

Royal Berkshire Fire Authority

Annual Plan

» 2025 – 2026



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» Introduction

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

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

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



» Our Purpose and Vision

Royal Berkshire Fire Authority's (RBFA) purpose is to create safer, more resilient communities by preventing incidents, protecting homes and businesses, and responding to emergencies. RBFA has a set of [Commitments](#) that run from 2023 – 2027 and are regularly reviewed. They explain how we intend to achieve our purpose.

The [RBFRS Vision](#) is to work together as one team for the communities we serve. To fulfil our Vision, it is vital that our staff work in a safe, supportive and inclusive environment – the core values that underpin Our Culture Plan 2025-2028. This plan sets out the behaviours and principles we are committed to embedding across our Service.

To achieve our purpose and vision, we place the community at the heart of all that we do and deliver the service through our four overarching principles of culture, capability, risk management and sustainability.

We intend to deliver the four quadrants of our public facing work: our Prevention, Protection, Response and Resilience services through our four overarching principles: Sustainability, Culture, Capability and Risk Management.

Royal Berkshire Fire Authority published the [Corporate Plan and Community Risk Management Plan \(CRMP\) 2023-2027](#) which sets out how RBFRS will achieve the Fire Authority's six Strategic Commitments and manage risk in our communities.

Delivery of our Objectives

The Senior Leadership Team set the Annual Objectives for the current year which are aligned to our vision and seeks to complement the work already set out in our Corporate Risk Management Plan (CRMP) and Service Plans. These are formally agreed by Fire Authority and published on our website.

Our strategies and priority programmes are developed to run aligned to the period of our CRMP and the plan for 25/26 shows our continued focus on those long-term activities.

Heads of Service produce a Service Plan to assist in the management of day-to-day business. Service Plans will include both business as usual and project activity and help to predict the resource levels across the Service.

The delivery of Service Plans is further supported by individual employee objectives which are agreed with every member of staff during our personal development review process and sets out how each member of staff will help towards achieving the organisational goals.

The Annual Plan reflects not only our strategic priorities but also the values and interventions described in Our Culture Plan, ensuring that the culture we aspire to shapes and support service delivery.



» Strategic Commitments 2025-2026

In order to achieve the Strategic Commitments we have made to the people of Royal Berkshire, our plan for 2025-2026 sets out how we will achieve these and highlights areas of focus. These are aligned to our overarching principles: Risk Management, Sustainability, Culture and Capability. These are checked annually with the Fire Authority and are detailed below.

This is further supported by our Corporate Measures which are directly aligned to our plan and our core duties and responsibilities. Our Corporate Measures are detailed within the annual plan.

In the year of this annual plan, we have identified four key short-medium term priority risks aligned to culture, capability, resources and critical business as usual which the organisation is addressing. These will drive the priorities in our annual plan giving consideration to our CRMP objectives and strategies.

» Principle: Risk Management

- **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.
- **Protection:** We will support those with responsibility for premises to understand their duties in ensuring the safety of all people using buildings covered by the Building Safety Act 2022 and Regulatory Reform (Fire Safety) Order 2005, whilst ensuring that our services are accessible to all.
- **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.
- **Resilience:** We will ensure we are resilient and work with our partners to promote and build resilience in the communities we serve.

» Principle: Sustainability

- **Sustainability:** We are committed to ensuring that we provide a financially sustainable Service and take meaningful action to help address the climate emergency.

» Principle: Culture

- **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.
- **Culture:** We will continue to embed 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.

» Principle: Capability

- **Capability:** We will continue to lead and manage RBFRS in accordance with good practice and national professional standards and we will continuously improve, learning from events and holding ourselves to account.
- **Collaboration:** We will continue to explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.

» Our Priority Programmes

Community Risk Management Planning

RBFA is required to produce a CRMP as set out in the Fire and Rescue National Framework for England. The CRMP must consider all foreseeable fire and rescue related risks that could affect our communities. In 2023, we publicly consulted on and published our [CRMP for 2023-27](#). This work will be managed through a programme structure and our Portfolio Board to ensure robust management and transparent reporting on progress.

