

# ANNUAL PLAN

2020 - 2021





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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 12 wholetime and six on-call fire stations from Langley in the East to Lambourn in the West. They serve a diverse population of 914,859, 24-hours a day, 365 days a year.

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

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

In 2018, Royal Berkshire Fire Authority published the [Corporate Plan and IRMP 2019-2023](#), demonstrating how, over the next four years, RBFRS will deliver its services, in order to achieve the Fire Authority's six Strategic Commitments.

The Annual Objectives for 2020/21 (which include the six Strategic Commitments), have been updated to include specific areas of focus for the year ahead in support of our Vision for 2023 and beyond, and to ensure RBFRS utilises and maximises its available resources to deliver a quality service to the people of Royal Berkshire.

## COVID-19 Pandemic

This Annual Plan cannot be presented without recognising that we are operating in challenging and unprecedented times. On 18 March 2020, RBFRS, in line with government guidance, suspended non-essential activities in order to protect our community, staff and our critical functions. As we move through 2020/21, we have seen some easing of the restrictions imposed due to COVID-19, but these are limited and we recognise that the situation remains fluid and changeable. Whilst our Annual Plan 2020/21 sets out our intent, we recognise that the circumstance related to COVID-19 may pose challenges to some areas of delivery and we may need to further adapt areas throughout the year. In accepting the circumstances in which we operate may be changeable, we remain committed to delivering this Annual Plan for the people of Royal Berkshire.



## ANNUAL OBJECTIVES 2020 - 2021

In order to achieve the [Strategic Commitments](#) we have made to the people of Royal Berkshire, we have set the following 10 Annual Objectives for 2020/21, and highlighted areas of focus in achieving these Objectives. This is further supported by our Corporate Measures (outlined on page 10) which are directly aligned to the Annual Objectives and our core duties and responsibilities.

### 1) We will provide education and advice on how to prevent fires and other emergencies.

- Commence delivery of the new Prevention Strategy.
- Deliver an effective fire, road and water safety education programme, aligned to the National Fire Chiefs Council guidance.
- Continue to deliver Safe and Well Visits for the vulnerable in Berkshire, in line with the Prevention Strategy, and introduce a new risk-based programme of follow-up Visits for the most vulnerable cases (subject to the outcome of the Prevention Strategy consultation).

### 2) We will ensure a swift and effective response when called to emergencies.

- Commence delivery of the new Response Strategy.
- Continue to focus on the sustained availability of the on-call duty model.
- Implement a pilot to help assess the feasibility of dynamic risk-based daytime nucleus crewing in the West of the County (subject to the outcome of our Response Strategy consultation).
- Carry out a review of specialist water rescue capability (subject to the outcome of our Response Strategy consultation).

### 3) We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.

- Commence delivery of the new Protection Strategy.
- Promote and influence the fitting of sprinklers in both new and existing buildings where appropriate.



- Through our built environment programme, we will implement any learnings from the phase one Grenfell report and other legislation changes, enabling us to adapt quickly to the changing local and national position.

**4) We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.**

- We will work as part of the Local Resilience Forum to support communities both during the COVID-19 pandemic and aiding recovery to a new normal.
- Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe (subject to the outcome of our Prevention Strategy consultation).
- Maintain a focus on making high quality safeguarding referrals to other agencies.

**5) We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.**

- Deliver the 2020/21 requirements of the [Strategic Asset Investment Framework](#).
- Complete the rebuild of Crowthorne Fire Station to provide a fit-for-purpose tri-service community fire station.
- Commence the build of a brand new 24/7 fire station in Theale to provide a community focused blue light hub for all three emergency services and offering an improved operational response into West Berkshire and along the key M4/A4 corridor.
- Ensure we have the resources to deliver the Prevention, Protection and Response Strategies and develop proposals to balance the budget.

**6) We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.**

- Continue to influence and encourage greater flexibility in the setting of Council Tax locally to ensure our service delivery effectively meets local risk.
- Proactively engage and respond to relevant consultations and opportunities to shape fire and rescue services in England.
- Continue to engage with key work streams of the National Fire Chiefs Council, including the Protection Board and Programme Office.



