

QUARTERLY PERFORMANCE REPORT

Q2 2020 - 2021

July to September





Contents

Contact Us	3
Introduction	4
Quarter Two - Summary	5
Quadrant One – Service Provision	7
Quadrant Two – Corporate Health	11
Quadrant Three – Priority Programmes	17
Quadrant Four – Risk	24
Appendix A – Additional Data.....	35
Appendix B – 2020-21 Annual Objectives	38
Appendix C - Performance Measures and Definitions.....	39



Contact Us

Accessibility

If you require any of the information contained within this document in a more accessible format, [please contact us](#). Please advise us which information you would like to access and provide your name and email address.

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



Email us at: performance@rbfrs.co.uk



Call us on: 0118 945 2888



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

RG31 7SD



Introduction

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

In our Annual Plan for 2020/21, we set 10 Annual Objectives for the year, which can be found at Appendix B. The Objectives are delivered through our Service Plans and Local Safety Plans and our projects and programmes. Ongoing analysis of performance data and information supports decision-making across the organisation. We monitor performance across four Quadrants:

Service Provision: Monitoring the delivery of our statutory obligations and the services provided by RBFRS.

Corporate Health: Monitoring how key resources are managed and includes measures relating to staff, finance and health and safety.

Priority Programmes: Progress against our key programme activity (our Integrated Risk Management Plan (IRMP), People Strategy, Strategic Asset Investment Framework and our HMICFRS Action Plan).

Risk: Providing an assessment of corporate risks that may impact on the delivery of our Service.

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



Quarter Two - Summary



COVID-19 Pandemic

Our activity this Quarter continues to be dominated by our response to the COVID-19 pandemic. Our Annual Plan 2020/21 recognised that the circumstances related to COVID-19 may pose challenges to some areas of delivery and we may need to further adapt areas throughout the year. In some of our key areas of service, we did not set delivery targets as normal, instead committing to monitoring performance and re-introducing monthly targets when this was appropriate.

Throughout the pandemic we have focussed on protecting core service delivery, the wellbeing of our staff, and support for our partners. Mindful of the challenges facing us as we enter the winter period, we have reviewed our Service Plan and Programme activity to ensure we retain our focus on the priorities listed above. As such it has been agreed that we will focus on our core data for reporting for the remainder of 2020/21.



The Impact of COVID-19 on Incident Trends

The pandemic and associated restrictions continue to have an impact on the numbers of some of the incident types we respond to. Across the Quarter as a whole, there were around 90% of the level of incidents in the same period as 2019. August saw numbers of incidents much more in line with 2019, there were two periods of severe weather and flooding in August which have contributed to this.

There was potential for other incident types to increase as a result of national restrictions, in particular domestic fires, as a result of residents being at home, and cooking at home, more often. Overall in quarter 2, the number of accidental dwelling fires continued to be lower than in the same period last year, although this varied over the Quarter.

In Quarter One we saw an increased number of calls to outdoor fires and particularly to fires involving burning rubbish. This Quarter, these types of incidents have returned to levels similar to the previous year.



Quadrant One – Service Provision

This Quadrant scrutinises the service we provide to the public. Performance is monitored across Prevention, Protection and Response, using a set of performance measures which can be found at Appendix C.

As set out earlier in this report, COVID-19 and the need to protect our communities, staff and critical functions has continued to dominate this Quarter. Our agreed targets for the year reflect this – in some cases 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.

The number of non-fatal casualties in accidental dwelling fires was higher this Quarter than in Quarter One, and compared with our target. The small numbers associated with this measure mean some fluctuation can be expected. Four of the casualties this Quarter resulted from a single fire in Windsor and Maidenhead. There is nothing currently to suggest there is further cause for concern but we will continue to closely monitor this measure.

In Quarter Two we were able to start to deliver more Safe and Well Visits to those members of the community at higher risk, although the number was only 23% of that delivered in the same period last year due to COVID-19. We continued to receive a high number (24) of Threat of Arson referrals from Thames Valley Police. These were all contacted, and in 23 of the cases visits were completed within 48 hours. The remaining visit took place later due to the availability of the occupant.

Due to COVID-19, the number of Fire Safety Audits conducted this Quarter was only 50% of the number carried out in Quarter Two last year, although there was a large increase compared with last Quarter (158 Audits in Q2 and 32 in Q1). We have continued to take a risk assessed approach to Fire Safety Audits, balancing the risk of fire against the risk of COVID-19 transmission. It is unsurprising that a lower proportion of those audits which have been undertaken in the Quarter have had a 'broadly compliant' result than in previous years. This reflects our focus on the highest risk properties which are more likely to be non-compliant.