We will continue to target those most at risk through our Adult Referral Programme and support businesses with their responsibilities under the Fire Safety order.

Work on delivering 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, has completed.

In 2025/26, our key CRMP deliverables will include:

- **Priority 1:** *We will develop our Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire due to climate change, societal and technological shifts.*
 - We will implement our Integrated Service Delivery Strategy, to ensure that risks are managed the most effective way, utilising Response, Prevention and Protection resources.
 - We will develop our capability to respond to incidents involving alternative fuel sources, such as lithium-ion batteries and ensure our approach is linked with emerging good practice.
 - We will continue to develop our wildfire capability to respond to the impact of climate change.
- **Priority 2:** *We will develop a Risk-Based Prevention Programme, to target those most vulnerable and at risk from emergency incidents.*
 - We will gather data and set a scope for our risk-based prevention programme. We will use our evidence and understanding of risk coupled with identified good practice to ensure we are able deliver prevention activities to those most vulnerable and at risk from emergency incidents.
 - We will incorporate recommendations from our Safe and Well evaluation to improve how we assess risk within the community and prioritise our Safe and Well visits to the most vulnerable members of our community.
- **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.*
 - We will better understand our existing crewing arrangements and impacting factors. We will develop, prioritise, and coordinate activity to improve the performance of our current response.
 - We will identify and consolidate response requirements including, fire engine availability, incident command and specialist capabilities.
 - We will develop options to meet our response requirements and enhance our arrangements to appropriately manage foreseeable risk, as described in our CRMP.
 - We will coordinate the delivery of approved and prioritised improvements to our response model.

» Our Priority Programmes

Community Risk Management Planning - Continued

- **Priority 5:** *We will develop our Fire Protection service to support the resilience of businesses, to ensure the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear.*
 - We will develop our new Risk-Based Inspection Programme following the evaluation, to ensure we are auditing the premises with the greatest risk.
 - We will demonstrate our commitment to public safety by utilising regulatory powers where appropriate to address buildings deemed unsafe due to non-compliance with the provisions of the Regulatory Reform (Fire Safety) Order 2005 (as amended) and the Fire Safety (England) Regulations 2022. We will engage with the people responsible for the High-Rise Residential Buildings (HRRBs) that have been identified as having unsafe cladding to ensure remediation remains a priority, taking regulatory action where necessary.
- **Priority 6:** *We will maintain 19 frontline fire appliances, and a baseline service provision of 14 frontline fire appliances, utilising our wholetime and on-call staff as effectively as possible, through local management.*
 - We will implement and evaluate the change to understand the benefits of integrating our wholetime and on-call availability to achieve our baseline service provision of 14 frontline appliances.



» Our Culture Plan

This section reflects how our culture is interwoven throughout our strategic delivery, underpinning our behaviours, structures, and leadership approach. Cultural alignment is a critical lens through which all programme activity will be designed and assessed.

Our organisation is made up of a group of people who care deeply about making a positive difference within their community.

Whatever our role within the service, we are connected by a deep desire to serve, joined together by our core purpose – to create safer, more resilient communities by preventing incidents, protecting homes and businesses and responding to emergencies.

How we deliver our purpose is important to us. The 'how' is embedded in the culture of our organisation. This is why it feels important that we have a plan which clarifies the culture we aspire to in more detail, which we are calling Our Culture Plan. This plan covers a three-year time period, up until 2028 and contains reflective questions that every single one of us can ask to ensure that we have a positive impact in shaping our culture.

We see our true self coming out on our good days. Within our Culture Plan, we aim to capture these good days and make positive steps forward to increase the number of good days we have.

Over the last year we have spoken to our staff through leadership forums, staff engagement sessions or via surveys to really understand what they think is important for us as an organisation and the three values that come out time and time again are Safe, Supportive and Inclusive.

These values sit alongside the values that we promote in our code of conduct (community, service, integrity, dignity, respect, accountability, professionalism and leadership).

Cultural work does not sit with one person or one directorate, it is a web of activity that together gently nudges the culture towards the way we want it to go.

It is a combination of focused interventions, five strategic 'component parts' and everyday actions that everyone can do to make this an even better place to work.