**7) We will recruit, train and develop our people to ensure we create a safe, professional and capable workforce that are supported to become the best public servants they can be for the residents of Berkshire.**

- Design and consult on the People Strategy 2021-23 to align with the current iteration of the Corporate Plan and IRMP.
- Ensure workforce planning leads to the right people, in the right positions, with the skills required.
- Engage with the organisation to shape the recruitment of the future leadership team.
- Establish Development and Assessment Pathways for Fire Safety Inspecting Officers and other Green Book staff.
- Deliver the 2020/21 requirements of the Health, Safety and Wellbeing Action Plan.

**8) We will manage RBFRS in accordance with best practice, understanding and continuous improvement, learning from events and being transparent in our compliance.**

- Ensure a robust internal and external Audit Programme, and actively engage with the Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services' Inspection Programme.
- Seek learning from our response the COVID-19 pandemic, including by engaging with the Local Resilience Forum learning group.
- Work in accordance with the [Fire and Rescue National Framework for England](#).
- Proactively engage with and respond to relevant and emerging legislation and regulation, and monitor this through the Corporate Risk Register.

**9) We will be strong and visible in our leadership in developing a diverse and inclusive 'one team' culture where everyone's contribution is valued and positive behaviours are recognised.**

- Review and consult on the [Equality, Diversity and Inclusivity \(EDI\) Objectives](#) and Action Plan.
- Deliver the 2020/21 requirements of the [People Strategy](#).
- Achieve Investors in People accreditation.
- Succession Planning and Talent Management for Leadership Roles.



- Embed the use of the Behavioural Competency Framework across RBFRS.

**10) We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.**

- Continue to explore and pursue opportunities to collaborate in the use of our property and estates and in the procurement of goods and services.
- Work collaboratively with our Thames Valley Fire and Rescue partners to ensure the equipment we use supports closer working. This includes working towards standardisation of Breathing Apparatus and Fire Appliances
- Evaluate and implement National Operational Guidance and learning to align our policy, guidance and training to the wider fire and rescue sector, where appropriate.
- Evaluate delivery of some functions via a partnership approach where improved efficiency or effectiveness can be achieved.
- Continue to support Thames Valley Fire Control Service, which is a collaborative fire control service for the residents of Berkshire, Oxfordshire and Buckinghamshire.
- Explore collaborative opportunities with all partners and continue to champion the work of the [Fire and Rescue Indemnity Company Limited](#) to reduce the frequency and cost of risk related incidents through improved risk management.
- Work in partnership with other Fire and Rescue Services to develop a Value for Money assessment that can be used across the sector.



## DELIVERY OF THE ANNUAL OBJECTIVES

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

### Service Plans

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

### Local Safety Plans

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



### Programme Board

Our priority projects are overseen by the Programme Board. The primary focus of the Programme Board in 2020/21 will be to oversee the delivery of projects of strategic importance including, but not limited to, the [IRMP](#) and [People Strategy](#).

