

Royal Berkshire Fire Authority

Annual Plan

» 2026 – 2027



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» Introduction

Royal Berkshire Fire and Rescue Authority (RBFA) exists to create safer, more resilient communities by preventing incidents, protecting homes and businesses, and responding to emergencies. Serving a large and diverse county, the role continues to evolve as the risks facing our communities change and expectations of public services grow.

The Annual Plan for 2026/27 sits within a period of continued progress, as we enter the final year of our current Corporate Plan and Community Risk Management Plan, 2023–2027 (CRMP). It reflects both the achievements we have already made and the requirement to respond to important changes in the environment in which we operate.

We recognise a challenging national context which we are not immune to in Royal Berkshire. For example, the impacts of climate change are increasingly evident, with wetter winters raising the risk of flooding and periods of hotter, drier weather increasing the likelihood of wildfires. Changes to risk such as these require us to continue adapting how we prevent incidents, prepare for emergencies and respond when they occur. As such, a key activity for this year will be developing our next CRMP.

Berkshire is also continuing to grow. New homes, a more complex built environment and a rising number of high rise residential buildings bring both opportunity, responsibility and increased demand. This plan recognises the importance of ensuring our Prevention and Protection and Response services are integrated, continue to be focussed and benefit from strong partnership working.

Alongside these pressures, there are also significant opportunities. Advances in technology and data provide us with new ways to better understand risk, target our activity more effectively and improve how we work across the organisation. Used well, this will allow us to simplify and automate processes to be more efficient, more joined up and more focused on what matters most: delivering high quality services to our communities.

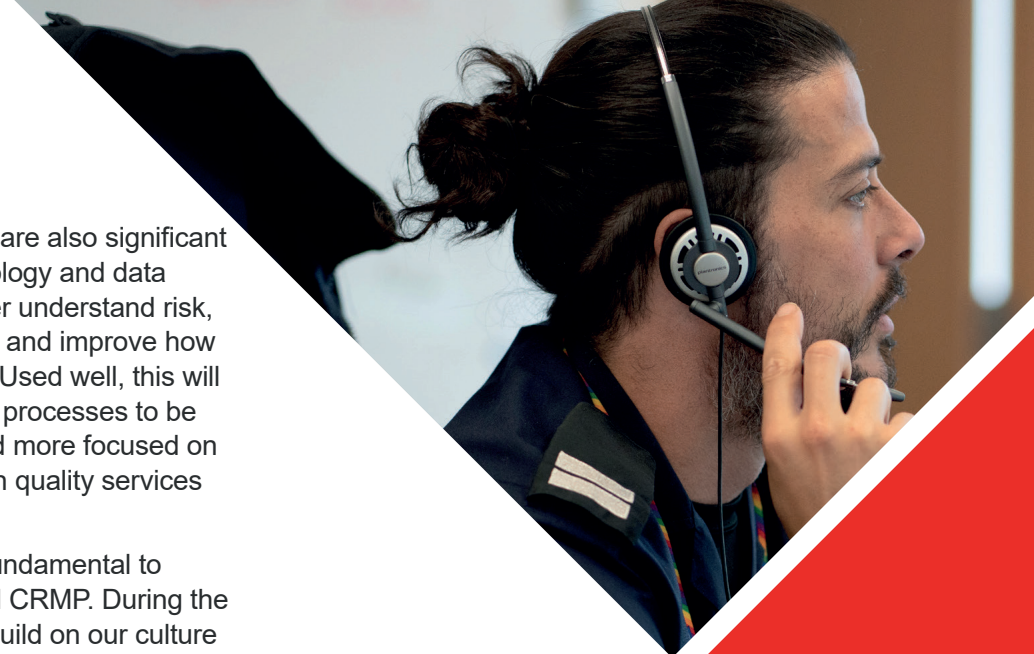
Investing in our people remains fundamental to delivering our Corporate Plan and CRMP. During the coming year, we will continue to build on our culture plan. We are investing in leadership development at all levels, ensuring our leaders have the skills, confidence and behaviours needed to inspire others, lead change effectively and uphold our values through our refreshed supervisory and middle management development programmes.

Effective communication and engagement will remain a key priority. We will continue to provide meaningful opportunity for our people to influence decisions, contribute ideas and understand how their work supports our strategic commitments. Through regular engagement, we will ensure our people are connected to our purpose, informed about change and equipped to deliver excellent services to our communities.

Investment in technologies now is particularly important in a context of the anticipated longer-term tightening of public finances, where we must ensure every pound we spend delivers excellent value. This year will see further development and early delivery of the Authority's Efficiency and Productivity plan.

Our plan for 2026/27 also reflects our commitment to continuous improvement and accountability. We are preparing for our next inspection by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and welcome the opportunity this provides to demonstrate progress, identify learning and further strengthen the service we provide.