We have identified five 'component parts', that collectively help shape our culture because they impact our behaviour in different ways. Work in these areas is well underway and we are already starting to see the benefits from the changes that have been introduced.

As part of annual planning, each Directorate will review their service plans against the Culture Plan to ensure that their activities support the development of a safe, supportive, and inclusive working environment.



» Our Culture Plan

Our priority projects are managed by various Programme Boards with a Portfolio Board in place to ensure robust management and transparent reporting looking across all our strategy delivery plans and programmes.

In 2025/26, our key Culture Plan programme deliverables will include:

» People

- Continue the rollout of our Culture Plan and associated action plan to continue towards creating a safe, supportive and inclusive culture.
- Ensure workforce planning leads to the right people, in the right positions, with the skills required, including considering how to identify and manage potential.
- Deliver the 2025/26 requirements of the People Strategy action plan.
- Develop and consult on new Equality, Diversity and Inclusion (EDI) Objectives and deliver the 2025/26 requirements of the [Equality, Diversity, and Inclusion \(EDI\) Objectives](#) and Action Plan.
- Deliver the 2025/26 requirements of the Health, Safety and Wellbeing action plan.

» Places

- Deliver the 2025/26 requirements of the [Strategic Asset Investment Framework](#).
- Deliver the 2025/26 requirements of the Sustainability Strategy and associated Sustainability Programme including significant adaptations to estates and equipment.
- Continued investment in our estate to improve the equality of facilities and to provide dignified workplaces.
- Embed new ways of working for the control and

monitoring of fireground contaminants.

- Complete the new Training Centre facilities in an environmental and financially sustainable way, including attaining BREAM Very Good accreditation.

» Processes and Systems

- Progress our Cloud Migration initiatives improving availability of systems and business continuity arrangements.
- Deliver 2025/2026 requirements from RBFA 2024 – 2027 ICT [Strategy](#).
- Review and further refine our disaster recovery arrangements to ensure we utilise all resources available to continue delivering vital services to our communities.
- Improve our cyber resilience in response to increased threat levels in support of developing a robust organisational security policy.
- Deliver the 2025/26 requirements of the [Efficiency and Productivity Plan](#).
- Deliver our new Staff Development System providing a single point of interaction for all employee journey needs.
- Replace our Finance System employing more automation and streamlining related processes.
- Prepare for and migrate our telephony solution away from PSTN network before it's shut down by BT OpenReach.

» Structure and Governance

- Proactively engage with and respond to relevant and emerging policy, legislation and regulation, and monitor this through the Corporate Risk Register.
- Continue to engage with the development and implementation of professional [Fire Standards for fire and rescue services in England](#) and the areas for improvements following the publication of the HMICFRS report due in Q1 2025/26.

» Communications and Engagement

- Deliver against the Communications and Engagement Strategy Action Plan for 2025/26, which includes:
 - Review our internal and external communications channels to ensure we are accessible to all, progressing our commitment to be an inclusive workplace and Service for our communities.
 - Continue to develop feedback mechanisms and channels to support workforce and community engagement, as well as visibility of our Senior Leadership Team.
 - Utilise new technology and channels to reach our key stakeholders.
 - Provide clear, strategic direction and support on communications matters affecting the Service.

»» Thames Valley Collaboration Programme

Effective working relationships with other partners enable us to better serve communities based on local risks whilst striving for cost effective methods. Our objectives support our duty to collaborate, and the delivery of these objectives are overseen through the Thames Valley governance structure. The supporting [documentation](#) is published on our website.

In support of the strategic commitments and ensuring effective delivery of our response, protection and prevention activities, we will focus on the following areas of collaboration during this annual planning year:

- Continue to support the Thames Valley Forensic Fire Scene Investigation Unit (TVFFSIU) towards ISO17020 accreditation.
- Work with our blue light partners to complete the delivery of the recommendations from the Manchester Arena Inquiry to drive improvement in the Thames Valley.
- Continue to deliver improvements to increase efficiency and effectiveness with regard to incident command support with our Thames Valley Partners.
- Deliver a business case and scope for Command and Control system update.
- Review and re-commit to re-enter a joint working agreement for fleet maintenance with Hampshire and Isle of Wight Fire and Rescue Service.