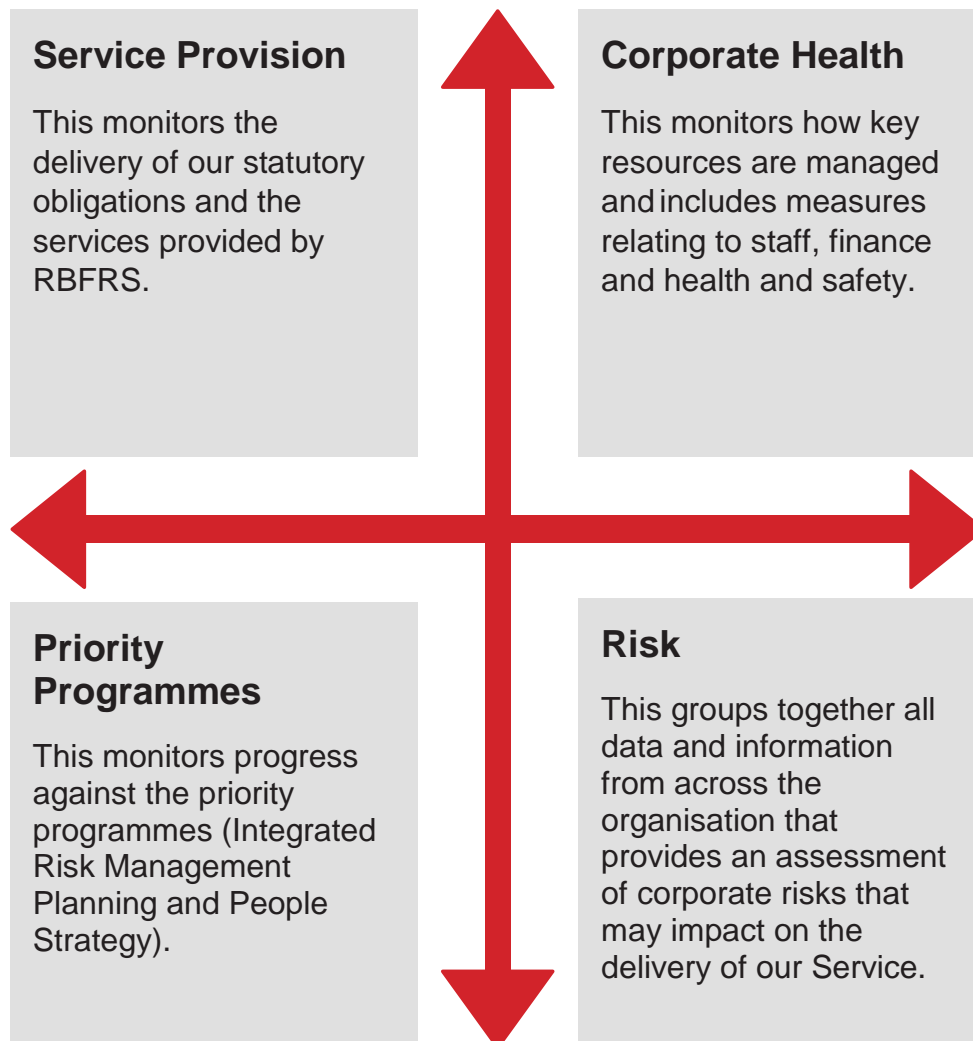




## Performance Management

Ongoing analysis of performance data supports decision making across the organisation. Monthly reports are produced against the service provision performance measures and Local Safety Plans and monitored by management teams. The Strategic Performance Board monitors performance in all four quadrants (as set on the next page) on a quarterly basis. The Strategic Performance Report is then reviewed by the Senior Leadership Team and scrutinised by the Audit and Governance Committee.

## Reporting is structured into four quadrants





## CORPORATE MEASURES

### Service Provision

Service Provision monitors the service we provide to the public. Performance is monitored in relation to attendance at incidents, types of incidents, Prevention activities and fire safety in commercial buildings. Targets for 2020-21 are below. As set out earlier in this plan, COVID-19 and the need to protect our communities, staff and critical functions have affected many of our services, and this will have an impact on our ability to meet our targets in these areas this year. In some cases, where we know there will be a significant impact, we have removed our target and will instead monitor activity dependent on COVID-19 risk and our capacity, reintroducing local monthly targets in due course. These measures are marked with an asterisk in the table below.

ID	Measure	2019/20 Target	2020/21 Target
1	Number of fire deaths in accidental dwelling fires	0	0
2	Number of non-fatal fire casualties in accidental dwelling fires	20 max	20 max
3	Number of deliberate primary fires	Reduce	Reduce
4	Number of deliberate secondary fires	Reduce	Reduce
<b>Prevention</b>			
5	Number of Safe and Well Visits (S&Ws) delivered to those with individual characteristics making them at higher risk of death in the event of an accidental dwelling fire	7000	Monitor*
6	Number of S&Ws delivered to those who live in households with demographic characteristics associated with higher risk of injury in accidental dwelling fires.	2500	Monitor*
7	Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours.	100%	100%
<b>Protection</b>			
8	Total Number of Full Fire Safety Audits carried out in premises in Berkshire	1400	Monitor*
9	Percentage of Fire Safety Audits with a 'Broadly Compliant' result.	50% max	60% max
10	Percentage success when cases go to court	4:1	80%