Our Response Standard performance continues to stay above our target, with 76.6% of emergency incidents attended within 10 minutes. This is the first time since this Response Standard was introduced that we have met the target in Quarter Two, when we historically see a lower performance due to increased numbers of fires in the open. This Quarter, our Wholetime crewing availability did not meet our 100% target – there were two occasions where sickness (non-COVID-19 related) required critical standbys but these did not arrive within two hours of the start of the shift. In both cases the standbys arrived and the appliance was available within a further twenty minutes. Conversely, availability of our On-Call crews has continued to show an improvement on previous years, although availability is lower than in Quarter One due to re-opening of On-Call firefighters' primary employment following the early COVID-19 lockdown.



QUADRANT ONE - SERVICE DELIVERY

DATA SUMMARY

Overall Measures

1. Number of Fire Deaths in Accidental Dwelling Fires					2020/21 Target: 0
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	1	0	1	1	1
Target	0	0	0	0	0
2020/21 Actual	0	0			0 ↑

2. Number of non-fatal fire casualties in accidental dwelling fires					2020/21 Target: 20 max
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	2	3	8	2	5
Target	5	5	5	5	10
2020/21 Actual	2	10			12 ↓

3. Number of deliberate Primary Fires					2020/21 Target: Reduce
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	50	44	36	35	94
Target	49	43	35	34	93
2020/21 Actual	36	28			64 ↑

4. Number of deliberate Secondary Fires					2020/21 Target: Reduce
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	84	110	40	35	194
Target	83	109	39	34	193
2020/21 Actual	85	101			186 ↑

Prevention Measures

5. Number of Safe & Well visits delivered to those with individual characteristics making them at higher risk of death in the event of an accidental dwelling fire					2020/21 Target: Monitor (COVID-19 impacted measure)
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	2,288	1,800	2,069	1,352	4,088
Target	--	--	--	--	--
2020/21 Actual	302	537			839 ↓

6. Number of Safe & Well visits delivered to those who live in households with demographic characteristics associated with higher risk of injury in accidental dwelling fires					2020/21 Target: Monitor (COVID-19 impacted measure)
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	416	702	685	704	1,118
Target	--	--	--	--	--
2020/21 Actual	14	18			32 ↓

7. Percentage of Safe and Well Referrals, where there has been a threat of arson, completed within 48 hours					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	75.0%	100.0%	94.7%	75.0%	87.9%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	100%			100% ↑

Protection Measures



PERFORMANCE REPORT Q2 2020-2021

8. Total number of Full Fire Safety Audits carried out in premises in Berkshire				2020/21 Target: Monitor (COVID-19 impacted measure)	
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	471	319	321	283	790
Target	--	--	--	--	--
2020/21 Actual	32	158			190↓
9. Percentage of Full Fire Safety Audits with a 'Broadly Compliant'* result				2020/21 Target: 60% max	
*compared with and calculated as 'satisfactory' whilst new datastreams are developed.					
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	67.9%	61.8%	55.8%	64.3%	65.4%
Target	60%	60%	60%	60%	60%
2020/21 Actual	40.6%	55.7%			53.2%↑
10. Percentage success when cases go to court				2020/21 Target: 80%	
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	0 cases	0 cases	100% (2 cases)	0 cases	0 cases
Target	80%	80%	80%	80%	80%
2020/21 Actual	0 cases	0 cases			0 cases
11. Percentage of Statutory fire consultations completed within the required timeframes				2020/21 Target: 95%	
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	92%	95%	90%	85.5%	93.1%
Target	95%	95%	95%	95%	95%
2020/21 Actual	95.6%	97.2%			96.4%↑
12. The number of Automatic Fire Alarm calls received				2020/21 Target: Monitor	
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)			950	753	-
Target	-	-	-	-	-
2020/21 Actual	598	826			1424
13. Percentage of Automatic Fire Alarm calls where RBFRS did not attend				2020/21 Target: Improve	
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)			26.0%	25.6%	
Target	-	-	-	-	-
2020/21 Actual	15.4%	20.6%			18.4%
Response Measures					
14. Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered				2020/21 Target: 75%	
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	76.7%	74.0%	76.6%	78.6%	75.3%
Target	75%	75%	75%	75%	75%
2020/21 Actual	78.4%	76.6%			77.5%↑
15. Percentage of full shifts where there is adequate crewing on all wholtime frontline pumping appliances				2020/21 Target: 100%	
	Q1	Q2	Q3	Q4	Year to Q1