» Sustainability Commitment

In support of our sustainability principles, and recognising there is a global climate emergency, the Authority is committed to reducing the impact of the organisation's operations on the environment and reducing its carbon footprint.

Strategic Assets of Royal Berkshire Fire and Rescue Service



Buildings

16 fire stations and our headquarters.



Equipment

Our fire appliances, equipment and support fleet.



ICT

Our ICT systems and infrastructure.

It will do so in a way that supports the United Kingdom's commitment to sustainable development and reducing the effects of climate change by achieving Net Zero by 2050, in line with the UK government target.

The estate contributes 65% of the Authority's direct (Scope 1 and 2) carbon output (c1,524 tCO₂ per year) so, investment is being made to reduce the negative impact our buildings have on the environment.

Estate strategic planning has included the production of estate heat decarbonisation plans to enable the first significant steps for the Authority achieve its Net Zero Carbon agenda by investment in sustainability initiatives at sites in the portfolio.

The fleet also contributes significantly to the Authority's carbon footprint, so investment is being made to modernise our fleet with more efficient assets.

This includes, where possible, and as technology allows, hybrid vehicles, plug-in hybrid vehicles and fully electric vehicles, to reduce the environmental impact of our operational activities.

Sustainability is not only environmental but also cultural and social. Our work will reflect inclusive principles, ensuring facilities and fleet modernisation support dignified, equitable and accessible workplaces.

In addition to looking at how the service can reduce our carbon footprint through our Estate and Fleet, we will be addressing sustainability in its broader context, looking at economic value, social inclusion and environmental protection. This is captured within our five-year sustainability strategy and will be delivered through an initial one-year sustainability programme, which will aim to embed sustainability more prevalently into our organisational objectives.



» Risk and Assurance

Risk Management

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

The Organisational Risk Management Policy does not address health and safety risks or community risk. These are addressed separately through both occupational health and safety management and the CRMP Programme.

The Corporate Risk Register is monitored by the Senior Leadership Team and a summary of the Register is available in the quarterly Strategic Performance Report and updated on a quarterly basis at rbfrs.co.uk.

We recognise that a healthy culture strengthens risk management by fostering trust, openness, and psychological safety, which are essential for surfacing issues early and improving resilience.

Audit Plan

Audits are an important part of providing the Fire Authority and the public with the assurance that the Service is run properly and in ways that have been agreed by our Officers and Members.

They demonstrate that the business is conducted in accordance with relevant legislation, Government expectations, good practice and organisational policy.

Our Internal Annual Audit Plan is developed in collaboration with our auditors, RSM, and approved by the Audit and Governance Committee.

Each audit is linked to a risk on our Corporate Risk Register and aligned to the four key risks identified supporting prioritisation.

The audit list is:

- Payroll Provider - Dataplan
- Risk Management and Governance
- Key Financial Controls
- Cyber Essentials
- Firefighter Pension Administration (WYPF)
- Business Continuity
- Health and Safety - Contaminants
- Equality Impact Assessments
- Procurement Policies and Procedures
Compliance with Procurement Act



» Risk and Assurance

Statement of Assurance

The RBFRS annual [Statement of Assurance](#) is available on the RBFRS website. The Statement is produced on an annual basis to formally confirm to Government, stakeholders and the communities we serve that there are adequate arrangements for the effective management of financial, governance and operational matters in RBFRS.

The Statement confirms the extent to which the requirements of the [Fire and Rescue National Framework for England](#) have been met. This includes information about our assurance arrangements regarding Prevention, Protection and Response and how we ensure local and national resilience. Our audit plan for the coming year will contribute towards the evidence for the annual Statement of Assurance.

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Independent assurance is provided by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) across the three pillars of 'effectiveness', 'efficiency' and 'people'.

HMICFRS inspected RBFRS during 2022 with the final report published in January 2023. RBFRS was again graded as 'good' in all three pillars.

Progress on the areas for improvements identified by HMICFRS in the 2023 report published have been incorporated into our plans.