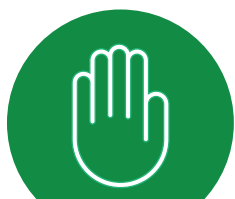
This Annual Plan sets out the key priorities, objectives and activities we will focus on during the year ahead. These are aligned to our purpose and designed to ensure a safe, supportive and inclusive organisation, that puts our communities at the heart of everything we do.



» Our Purpose, Vision and Commitments

Our Vision sets our longer-term direction of travel. We will place the community at the heart of all that we do. Our Strategic Commitments, outline how we intend to achieve our Purpose.

These are:



Prevention

We will reduce the risk to our communities through our targeted prevention activity, working with partners to deliver prevention and education activities, ensuring our services are accessible to all.



Protection

We will support those responsible for premises to understand and meet their duties under the Building Safety Act 2022 and Regulatory Reform (Fire Safety) Order 2005, whilst ensuring that our services are accessible to all. Where appropriate, we will use our regulatory powers to achieve compliance and improve safety outcomes.



Response

We will ensure that our people are well trained, equipped and located to provide a safe and effective response to our communities when emergencies occur.



Resilience

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



Sustainability

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



People

We will provide a safe, supportive and inclusive environment for staff to thrive in, building a diverse organisation that is engaged with, and accessible to, our communities.

» Our Purpose, Vision and Commitments

How we intend to deliver our services

We 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.

The delivery of our Prevention, Protection, Response and Resilience services will be guided by our overarching principles: Culture, Capability, Risk Management and Sustainability.



What do these principles mean in practice?

Culture: A safe, trusted team that works together, takes pride and always improves (underpinned by our culture plan and shared values – Safe, Supportive and Inclusive).

Capability: We invest in our people, raise standards, and focus our talent where it reduces risk most.

Risk Management: We use evidence and judgement to reduce risk, work with partners to prepare for foreseeable risks, and prioritise the availability and resilience of our people and assets.

Sustainability: We will support resilient communities, deliver value for money, and keep the Service financially sustainable.

These principles guide the choices we make, are captured in our agreed strategies, and support the delivery of the Fire Authority's Strategic Commitments helping us achieve our Vision while continuing to meet the needs of our communities.

The Annual Plan consolidates these priorities each year to ensure we continue to deliver against our Strategic Commitments and to inform the priorities of all our staff.



» Our Purpose, Vision and Commitments

The diagram on the right provides the link from our Vision and Purpose down to the development of Personal Objectives. Our Corporate Plan and CRMP details what will be delivered, and our Culture Plan outlines how we do business and what it feels like to work here.

To support the delivery of our Annual Plan, the Service has also committed to three working principles in 2026/27 to ensure we achieve our objectives. These are:

- **Focus:** We will focus on community risk to support the delivery of our Purpose through a balanced and integrated Service Delivery approach.
- **Simplification:** We will simplify our approaches to ensure we are freeing up the time of our team to work on what's most important.
- **Teamwork 'One Team for Berkshire':** We need to ensure we are working collaboratively as one team across all our functions.

Our Values are part of our cultural framework and sit alongside the values we promote in our Code of Conduct. 'Safe, Supportive and Inclusive' encapsulates how we collectively would like to see our culture evolve – they are the words that embody what a good day looks like for us – and are embedded in our Behavioural Competency Framework.

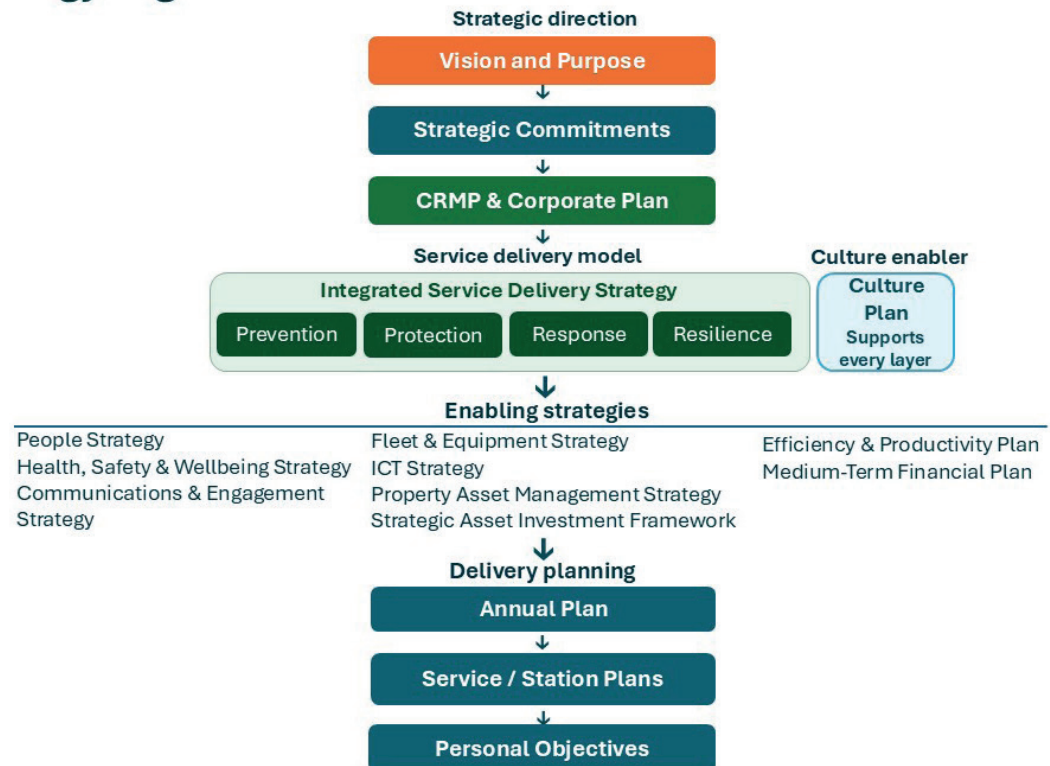
What do our values mean in practice for our staff?