11	Percentage of statutory fire consultations completed within the required timeframes.	95%	95%
12	The number of Automatic Fire Alarm calls received.	NA	Monitor
13	Percentage of Automatic Fire Alarm calls where RBFRS did not attend	NA	Improve

ID	Measure	2019/20 Target	2020/21 Target
<b>Response</b>			
14	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%
15	Percentage of full shifts where there is adequate crewing on all wholetime frontline pumping appliances	100%	100%
16	Percentage of hours where there is adequate crewing on retained frontline pumping appliances (based on 24/7 crewing)	60%	60%
<b>Customer Experience</b>			
17	Percentage of domestic respondents satisfied with the overall service	100%	100%
18	Percentage of commercial respondents satisfied with the overall Service	95%	95%
19	Percentage of respondents satisfied with the services with regards to Fire Safety Audits	90%	90%
20	% of domestic respondents satisfied with the service regards their Safe and Well Visit	100%	100%
21	Number of complaints received	NA	Monitor
22	Number of compliments received	NA	Monitor

Definitions of measures are available in Appendix A.



## 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.

ID	Measure*	2019-20 Target	2020-21 Target
Human Resources and Learning & Development			
23	Percentage of working time lost to sickness across all staff groups	3%	4%
24	Percentage of eligible operational staff successfully completing fitness test	100%	100%
25	Percentage of eligible staff with Personal Development Appraisals	100%	100%
26	Percentage of eligible operational staff in qualification	100%	100%
27	Number of formal grievances	n/a	monitor
Health and Safety			
28	Number of RIDDOR accidents	Maintain	Max 6
Finance and Procurement			
29	Percentage of spend subject to competition	85%	85%
30	Compliant spend as a percentage of overall spend	100%	100%
Freedom of Information			
31	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Regulations or Data Protection Legislation)	0	0

Definitions of measures are available in Appendix A.



## PRIORITY PROGRAMMES – KEY DELIVERABLES

### Integrated Risk Management Planning

RBFA is required to publish an Integrated Risk Management Plan (IRMP). In 2018, we consulted on and published an [IRMP for 2019-23](#), which reflects the priorities and requirements of the [Fire and Rescue National Framework for England](#).

In 2020/21, our key IRMP deliverables will include:

#### Project 1: Risk Analyses

- Further development of our existing Risk Methodology and Risk Modelling capability to ensure we have an even better understanding of all foreseeable Fire and Rescue related risks, working with academic partners to peer review and validate our work.
- Continue to maintain a theoretical response model for the Thames Valley, in collaboration with our Thames Valley Fire and Rescue partners to ensure our Risk Methodology and Risk Modelling aligns to theirs.
- Continue to engage with and drive the [National Fire Chiefs Council](#) (NFCC) work to develop national best practice in this area.

#### Project 2: Prevention

- Continue to work towards the delivery of our 'Risk to Individuals' and 'Risk to Household' Safe and Well Visits, working in collaboration with our Berkshire partners to identify the most vulnerable people in our society.
- Develop a programme of follow up Safe and Well Visits to the most vulnerable (subject to the outcome of our Prevention Strategy consultation).
- Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe (subject to the outcome of our Prevention Strategy consultation).
- Carry out targeted road safety activity for motorcyclists (subject to the outcome of our Prevention Strategy consultation).
- Continue to pilot an Adult FireSafe programme to fully understand the implications and potential benefits of this activity (subject to the outcome of our Prevention Strategy consultation).
- Further develop local safety initiatives, campaigns and events to target risk at a



local level.

### **Project 3: Protection**

- Develop our risk-based inspection programme to ensure that we are identifying and targeting our resources at the areas of highest risk, in line with our Protection Strategy (subject to the outcome of our Protection Strategy consultation).
- Support the delivery of our Protection Strategy to improve the efficiency of our processes and policies.
- Increase our access to specialist qualified Fire Safety staff and engineers to ensure that we have the expertise to deliver an effective and efficient Protection function.
- Respond to and learn from recommendations relating to the Grenfell Tower fire and align our Protection Strategy, policies and processes to these recommendations.