Progress and assurance on these take place in our Portfolio Board and are reported to Audit and Governance committee through our Strategic Performance Board.

RBFRS was inspected in Q3 2024 with the inspection report due for publication late April 2025. The inspection report will highlight any areas for improvement (AFIs) and potentially, causes for concern. Once HMICFRS have published the report,

our AFIs will be reviewed, and action plans created and may affect our priorities and delivery of our Annual Plan. The latest published inspection report for RBFRS can be found [online](#).

For more information on the inspection of Fire and Rescue Services, please visit the [HMICFRS website](#).

Result of the 2021/22 inspection of RBFRS conducted by HMICFRS

Effectiveness

“Royal Berkshire Fire and Rescue Service’s overall effectiveness is **good**.”

Efficiency

“Royal Berkshire Fire and Rescue Service’s overall efficiency is **good**.”

People

“Royal Berkshire Fire and Rescue Service is **good** at looking after its people.”

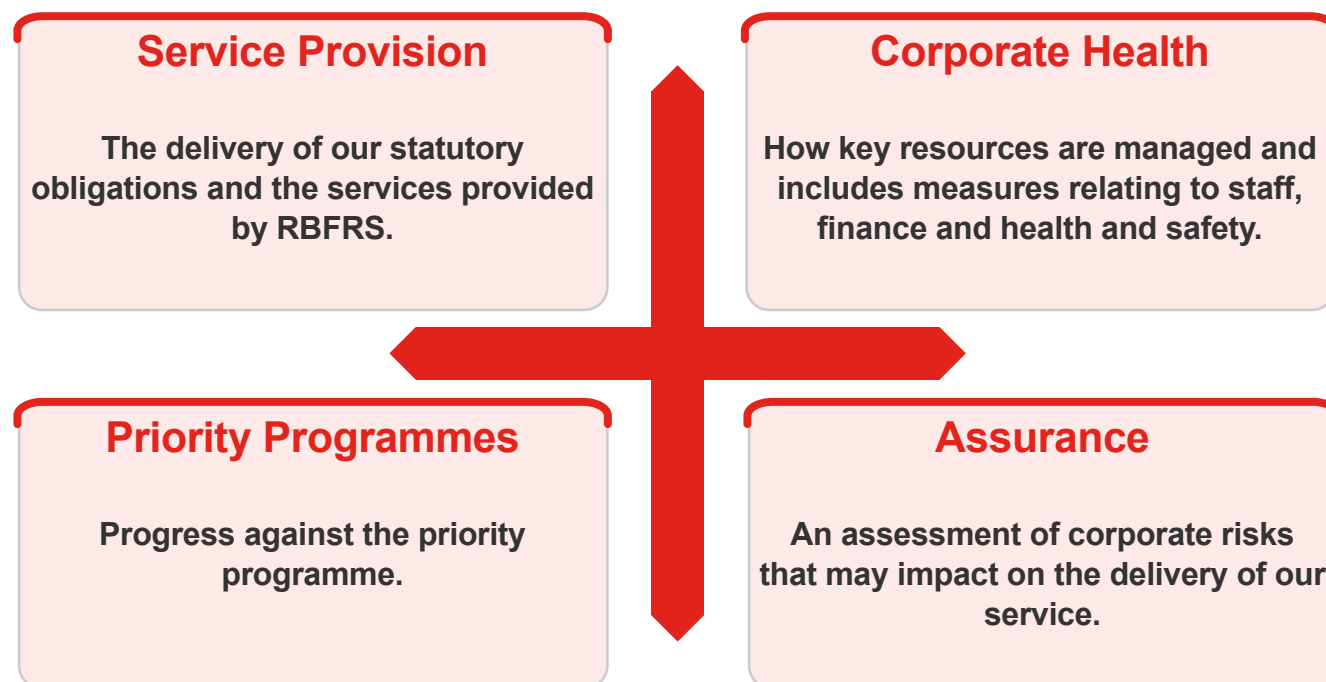
» Performance Management

The RBFRS Performance Management Framework provides structure and governance that enables measurement, monitoring and management of outputs and outcomes in a timely manner; this allows the organisation to respond and make informed decisions to ensure our statutory obligations and the Fire Authority's Strategic Commitments are successfully delivered.