Safe: Feeling physically and psychologically safe.

Supportive: Our staff are supported to do both a good job and stay well.

Inclusive: Our staff feel valued for their unique contributions and feel they belong.

Strategy alignment cascade How strategic intent flows into delivery plans and individual objectives



» Our Priority Programmes

Community Risk Management Plan and Corporate Plan

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 [Corporate Plan and CRMP for 2023-27](#). This work is managed through a programme structure and our Change and Improvement Board to ensure robust management and transparent reporting on progress.

During 2026, we will be working on developing our next CRMP and will aim to consult on this in 2027. Our priorities, what has been achieved over the last Annual Plan and what we aim to achieve over the coming year are detailed below.

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.

Over the last Annual Plan cycle, we made significant progress in strengthening our preparedness, prevention and response to wildfire risk. We invested in new equipment related to water rescue, wildfires and undertook a comprehensive review of the 2025 wildfire season to identify key learning. We now have an integrated approach across prevention, protection and response with joint visits and exercises.

We have strengthened how risk information supports operational and strategic decision-making. This includes introducing new technology to improve how risk information is recorded and accessed, ensuring crews and Fire Safety Inspectors have up-to-date information. We are trialling a structured Microsoft 365 workflow across four stations, which has improved timeliness, visibility, resilience and staff confidence. Following successful evaluation and supporting training, the approach is being rolled out Service-wide, while future plans include procuring a new integrated risk management system to bring together Prevention, Protection, Response and Safeguarding data to support more informed

decision-making

Over the 2026-27 Annual Plan cycle we plan to:

- Pilot an approach that enables operational response crews to contribute to the delivery of Business Fire Safety activity, supporting broader prevention and protection outcomes.
- Continue engagement with the Strategic Protection Forum to enhance our understanding around the risk and mitigation of alternative energies.
- Assess our capabilities, to ensure a consistent and risk-based process to the governance, assurance and management of specialist capabilities and allocation of resources.
- We will review learning and development to ensure the training and qualification we provide our teams is aligned to community risk and provides value for money.

Priority 2: We will develop a Risk-Based Prevention Programme, to target those most vulnerable and at risk from emergency incidents.

Over the last Annual Plan, we delivered:

A Pilot, with the NHS in Slough to identify members

of the community most at risk of fire by overlaying identified risk factors with patient data.

A Carbon Monoxide (CO) alarm project in conjunction with gas distribution company SGN, issuing CO alarms as part of our Safe and Well visits. Following a full evaluation highlighting the benefits, SGN have committed to support and fund the project for another 12 months.

We have incorporated 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.

We have completed evaluations of our Safeguarding work, our Fire Cadets and our Schools and Safety Education programme.

Over the 2026-27 Annual Plan cycle we plan to:

- Review the resourcing of our prevention function to ensure our delivery model is efficient and managing risk effectively.
- We will use data from internal and partner sources to refine how we prioritise prevention activity, ensuring our risk-based approach targets those most vulnerable and at greatest risk.

» Our Priority Programmes

Community Risk Management Plan and Corporate Plan - Continued

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.

Over the 2025-26 Annual Plan, we developed and implemented focused improvements to support improved appliance availability and resilience which included an increase in our operational establishment for station-based staff and flexi duty officers and improved our operational support arrangements.

We have strengthened our approach to fire survival guidance, ensuring that information from multiple emergency calls is captured, shared, and acted upon to better support those at greatest risk. We have delivered key improvements from the Manchester Arena Inquiry such as multi-agency training and exercising, major incident aide memoirs and ten-second triage, enhancing our coordination with other emergency services. In addition, we have implemented learning from both parts of the Grenfell Tower Inquiry, reinforcing our high rise firefighting and evacuation procedures and providing assurance that recommended improvements are embedded in day to day operations to keep our communities safe.