PERFORMANCE REPORT Q2 2020-2021

Previous Year (19/20)	100%	100%	98.4%	100%	100%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	98.9%			99.4%↓
16. Percentage of hours where there is adequate crewing on retained frontline pumping appliances					2020/21 Target: 60%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	35.9%	28.2%	32.7%	34.7%	32.0%
Target	60%	60%	60%	60%	60%
2020/21 Actual	62.6%	52.2%			57.2%↑
Customer Experience Measures					
The issuing of our Customer Satisfaction Surveys (Measures 17 to 20) has been impacted by COVID-19 restrictions.					
17. Percentage of domestic respondents satisfied with the overall service (fire incident)					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	NA			100%
18. Percentage of commercial respondents satisfied with the overall service (fire incident)					2020/21 Target: 95%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	100%	100%	100%	100%	100%
Target	95%	95%	95%	95%	95%
2020/21 Actual	NA	NA			NA
19. Percentage of respondents satisfied with the service with regards to Fire Safety Audits					2020/21 Target: 90%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	100%	98.5%	100%	96.9%	100%
Target	90%	90%	90%	90%	90%
2020/21 Actual	NA	NA			NA
20. Percentage of domestic respondents satisfied with the service – Safe and Well Visits					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	-	-	-	99.3%	-
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	90.9%			91.7%
21. Number of complaints received					2020/21 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	7	11	14	5	18
Target	-	-	-	-	-
2020/21 Actual	7	3			10
22. Number of compliments received					2020/21 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	NA	NA	NA	NA	NA
Target	-	-	-	-	-
2020/21 Actual	2	4			6



Quadrant Two – 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.

In Quarter Two we have continued to see improved performance on staff sickness, with 3.0% of working time lost to sickness across all staff groups, compared with a 4% target and a level of 3.9% in the same Quarter last year. This is a change associated with the COVID-19 pandemic, and we think this may be due to, amongst other things, changes in contact and activity reducing transmission of illnesses.

Our April round of fitness tests were cancelled due to COVID-19, however we advanced the testing due in October and started this in September. To date 40% of eligible personnel have completed and passed the test. 395 eligible personnel (158) tests have been completed and everyone tested so far has achieved a pass. Results for the completed round of fitness tests will be reported as usual at the end of Quarter Three.

Financial Update

Quarter Two Revenue Budget 2020/21

The 2020/21 Revenue Budget was set at £35.263m, with expenditure anticipated to exceed income by £284,000, meaning that the Fire Authority is reliant on its reserves to balance the budget.

Since the budget was approved by Members at Fire Authority in February 2020, the Authority has experienced significant financial volatility due to the impact of COVID-19. Through close working with the Budget Lead Member and robust budget monitoring, RBFRS has minimised the impact of the emerging pressures and maximised the use of the financial resources available to meet the Authority's priorities.

The forecast year-end outturn shows a deficit of £66,000 which is an improvement of £218,000 on the budgeted position.

The decision to close Wargrave Fire Station will generate an in-year saving on the *Stations* line.

When setting the 2020/21 budget an estimated pay rise for Green Book staff (from 1 April 2020) of 2% was included. The effect on the budget of the agreed 2.75% pay award is £55,000 of additional costs, which explains the forecasted non-station overspend.



Whilst the full impact of COVID-19 is still to be seen, the financial impact is becoming visible, with the following variances to budget:

- Community Fire Safety supplies (safe & well) £30,000
- Printing & stationery £18,000
- Catering & conferences, £38,000 (under 'Supplies Other')
- Travel & subsistence £62,000

Thames Valley Fire Control Service is showing anticipated in year savings of £61,000 (detailed in Appendix B). Berkshire's share of this is £23,000, which is shown in Appendix A.

Elsewhere within Contracts, the proposed increase in external auditor fees previously outlined to Members is the main contributing factor to the projected overspend. The budget allocation made for the year reflected the scale fees set out in advance by Public Sector Audit Appointments (PSAA).

The income contribution of £30,000 from Wokingham Borough Council has not been realised following the outcome of the feasibility study.

Additional grant funding has been received in 2020/21 in respect of COVID-19 and prevention activities. These allocations have now been incorporated into the budget and forecast spend, on both an income and associated expenditure basis.

Government grants and precept income is £78,000 higher than budget due to National Non-Domestic Rates (NNDR) Section 31 Grants. The budgets on these are based on estimates provided by the local authorities within Berkshire prior to the year commencing, with in-year variances reflecting the adjustments made to reflect actual data.