Performance is scrutinised internally at the Strategic Performance Board and by the Audit and Governance Committee of the Fire Authority.

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

In line with Our Culture Plan, performance indicators will include cultural indicators and feedback from staff on feelings of trust, safety, inclusion and wellbeing.



» Governance

The Fire Authority is a legal body with statutory duties and responsibilities, including the scrutiny of the Service as a whole. The Fire Authority is responsible for setting the strategic direction, policies and priorities of the Service. In addition to full Fire Authority meetings which take place, RBFA has two committees, Audit and Governance Committee and Management Committee. They meet regularly to ensure the proper running of Royal Berkshire Fire and Rescue Service (RBFRS).

Further information around our Fire Authority is published on our [website](#).

RBFRS has key internal governance meetings which take place at defined intervals. These meetings range from strategic to operational in purpose and each one has a terms of reference outlining its purpose and scope.

During 2025/26, changes are being made to embed the Portfolio Board and the way we manage and oversee the programme of work.

The strategic governance structure consists of:

- Senior Leadership Team Meeting for decision making
- Portfolio board to monitor and scrutinise our strategy delivery plans and programmes.
- Strategic Performance Board to monitor and scrutinise performance.



» Corporate Measures 2025-26

Service Provision

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

Measure	2024/2025 Target	2025/2026 Target
Number of fire deaths	0	0
Number of non-fatal fire casualties	31 max	34 max
Number of deliberate primary fires	125 max	112 max
Number of deliberate secondary fires	233 max	207 max

Prevention

Increase the number of Referrals for Safe and Well Visits received from our partners	10%	5%
Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours	100%	100%
Percentage of Very High Safe and Well Referrals completed within 72 hours	40%	45%
Percentage of High Risk Safe and Well Referrals completed within 14 days	57%	64%

Protection

Percentage of Fire Safety Audits of premises identified as High or Very High Risk in our Risk Based Inspection Programme completed in timescale	N/A (new)	Monitor
Number of Fire Safety Audits completed at High and Very High-Risk Premises	New	Measure of Volume
Percentage success when cases go to court	80%	80%
Number of informal actions taken as a result of Protection intervention	New	Measure of Volume
Number of formal actions taken as a result of Protection intervention	New	Measure of Volume
Percentage of statutory fire consultations completed within the required timeframes	95%	95%



» Corporate Measures

Measure	2024/2025 Target	2025/2026 Target
Response		
Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	75%	75%
Percentage of wholetime frontline pumping appliance availability	97.4%	97.4%
Percentage of hours where there is adequate crewing of on-call frontline pumping appliances (based on 24/7 crewing)	50%	50%
Percentage of time that 14 or more pumping appliances are available	100%	100%
Resilience		
Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale	100%	100%
Number of Service Delivery Hub exercises completed	12	12
Efficiency		
Percentage of Automatic Fire Alarm calls where RBFRS did not attend	30% (min)	45% (min)
Customer Experience		
Percentage of respondents experiencing a fire, fire safety audit, or safe and well visit, satisfied with the service received	New (combined measures)	95%
Number of complaints received	Monitor	Measure of Volume
Number of compliments received	Monitor	Measure of Volume