Over the past year we have developed our operational learning framework. We capture insight from incidents, exercises and assurance activity. This information has helped us to prioritise actions and track them through to completion under structured oversight.

Over the 2026-27 Annual Plan cycle we aim to:

- Develop a new CRMP for launch in 2027, including risk analysis and an options appraisal.
- Complete an evaluation of appliance availability to assess the impact of multiple actions taken to improve emergency response performance.
- Progress our On-Call Action Plan to strengthen recruitment, training and retention of staff.
- Relocate an incident command vehicle to improve the resilience and availability of command support for complex incidents.
- Enhanced monitoring of overtime expenditure to drive down cost.
- Focus operational capacity on risk critical activity - business fire safety, risk visits and operational training.
- Conduct a Response management structure and incident command capability review.



» Our Priority Programmes

Community Risk Management Plan and Corporate Plan - Continued

Priority 4: We will review incidents that do not form part of our 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 our priority.

This review was completed and reported to the Fire Authority. The findings of this report have been used to inform the development of Priority 3, and our next Community Risk Management Plan. The impact on our response model of the exercise of statutory powers is monitored on an ongoing basis to ensure that the focus on core duties as expressed in the National Framework is maintained.

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.

Over the 2025-26 Annual Plan, we have developed tools to support consistent decision making related to enforcement decisions, ensuring that the audit outcomes are fair and proportionate to improve public safety. We have developed effective ways of working with Local Authorities, the Building Safety Regulator, and MHCLG to support the timely remediation of buildings with unsafe external wall cladding.

We reviewed the resourcing model to meet the changing needs and demands of regulators within the built environment. Utilising both Protection and Response teams we have introduced enhanced monitoring and oversight of buildings in interim measures to ensure agreed safety measures remain in place.

We have enhanced our ability to receive, update and share operational risk information across teams in a timely manner to reduce risk to staff and members of the public. We have strengthened access to specialist fire safety expertise by providing 24/7, year-round availability of a Fire Safety Inspector, ensuring a consistent and robust regulatory approach to fire safety issues.

Over the 2026-27 Annual Plan cycle we aim to:

- Further develop our Risk-Based Inspection Programme following evaluation to ensure we are applying the appropriate interventions for premises which present the greatest risk.
- Develop a business safety plan that provides accessible information to help businesses across Berkshire comply with the fire safety regulations, supporting the principles of Better Business for All.
- Commission a peer review of our Protection activities to ensure our activities as a regulator are consistent and adhere to best practice.

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

This priority has been delivered with an evaluation of the initiative presented to Fire Authority members.

These arrangements have now become part of business-as-usual resourcing and the provision of 14 frontline appliances has improved year on year since the initiative was introduced.

The Service continues to optimise its use of resources by supporting on-call appliance availability when wholetime staffing allows and by crewing special appliances such as 4x4 vehicles with two on-call firefighters when a full crew of four isn't available for a fire engine.

» Our Culture Plan

As a Service, we are focused on creating a safe, inclusive and respectful working environment where our people feel valued and supported. Our culture is interwoven throughout our strategic delivery, underpinning our behaviours, structures, and leadership approach.

Our organisation is made up 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.

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 is Our Culture Plan. This plan covers a three-year time period, up until 2028 and contains reflective questions and focused interventions (steps) that every single one of us can ask to ensure that we have a positive impact in shaping our culture. We are making significant efforts to embed the plan and ensure this is used across teams.

We deliver our Culture Plan through a combination of focused interventions and everyday actions that everyone can do to make this an even better place to work. We have focused on improving our working environment, our processes, systems and estate while supporting workforce wellbeing and safety. Our plan for this year continues this focus.

We will build on our existing governance and organisational learning processes to develop a clear approach to support our culture, which prioritises insights that translate into safer, smarter, and more resilient operational practices.

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



» Delivery of our Objectives

In 2026-27, our key Culture Plan programme deliverables will include:

» People

- Deliver a new Staff Development System to provide a single integrated platform to manage staff development and training and improve oversight of operational and professional competence.
- Develop the four-year EDI action plan to support the delivery of the EDI Objectives and deliver the 2026/27 requirements of the plan.
- Review and refine the on-call training programme as part of the delivery of the On-Call Action Plan.
- Through the delivery of our Health, Safety and Wellbeing Strategy, support the assurance of operational professional standards in support of firefighter safety and focus activity through alignment to organisational and sector learning.
- Foster opportunities for leaders to learn, share insights, and grow through organisational learning practices.
- Refresh and evaluate our leadership programme to ensure we continue to invest effectively in developing leaders and managers.

