on Wednesday 18th October 2023. |
| 16 | Communication & Engagement Consultation | Paul Bremble | Jo Watson | **G** | **Mar-23** | **C** | **C** | **G=** | Fire standard published 31st March 2023 and gap analysis. GAP Analysis went to SLT on 14th June and was approved. |
|  |  |  |  |  |  |  |  |  |  |  |
| Not published | 17 | Commercial and Procurement | Conor Byrne |  |  | Sep-23 |  |  |  | Proposed publication date September 2023 |
|  | 18 | Finance and Assurance | Conor Byrne |  |  | Sep-23 |  |  |  | Proposed publication date September 2023 |
|  | 19 | Asset Management |  |  |  | Sep-23 |  |  |  | Proposed publication date September 2023 |

**APPENDICES**

Appendix A – Additional Data

**Equality, Diversity and Inclusion Data**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Measure** | | **Q1**  **Actual** | **Q2**  **Actual** | **Q3**  **Actual** | **Q4**  **Actual** | **2023/24 YTD** |
| **Previous year (22/23) to date** | **Number of authorised posts at end Q1 2023/24** | |
| **STAFF IN POST** | | | | | | | | | |
|  | Wholetime | 363 |  |  |  | 363 | 360 | 360 | |
| On-call | 63 |  |  |  | 63 | 68 | 65 | |
| Control | 41 |  |  |  | 41 | 41 | 40 | |
| Green Book | 171 |  |  |  | 171 | 171 | 176 | |
| **Total Number of Staff in Post** | **638** |  |  |  | **638** | **640** | **641** | |
| **STAFF TURNOVER** | | | | | | | | | |
|  | Wholetime | 15 |  |  |  | 15 | 13 |
| On-call | 5 |  |  |  | 5 | 0 |
| Control | 0 |  |  |  | 0 | 2 |
| Green Book | 5 |  |  |  | 5 | 6 |
| Total Number of Leavers (Heads) | 25 |  |  |  | 25 | 21 |
| Staff in Post (SIP) | 638 |  |  |  | 638 | 640 |
| **Percentage of Leavers vs. SIP** | **3.9%** |  |  |  | **3.9%** | **3.3%** |
| **FEMALE STAFF PERCENTAGE: TARGET 4%** | | | | | | | | |  |
|  | Wholetime | 6.1% |  |  |  | 6.1% | 5.3% | |
| On-call | 12.7% |  |  |  | 12.7% | 16.1% | |
| Control | 68.3% |  |  |  | 68.3% | 73.8% | |
| Green Book | 56.7% |  |  |  | 56.7% | 56.7% | |
| **Total**  **Total** | **24.3%** |  |  |  | **24.3%** | **24.4%** | |
| **ETHNICITY (PERCENTAGE OF STAFF NON WHITE BRITISH): TARGET 5%** | | | | | | | | |
|  | Wholetime | 3.9% |  |  |  |  | 4.4% | |
| On-call | 3.2% |  |  |  |  | 4.4% | |
| Control | 7.3% |  |  |  |  | 7.3% | |
| Green Book | 14.6% |  |  |  |  | 14% | |
| **Total** | **6.9%** |  |  |  |  | **7.2%** | |

**Staff Ethnicity Profile**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Ethnicity** | **Wholetime** | **On-call** | **Control** | **Green Book** | **All Staff** |
| White British | 349 | 61 | 38 | 146 | 594 |
| Other Ethnicity | 14 | 2 | 3 | 25 | 44 |
| **Total** | **363** | **63** | **41** | **171** | **638** |

**Staff Age Profile**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Age Group** | **Wholetime** | **On-call** | **Control** | **Green Book** | **Total** |
| 25 and Under | 20 | 5 | 9 | 18 | 52 |
| 26 - 35 | 100 | 22 | 13 | 27 | 162 |
| 36 - 45 | 125 | 21 | 6 | 34 | 186 |
| 46 - 55 | 109 | 11 | 9 | 52 | 181 |
| 56 - 65 | 9 | 4 | 4 | 33 | 50 |
| 66 and Over | 0 | 0 | 0 | 7 | 7 |
| **Total** | **363** | **63** | **41** | **171** | **638** |

**Staff Gender Profile**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Gender** | **Wholetime** | **On-call** | **Control** | **Green Book** | **All Staff** |
| Female | 22 | 8 | 28 | 97 | 155 |
| Male | 340 | 55 | 13 | 74 | 482 |
| Other | 1 | 0 | 0 | 0 | 1 |
| **Total** | **363** | **63** | **41** | **171** | **638** |

# 

Appendix B – 2023-24 Annual Objectives

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.​
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](https://www.legislation.gov.uk/ukpga/2022/30/contents/enacted) and [Regulatory Reform (Fire Safety) Order 2005](https://www.legislation.gov.uk/uksi/2005/1541/contents/made), whilst ensuring that our services are accessible to all.​
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.​
4. Resilience: We will ensure we are resilient and work with our partners to promote and build resilience in the communities we serve.​
5. Sustainability: We will ensure that we provide a financially sustainable and environmentally friendly service to our communities.​
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.
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.​
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. ​
9. Collaboration: We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.

Appendix C – 2023-24 Performance Measures and Definitions

**Service Provision**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **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. |
| 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 | | | |
| 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. |

Corporate Health

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Measure** | **2023-24**  **Target** | **Definition/ Rationale** |
| Human Resources and Learning & Development | | | |
| 25 | Percentage of working time lost to sickness across all staff groups | 5% | 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. |
| 26 | Percentage of eligible staff with Personal Development Reviews | 100% | 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. |
| 27 | Number of formal grievances | Monitor | The number of formal grievances raised by staff under the Grievance, Bullying and Harrassment Policy. |
| Health and Safety | | | |
| 28 | Number of RIDDOR accidents and diseases | Max 4 | RIDDOR (Reporting of Injuries Diseases and Dangerous Occurrences Regulations) are more serious injury accidents and diseases. |
| Finance and Procurement | | | |
| 29 | Percentage of spend subject to competition | 85% | 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. |
| 30 | Compliant spend as a percentage of overall spend | 100% | 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 | | | |
| 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 | 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 |  |
| 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 |  |
| 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 |  |
| 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 |  |
| RBIP | Risk Based Inspection Programme |  |
| 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) |
| 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) |  |