### **Project 4: Response Resource Deployment**

- Continue to evaluate future developments in housing and infrastructure to ensure that our resource deployments match predicted future demands.
- Undertake a review of our specialist water rescue capability to ensure it continues to be aligned to local risk and reflects national best practice (subject to the outcome of our Response Strategy consultation).
- Commence a project to consider the feasibility of introducing dynamic risk-based daytime nucleus crewing in the West of the County to improve emergency incident response times (subject to the outcome of our Response Strategy consultation).

### **Project 5: Response Safe Systems of Work Development**

- Align our systems of work and training to National Operational Guidance and National Operational Learning.
- Conclude the procurement and take delivery of our new Aerial Ladder Platform and continue our roll out of latest generation fire appliances.
- Work with the NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.



## PEOPLE STRATEGY

The purpose of our [People Strategy 2018-2021](#) is to support RBFRS staff to become the best public servants they can be, creating a workforce that can deliver efficient and effective service on behalf of the Fire Authority, to manage all foreseeable fire and rescue related risks that could affect the people of Berkshire. In addition to those actions that are identified in the annual objectives for this year, we will also be undertaking the following activities under each of these objectives in 2020/21.

**Objective 1: Recruit, train and develop people to ensure we create a safe, professional and capable workforce, who can provide a fit for purpose service, 24/7, 365 days a year.**

- Review our recruitment lifecycle from attraction through to joining the organisation.
- Review the delivery mechanisms of the Learning and Development and implement findings.

**Objective 2: Increase the diversity of our workforce to better represent and therefore serve our local communities.**

- Integrate and embed EDI objectives in our everyday activities.
- Continue to support the Leonard Cheshire Change 100 programme to work with disabled graduates on a 100-day intern programme.

**Objective 3: Develop people and recruit talent to take personal responsibility for leadership in the organisation to ensure a public service ethos, support collaboration and effectively deliver service improvement.**

- Develop talent management systems for development of high potential staff.
- Create a framework for coaching and mentoring.

**Objective 4: Develop a diverse and inclusive 'one team' culture where everyone's contribution is valued and positive behaviours are used to describe how we work together.**

- Continue to deliver the Fire Authority Member Development Programme.
- Review the Communications and Engagement Strategy.
- Implement programme of staff engagement following the staff survey results.



**Objective 5: Change policies, processes and systems to ensure they enable and support the delivery of a fit-for-purpose, efficient and effective service to the community.**

- Learn and adapt to different ways of working during and after the COVID-19 pandemic.
- We will ensure efficiency through the implementation of digital resources for Prevention services.
- We will explore the options for use of digital resources for our Protection services.

**Objective 6: Continue to support both the physical and mental health and wellbeing of our people.**

- Ensure the wellbeing of our staff is maintained throughout and after the COVID-19 pandemic.
- Deliver the requirements of the 2020/21 Mental Health Action Plan.





## RISK

### Corporate Risk Register

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

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

The number of strategic risks has increased over the past 12 months as new risks have been identified. Mitigations and treatments have been identified for each of these risks.

The Organisational Risk Management Policy does not address health and safety risk or community risk. These are addressed separately through both occupational health and safety management and the IRMP Programme. Further detail and information on the IRMP process can be found in the [Corporate Plan and IRMP 2019-2023](#). A summary of the Corporate Risk Register is available in the quarterly Strategic Performance Report and updated on a quarterly basis at [rbfrs.co.uk](http://rbfrs.co.uk).



## ASSURANCE

### Audit Plan

Audits are an important part of providing the Fire Authority and the public with the assurance that the Service is run properly and in ways that have been agreed by our Officers and Members. They demonstrate that the business is conducted in accordance with relevant legislation, government expectations, good practice and organisational policy. The audits contribute towards the annual Statement of Assurance, which demonstrates compliance with the standards set out in the [Fire and Rescue National Framework for England](#).

Our Internal Annual Audit Plan is developed in collaboration with our auditors, RSM, and approved by the Audit and Governance Committee at the start of the year. The plan includes call off audits, to be agreed by Audit and Governance in response to changing circumstances.