» Places

- Plan and deliver the Estates, Fleet, Equipment and Sustainability aspects of the Strategic Asset Investment Framework 2026 – this includes refurbishing Langley Fire Station and completing feasibility studies for improvements at five other fire stations.
- Develop and publish a new RBFPS Property Asset Management Strategy.
- Develop a sustainable approach to asset management across the Estate.
- Deliver the 2026/27 requirements of the Sustainability Strategy and associated Sustainability Roadmap – this includes installation of roof mounted solar panels and carbon literacy training for selected staff.
- Continued investment in our estate to improve the equality of facilities and to provide dignified workplaces and to help manage contaminants – this includes significant improvements at Windsor and Ascot fire stations.
- Ensure we receive continued value from our Hard Facilities Management Contracts.

» Processes and Systems

- Develop and publish the new Digital, Data and Technology Strategy and deliver on its objectives for 2026-27.
- Deliver 2026/27 requirements, including a Data Intelligence capability review, Cyber Security capability review and support completion of key infrastructure projects.
- Review and further refine our disaster recovery arrangements to ensure we utilise all resources available to continue delivering vital services to our communities.
- Continue the expansion of automations and digitalisation in support of our Efficiency and Productivity plan and efforts to achieve financial efficiencies targeted for 2026/2027.

» Delivery of our Objectives - Continued

» Processes and Systems continued

- Deliver the requirements of the Emergency Services Mobile Communications Programme.
- Provide technology leadership and support to Thames Valley Fire Control Service's Computer Aided Dispatch Replacement Programme.
- Deliver key milestones of our Risk Management Solution replacement programme.
- Produce feasibility and business case for consideration of body worn cameras to support staff safety and wellbeing.

» Communications and Engagement

In 2026/27, we will reset our approach to communications and engagement, positioning the function as a strategic partner that supports the Service to deliver its priorities during a period of significant change.

Our aim is to create clearer, more effective two-way communication across the organisation and with our communities, so that people feel listened to, heard, and able to influence decisions. We would like to provide multiple opportunities for engagement and feedback, and to strengthen how we close the loop, by showing how views have been considered and what action has been taken as a result.

This means moving beyond sharing information, towards a more active and responsive approach that supports understanding, trust and involvement. It includes supporting everyone across the service to play their role as a communicator, with the Communications and Engagement team providing oversight to ensure delivery is consistent, coordinated and aligned to our strategic priorities. We will:

- Build a clear line of sight between individual roles and the Corporate Plan, Community Risk Management Plan (CRMP) and strategic priorities, so everyone understands how their work contributes to our vision and purpose.
- Strengthen strategic coordination of communications, prioritising activity that delivers the greatest organisational impact, supports change adoption and improves business readiness.
- Support a more targeted, insight-led approach, ensuring the Service communicates with the right people, at the right time, to better protect those most at risk.
- Ensure our communications are clear, accessible and inclusive to meet the needs of our diverse audiences.
- Embed stronger two-way communication and feedback mechanisms, including greater visibility of our senior leaders, so our people, partners and communities have meaningful opportunities to engage and shape decisions.
- Improve how we close the loop on engagement by demonstrating how feedback has informed decisions, actions and service improvements.
- Provide Members with timely, relevant insight, supporting informed decision-making and effective governance.

Through this approach, Communications and Engagement will help build trust, strengthen organisational effectiveness and improve service delivery by ensuring communication is not only clear, but responsive and informed by those we service and work alongside.

» 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).
- Continue to deliver improvements to incident command support with our Thames Valley Partners to increase efficiency and effectiveness.
- Work with our Buckinghamshire and Oxfordshire Fire and Rescue Services to deliver a replacement for our Thames Valley Fire Control Command and Control System.
- Commission work to improve our response to fires in tall buildings.
- Work together with our Thames Valley partners to procure personal protective equipment across the three fire and rescue services.
- Continue alignment of operational procedures and breathing apparatus use across the Thames Valley to support interoperability and enabling efficient and effective working.



» Sustainability Commitment

In support of our sustainability principles, the Authority is committed to reducing the impact of the organisation's operations on the environment and reducing its carbon emissions. It will do so in a way that supports the United Kingdom's commitment to sustainable development by achieving Net Zero by 2050, in line with the UK government target.

The estate produces 65% of the Authority's direct carbon emissions, so we are investing in reducing the environmental impact of our buildings. This includes developing heat decarbonisation plans and beginning sustainability projects across our sites to support progress toward Net Zero. The fleet is also a major source of emissions. To address this, we are modernising our vehicles by introducing more efficient options, including hybrid, plug in hybrid and fully electric vehicles where technology and operational needs allow.

In addition to reducing the Service's emissions through our Estate and Fleet, we will be addressing sustainability in its broader context, by developing our economic value, social inclusion and environmental protection. This is captured within our five-year sustainability strategy and delivered through an initial one-year sustainability programme.