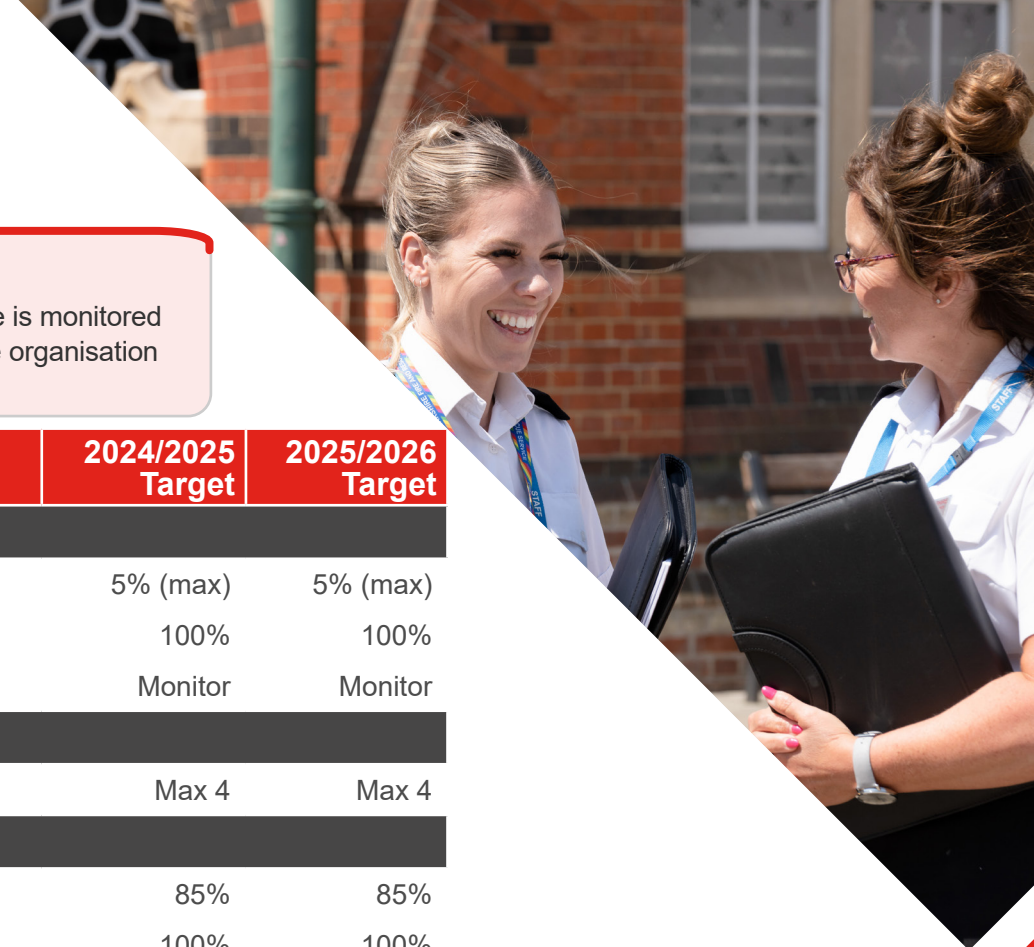
» Corporate Measures

Corporate Health

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

Measure	2024/2025 Target	2025/2026 Target
Human Resources and Learning & Development		
Percentage of working time lost to sickness across all staff groups	5% (max)	5% (max)
Percentage of eligible staff with Personal Development Reviews	100%	100%
Number of formal grievances	Monitor	Monitor
Health and Safety		
Number of RIDDOR* accidents and diseases	Max 4	Max 4
Finance and Procurement		
Percentage of spend subject to competition	85%	85%
Compliant spend as a percentage of overall spend	100%	100%
Freedom of Information		
Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Regulations, or Data Protection Legislation)	0	0
Monitoring the annual completion of the mandatory Protecting Information Course	Monitor	95%
Reporting of data breaches and near misses to include those that are reported to the ICO	Monitor	0
Completing the Data Subject Requests (SARs) within the permitted timeframes	Monitor	100%
Having a complete set of published Retention Schedules and keeping them up to date and auditing that data is retained in line with retention schedules	Monitor	100%

*RIDDOR is the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013. Under RIDDOR we have a duty to report certain events, those events being accidents that led to a person being unfit for their normal work for more than 7 days, or 'specified injuries' which are more serious types of injuries. These include injuries such as broken bones, crush injuries and amputations.



» Measure Definitions

Service Provision

Measure	2025/26 Target	Definition/ Rationale
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.
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.
Number of deliberate primary fires	122 max	The total number of primary fires that have been started deliberately. The target is a 5% reduction on the five-year average.
Number of deliberate secondary fires	207 max	The total number of secondary fires that have been started deliberately. The target is a 5% reduction on the five-year average.