The core audits already agreed for 2020/21 are:

- Key Financial Controls
- Risk Management and Governance
- IT Environment
- Firefighter Pension Administration
- Payroll Provider

### Statement of Assurance

The RBFRS annual [Statement of Assurance](#) is available on the RBFRS website. The Statement of Assurance 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. Furthermore, the statement confirms the extent to which the requirement 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.



## **HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS)**

HMICFRS have completed the first round of inspections of all Fire and Rescue Services. All the reports have now been published on the HMICFRS website and the report for RBFRS can be found [here](#).

HMICFRS awarded us with 'Good' across all three areas of Efficiency, Effectiveness and People. Actions for improvements identified in the findings have been incorporated into our plans and we continue to work to deliver the necessary changes. The next inspection of RBFRS was due to take place in February 2021, but has been suspended due to the COVID-19 pandemic. We will continue to work with HMICFRS to prepare for the next inspection cycle. For more information on the inspection of Fire and Rescue Services, please visit the HMICFRS [website](#).



## APPENDIX A: MEASURE DEFINITIONS

### Service Provision

ID	Measure	Definition
1	Number of fire deaths in accidental dwelling fires	The number of deaths that occur as a result of an accidental dwelling fire, even when the death occurs weeks or months later.
2	Number of non-fatal fire casualties in accidental dwelling fires	The number of non-fatal casualties that occur as a result of an accidental dwelling fire. This includes a person or persons whose injuries may be slight or serious and require hospital treatment and which are attributed to the accidental dwelling fire.
3	The number of deliberate primary fires	The total number of primary fires, where it has been identified that the fire was started deliberately.
4	The number of deliberate secondary fires	The total number of secondary fires, where it has been identified that the fire was started deliberately.
Prevention		
5	Number of Safe and Well Visits (S&Ws) delivered to those with individual characteristics making them at higher risk of death in the event of an accidental dwelling fire	A Safe and Well Visit is a free service that we provide to eligible residents. Safe and Well Visits are tailored to individual needs, relating to health and wellbeing, as well as fire risk reduction. A Safe and Well Visit will take place in the home and can be arranged at a convenient time.
6	Number of Safe and Well Visits (S&Ws) delivered to those who live in households with characteristics associated with higher risk of injury in accidental dwelling fires.	A Safe and Well Visit is a free service that we provide to eligible residents. Safe and Well Visits are tailored to individual needs, relating to health and wellbeing, as well as fire risk reduction. A Safe and Well Visit will take place in the home and can be arranged at a convenient time.
7	Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours	When RBFRS are made aware of the threat or incidence of arson against an individual(s) a Safe and Well Visit should be conducted, wherever possible, within 48-hours.



ID	Measure	Definition
Protection		
8	Total Number of Full Fire Safety Audits carried out	A Fire Safety Audit is carried out to enforce the Regulatory Reform Order (RRO) 2005, which applies to virtually all non-domestic premises and covers nearly every type of building, structure and open space. This is the total number of Full Fire Safety Audits carried out in premises in Berkshire. This is calculated once the service has been closed by RBFRS and only includes the initial Full Fire Safety Audit.
9	Percentage of Fire Safety Audits with a 'Broadly Compliant' result.	This is 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. This target has been reviewed this year and amended from 50% max to 60% max to ensure it is both stretching and realistic. National performance was 67% in 2018/19.
10	Percentage success when cases go to court	This is the percentage of successful prosecutions following Fire Safety Audits.
11	Percentage of statutory fire safety consultations completed within the required timeframes	Statutory fire consultations have a legally defined timeframe in which they must be completed and include: <ul style="list-style-type: none"> <li>• Licensing</li> <li>• Building regulations</li> <li>• Building regulations approved supplier</li> </ul>
12	The number of Automatic Fire Alarm calls received	Automatic Fire Alarm calls are calls from Alarm systems and have a higher likelihood of being a false alarm.
13	The percentage of Automatic Fire Alarm calls where RBFRS did not attend.	This is the number of Automatic Fire Alarm calls received where we did not attend. In some circumstances we are able to seek confirmation that this is not a false alarm, before attending.