The focus of the one-year sustainability programme will be:

- Governance and Reporting aims to increase transparency and information sharing through existing governance channels and will improve the overall understanding and transparency around carbon emissions and sustainable actions.
- Carbon Emission Reporting will provide annual updates to carbon emissions across the Service to understand the impact of the projects and to provide benchmarking on progress.
- Education and Learning aims to increase the Authorities understanding of sustainability, economic value, social value and environmental impact of our actions and how we can reduce our impact whilst delivering our services. This will include initial Carbon Literacy Training within year one to develop our understanding of carbon and its impacts.
- Sustainable Procurement aims to reduce our overall emissions through our partnerships and increase our reporting by requesting information and data from our procured services.

» 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 sets out a structured process for spotting potential problems early, judging how likely and serious they are, and putting actions in place to reduce or control them, with senior leaders overseeing the highest risks. The aim is to make better decisions, protect people and resources, and ensure the Service can continue to meet its objectives safely and effectively despite uncertainty.

Health and safety risks are addressed separately through our occupational health and safety management processes. The CRMP Programme allows us to understand and manage risks to people, communities and the environment we protect.

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.

During 2026-27, we will be making some changes to how organisational risk is managed across the Service. This includes introducing a new risk management database with enhanced functionality and improved accessibility to support the consistent, accurate and dynamic management of risks and their associated treatment workstreams. Alongside these changes, we will update our Organisational Risk Management Policy and staff training to reflect the new arrangements and support consistent practice across the Service.

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.

We ensure a robust internal and external Audit Programme is in place. 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. In addition, a number of audits are performed on an annual basis to provide assurance around the effectiveness of internal controls.



» Risk and Assurance

Statement of Assurance

Our Statement of Assurance is an annual document that confirms that we have effective arrangements for managing operational, financial and governance matters. It provides assurance to the Government, stakeholders, and the community that the service meets the requirements of the [Fire and Rescue National Framework for England](#). This includes details on how the Service ensures high standards in areas like prevention, protection, response, and resilience. Our audit plan for the coming year will contribute towards the evidence for the annual Statement of Assurance. The RBFRS annual [Statement of Assurance](#) is available on the RBFRS website.

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 10 areas under the three pillars of effectiveness, efficiency and people.

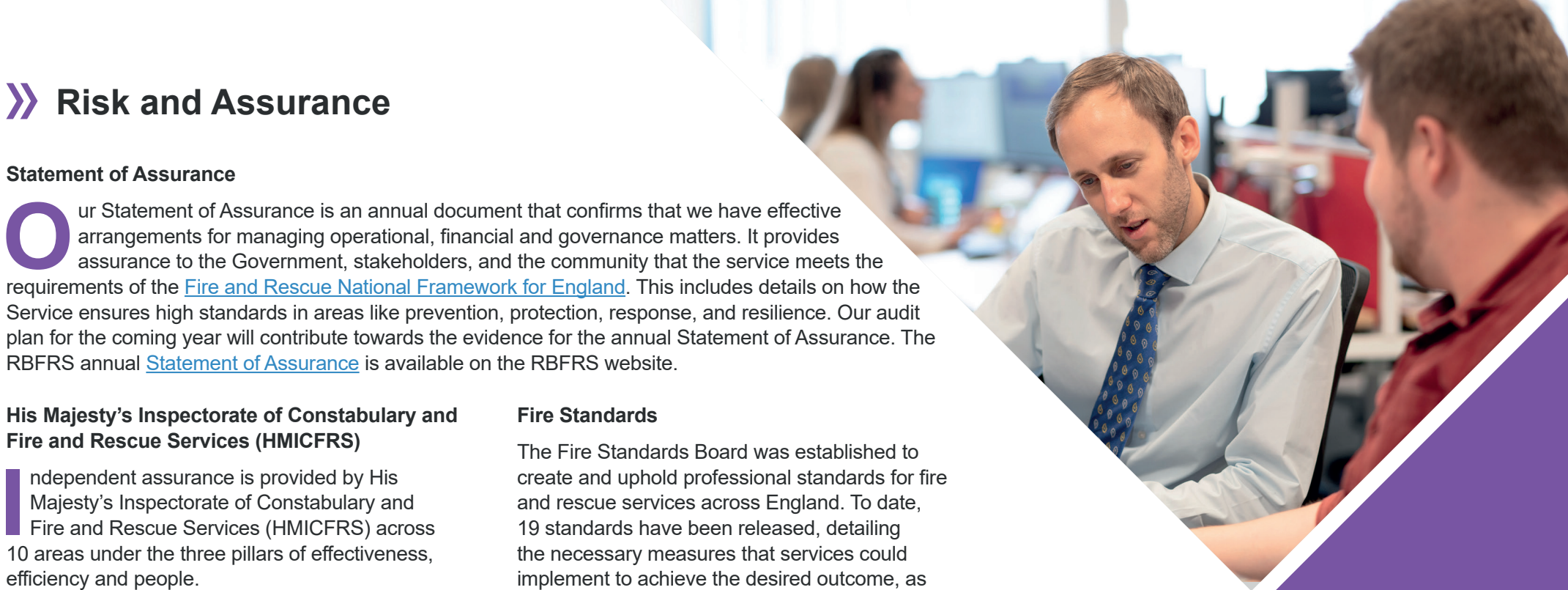
In 2024, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) completed an inspection of Royal Berkshire Fire and Rescue Service (RBFRS). The report was published in April 2025, with ratings across 11 areas. RBFRS receiving gradings of good in eight areas and adequate in three others and the inspection report is available on the [HMICFRS website](#). The areas for improvements identified by HMICFRS are incorporated into our plans and progress is reported to the Audit and Governance Committee.