Prevention

Increase the number of Referrals for Safe and Well Visits received from our partners	5%	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. Service level measures sit below this which set out targets specific to the Unitary Authority areas, recognising there may be areas where we need to improve and grow our relationships with referrers.
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.
Percentage of Very High-Risk Safe and Well Referrals completed within 72 hours	45%	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%.
Percentage of High Risk Safe and Well Referrals completed within 14 days	64%	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%.

» Measure Definitions

Protection

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.
Number of audits carried out in High or Very High-Risk premises	Measure of Volume	The measure of volume sets out the volume of audits undertaken to support our programme of inspecting the highest risk premises. The measure includes audits which may, for a number of reasons, have been out of target (CM09) but still within a short period after. We have retained a service level measure which looks at the compliance levels of our visits to ensure we are targeting our resources at the riskiest properties.
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.
Number of informal actions taken as a result of Protection intervention	Measure of Volume	To demonstrate the use of a range of legislative tools available to the Protection Team to support improvements in fire safety and the protection of the public and staff. We will separately monitor the informal actions across different premise types and occupancy.
Number of formal actions taken as a result of Protection intervention	Measure of Volume	To demonstrate the use of a range of legislative tools available to the Protection Team to support improvements in fire safety and the protection of the public and staff. We will separately monitor the formal actions across different premise types and occupancy.
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

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.
Percentage of wholetime frontline pumping appliance availability	97.4%	This measure shows the percentage of time that our wholetime pumping appliances are available for mobilisation. Reasons for unavailability include mechanical defects and crewing.

» Measure Definitions

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.
Percentage of time that 14 or more pumping appliances are available	100%	This monitors our CRMP commitment to ensure a minimum of 14 pumping appliances are available and includes wholtime and on-call appliances.

Resilience

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.
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

Percentage of Automatic Fire Alarm calls where RBFRS did not attend	45% (min)	In some circumstances we are able to seek confirmation before attending an Automatic Fire Alarm Call, enabling us to be more efficient.
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Customer Experience

Percentage of respondents experiencing a fire, fire safety audit, or a safe and well visit, satisfied with the service received	95%	<p>A customer feedback questionnaire/survey is sent to those the Service has interacted with:</p> <ul style="list-style-type: none"> • Those who have experienced a dwelling fire • Customer feedback survey of business owners/managers who have experienced a fire in their commercial premises • Customer feedback questionnaire is sent to business owners/managers who have had a full fire safety audit • Customer feedback questionnaire is sent to a sample of individuals who have received a Safe and Well Visit.
Number of complaints received	Monitor	The number of complaints made to RBFRS about any aspect of our service or staff.
Number of compliments received	Monitor	The number of compliments received by RBFRS about any aspect of our service or staff.

» Measure Definitions

Corporate Health

Measure	2025/26 Target	Definition/ Rationale
Human Resources and Learning & Development		
Percentage of working time lost to sickness across all staff groups	5% (max)	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.
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.
Number of formal grievances	Monitor	The number of formal grievances raised by staff under the Grievance, Bullying and Harrassment Policy.
Health and Safety		
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		
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.
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		
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).

» Measure Definitions

Monitoring the annual completion of the mandatory Protecting Information Course	95%	RBFRS are required to adhere to Data Protection and GDPR legislation. How to protect the data we use daily is a responsibility that we are audited on with regards to compliance. This measure monitors quarterly compliance of Service Personnel with passing the Protecting Information Course.
Reporting of data breaches and near misses to include those that are reported to the ICO	0	RBFRS are required to conform to Data Protection and GDPR legislation. This measure monitors the reporting of data breaches and near misses, specifically those that are reported to the Information Commissioners Office.
Completing the Data Subject Requests (SARs) within the permitted timeframes	100%	RBFRS are required to adhere to Data Protection and GDPR legislation. This measure monitors completion of Data Subject Requests (SARs) within the permitted timeframe, 1 month, or 2 months with an agreed extension.
Having a complete set of published Retention Schedules and keeping them up to date and auditing that data is retained in line with retention schedules	100%	RBFRS are required to adhere to Data Protection and GDPR legislation. This measure monitors compliance to having published, accurate Retention Schedules that are kept up to date and in line with our Records Retention and Disposal Policy.



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