ID	Measure	Definition
Response		
14	Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from the time the emergency call was answered	This measure looks at the time taken from when the Fire Control Room Operator answers the phone until the time the first fire engine (appliance) arrives at the scene of the emergency incident, and on how many occasions RBFRS does this in under 10 minutes.
15	Percentage of full shifts where there is adequate crewing on all wholetime frontline pumping appliances	This is the percentage of shifts (day or night) where there is sufficient minimum qualified firefighters (four personnel) on all wholetime pumping appliances (fire engines). A wholetime frontline pumping appliance is available 24/7, 365 days a year.
16	Percentage of hours where there is adequate crewing on retained frontline pumping appliances (based on 24/7 crewing)	This is the percentage of hours where there is sufficient minimum qualified firefighters (four personnel) on retained pumping appliances (fire engines). Retained frontline pumping appliances are crewed mainly by on-call fire fighters who are based at stations in more rural locations, and are ready to leave their place of work or home and attend emergencies from the local retained station, when they receive the call.
Customer Feedback		
17	Percentage of domestic respondents satisfied with the overall service	Results are from a customer feedback questionnaire which is sent to those who have experienced a dwelling fire asking about their satisfaction and experience with the service they received from RBFRS.
18	Percentage of commercial respondents satisfied with the overall service	Results are from a customer feedback questionnaire which 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.
19	Percentage of respondents satisfied with the services with regards to Fire Safety Audits	Results are from a customer feedback questionnaire which 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.



20	Percentage of domestic respondents satisfied with the service regards their Safe and Well Visit	Results are from a customer feedback questionnaire which 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.
21	Number of complaints received	The number of complaints made to RBFRS about any aspect of our service or staff.
22	Number of compliments received	The number of compliments received by RBFRS about any aspect of our service or staff.



## Corporate Health

ID	Measure	Definition
Human Resources and Learning & Development		
23	Percentage of working time lost to sickness across all staff groups	This measure looks at sickness across the whole organisation and the percentage of time lost, based on the number of working hours available to the organisation. This will not include COVID-19 related absences where an individual is isolating but not symptomatic.
24	Percentage of eligible operational staff successfully completing fitness test	The measure reflects the percentage of eligible operational personnel who have successfully completed their fitness test. Individuals who are not eligible, include those on long-term sick or light duties.
25	Percentage of eligible staff with Personal Development Reviews	This measure reflects the percentage of eligible employees who have had a Personal Development Review meeting. Eligible staff are those who have completed their initial probation period, before the end of the PDR period and who have not been absent for over 50% of the reporting period. Employees moving within the Organisation to new roles on trial or probation periods will still be eligible for a PDR.
26	Percentage of eligible operational staff in qualification	This measure examines performance in the key qualifications, outlined in the eight core areas of the <a href="#">Fire Professional Framework</a> , required by staff to maintain effective service delivery.
27	Number of formal grievances	The number of formal grievances raised by staff under the Grievance, Bullying and Harrassment Policy.
Health and Safety		
28	Number of RIDDOR accidents	RIDDOR ( <i>Reporting of Injuries Diseases and Dangerous Occurrences Regulations</i> ) are more serious injury accidents.





ID	Measure	Definition
Finance and Procurement		
29	Percentage of spend subject to competition	This measure looks at all items of expenditure over £10k as RBFA must obtain quotes or tenders for all these purchases. This excludes statutory payments such as local authority charges or HMRC.
30	Compliant spend as a percentage of overall spend	This measure calculates the supplier spend that is in a compliant contract as a percentage of the total spend to external bodies and suppliers (as per RBFA contract regulations).
Freedom of Information		
31	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Information Regulations or Data Protection Legislation)	RBFRS are required to conform to Data Protection and Freedom of Information legislation. The Information Commissioner is responsible for determining compliance and issuing advice or penalties. This measure includes only incidents where there is a finding of a breach (not complaints which are subsequently dismissed).



## CONTACT US

### 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://rbfrs.co.uk)



Email us at: [performance@rbfrs.co.uk](mailto:performance@rbfrs.co.uk)



Call us on: 0118 945 2888



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