We are preparing for our next HMICFRS inspection and we are due to be inspected in Q2 2026/27.

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

Fire Standards

The Fire Standards Board was established to create and uphold professional standards for fire and rescue services across England. To date, 19 standards have been released, detailing the necessary measures that services could implement to achieve the desired outcome, as well as the expected benefits of meeting the standard. We will continue to evaluate ourselves against these standards.



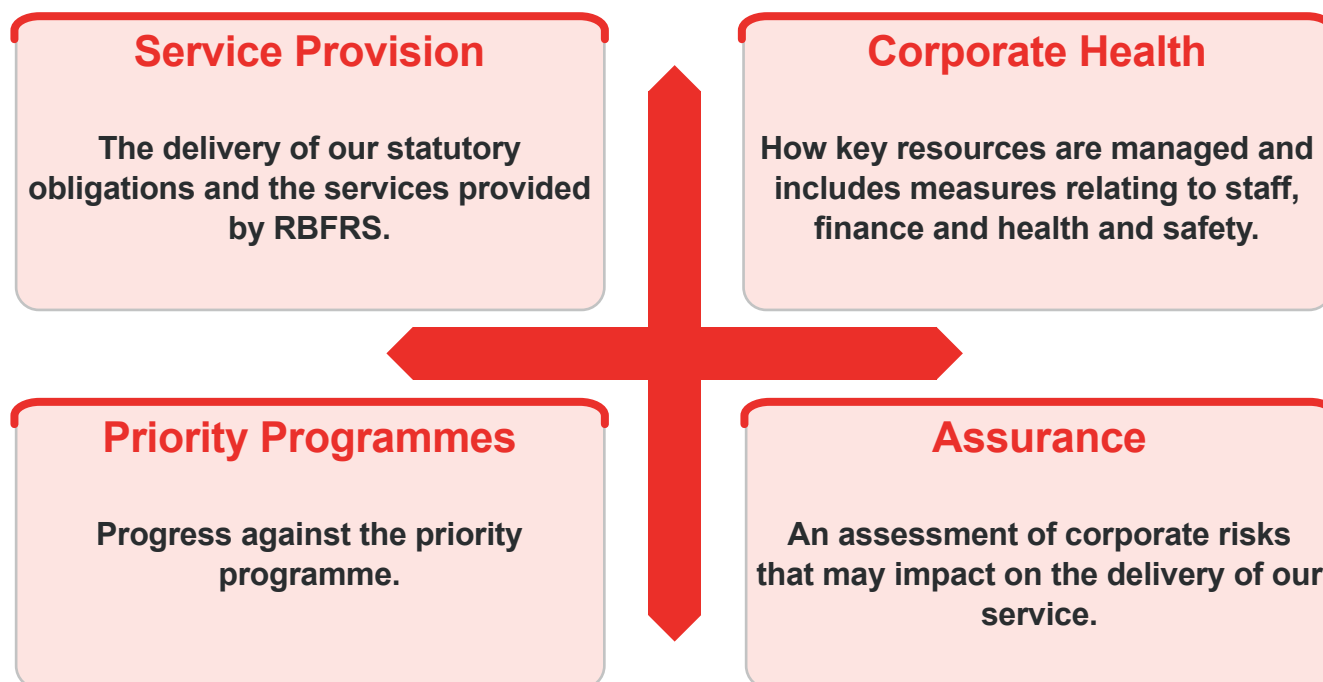
» Performance Management

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 Organisational Learning and Assurance Board, and by the Audit and Governance Committee of the Fire Authority.

Ongoing analysis of performance data supports decision-making across the organisation and supports the organisation in management of key areas of risk. Management teams review and monitor data and information regularly. A quarterly Strategic Performance Report is 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 collected via various routes from staff on feelings of trust, safety, inclusion and wellbeing. We will continue to embed our approach to evaluation ensuring our services are evidence based.



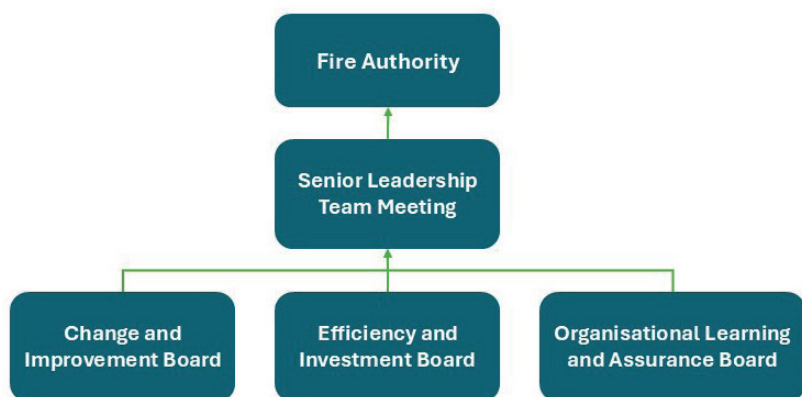
» Governance

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. These meetings are being reviewed to ensure our governance remains effective and efficient and supports the day to day running of the organisation, facilitates organisational learning and management of change.

The strategic governance structure consists of:

- The Senior Leadership Team Meeting: provides strategic oversight and decision-making.
- The Organisational Learning and Assurance Board: monitors performance and learning on a quarterly basis. Ongoing analysis of performance data supporting decision-making across the Service.
- Change and Improvement Board: drives and support the change required to deliver our CRMP and Annual Plan, by providing strategic direction, monitoring progress, and addressing any issues that may arise during the execution of projects.



» Corporate Measures 2026-27

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. The corporate measure definitions are published on the RBFRS website.

Measure	2025-26 Target	2025-26 Actuals	2026-27 Target
Number of fire deaths	0	4	0
Number of non-fatal fire casualties	34 max	18	34 max
Number of deliberate primary fires	112 max	93	102 max
Number of deliberate secondary fires	233 max	173	194 max
Prevention			
Increase in the number of Safe and Well partner referrals in areas identified as having low uptake in previous 2 years.	5%	10.6% (All Berkshire)	5%
Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours	100%	80.6%	100%
Percentage of Very High Risk Safe and Well Referrals completed within 72 hours	45%	27.8%	45%
Percentage of High Risk Safe and Well Referrals completed within 14 days	64%	43.3%	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.	Monitor	14.1%	100%
Number of Fire Safety Audits completed	Measure of Volume	766	Measure of Volume
Number of informal actions taken as a result of Protection intervention	Measure of Volume	143	Measure of Volume
Number of formal actions taken as a result of Protection intervention	Measure of Volume	39	Measure of Volume
Percentage of statutory fire consultations completed within the required timeframes	95%	95%	95%

» Corporate Measures

Measure	2025-26 Target	2025-26 Actuals	2026-27 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%	71.5%	75%
Percentage of wholetime frontline pumping appliance availability	97.4%	96.8%	97.4%
Percentage of hours where there is adequate crewing of on-call frontline pumping appliances (based on 24/7 crewing)	50%	31.0%	50%
Percentage of time that 14 or more pumping appliances are available	100%	87.1%	100%
Resilience			
Percentage of Very High, High and Medium operational risk sites with an overdue operational risk visit.	-	-	0%
Number of Service Delivery Hub exercises completed annually.	12	12	12
Percentage of Automatic Fire Alarm calls where RBFRS did not attend	45% (min)	54.9%	50% (min)
Customer Experience			
Percentage of respondents experiencing a fire, fire safety audit or safe and well visit, satisfied with the service received	95%	99.5%	95%
Number of complaints received	Measure of Volume	25	Measure of Volume
Number of compliments received	Measure of Volume	54	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	2025-26 Target	2025-26 Actuals	2026-27 Target
Human Resources and Learning & Development			
Percentage of working time lost to sickness across all staff groups	5% (max)	5.5%	5% (max)
Percentage of eligible staff with Personal Development Reviews	100%	81%	100%
Number of formal grievances	Monitor	16	Monitor
Health and Safety			
Number of RIDDOR accidents and diseases	Max 4	10	Max 4
Finance and Procurement			
Percentage of spend subject to competition	85%	91.2%	85%
Compliant spend as a percentage of overall spend	100%	100%	100%
Efficiency and Productivity			
Delivery of Efficiency Plan Savings (Year 1)	-	-	Monitor
Working hours saved through improved ways of working	-	-	Monitor
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	0
Reporting of data breaches and near misses to include those that are reported to the ICO	0	0	0
Completing the Data Subject Requests (SARs) within the permitted time frames	100%	100%	100%
Percentage of fully up to date and complete retention schedules	-	71.0%	100%

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