Royal Berkshire Fire Authority

Budget Update - Revenue Position Quarter 2 2020/21

	Annual Budget £'000	Outturn to 01/09/2020 £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
EMPLOYEES				
STATIONS	17,065	8,265	16,930	(135)
NON-STATIONS	10,698	5,347	10,722	24
TRAINING	570	154	571	1
OTHER	236	112	252	16
	28,569	13,878	28,475	(94)
PREMISES				
REPAIRS & MAINTENANCE	727	308	736	9
RATES	904	473	921	17
CLEANING	263	113	265	2
UTILITIES	449	188	441	(8)
	2,343	1,082	2,363	20
SUPPLIES				
INSURANCE	335	188	335	0
EQUIPMENT	647	292	647	0
IS EQUIPMENT & LICENCES	709	531	724	15
CLOTHING/PPE	374	157	377	3
COMMUNICATIONS	952	321	948	(4)
OCCUPATIONAL HEALTH	180	109	185	5
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	154	94	143	(11)
COMMUNITY FIRE SAFETY SUPPLIES	180	7	150	(30)
SUPPLIES OTHER	196	59	169	(27)
	3,727	1,758	3,678	(49)
CONTRACTS				
CONTRIBUTION TO TVFCS & COLLABORATION	892	373	869	(23)
LEGAL	50	5	50	0
CONTRACTS OTHER (incl Professional Services)	773	194	807	34
	1,715	572	1,726	11
TRANSPORT				
VEHICLE RUNNING COSTS	743	365	727	(16)
TRAVEL	295	142	233	(62)
	1,038	507	960	(78)
PENSIONS				
PENSIONS	430	208	448	18
	430	208	448	18
INCOME				
GRANTS	(2,962)	(2,884)	(2,962)	0
RENTAL INCOME	(183)	(108)	(192)	(9)
TVFCS RECHARGE INCOME	(308)	(154)	(308)	0
INCOME OTHER	(351)	(30)	(315)	36
	(3,804)	(3,176)	(3,777)	27



NET COST OF SERVICES	34,016	14,829	33,873	(143)
DEBT CHARGES INTEREST	392	196	392	(0)
INVESTMENT INTEREST	(25)	(9)	(22)	3
REVENUE FUNDING OF CAPITAL	600	0	600	0
APPROPRIATION TO/(FROM) RESERVES	(52)	0	(52)	0
FINANCING COSTS	616	0	616	0
NET EXPENDITURE	35,547	15,016	35,407	(140)
GOV GRANTS/PRECEPTS	(35,263)	(21,482)	(35,341)	(78)
(SURPLUS)/DEFICIT BEFORE USE OF RESERVES	284	(6,466)	66	(218)

Royal Berkshire Fire Authority

Quarter 2 Budget Monitoring Report 2020/21

Thames Valley Fire Control Service (TVFCS)

	Annual Budget £'000	Outturn to Sept 20 £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
EMPLOYEES	1,764	837	1,730	(34)
CORPORATE RECHARGES TO TVFCS FROM RBFRS	308	154	308	0
SUPPLIES	36	1	36	0
TECHNOLOGY	247	(6)	220	(27)
NET COST OF TVFCS	2,355	986	2,294	(61)
RBFRS Share of Costs (37.8%)	890	373	867	(23)



QUADRANT TWO – CORPORATE HEALTH

DATA SUMMARY

23. Percentage of working time lost to sickness across all staff groups					2020/21 Target: 4% max
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	4.3%	3.9%	5.3%	4.7%	4.3%
Target (20/21)	4%	4%	4%	4%	4%
2020/21 Actual	2.8%	3.0%			2.9%↑
24. Percentage of eligible operational staff successfully completing fitness test					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	96.6%	99.8%	96.0%	98.5%	96.6%
Target	100%	100%	100%	100%	100%
2020/21 Actual	--	--			--
* timeframes for testing impacted by COVID-19					
25. Percentage of eligible staff with Personal Development Appraisals					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	47.5%	81.9%	92.0%	92.0%	47.5%
Target	100%	100%	100%	100%	100%
2020/21 Actual	78.9%	95.3%			95.3%↑
26. Percentage of eligible operational staff in qualification					2020/21 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	98.8%	99.3%	99.1%	99.2%	98.9%
Target	100%	100%	100%	100%	100%
2020/21 Actual	97.3%	96.9%			96.9%↓
27. Number of formal grievances					2020/21 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	3	0	8	1	3
Target	--	--	--	--	--
2020/21 Actual	0	5 (anon) +1			5 (anon) +1
28. Number of RIDDOR accidents					2020/21 Target: 6 max
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	1	0	0	1	1
Target	1	1	1	1	1
2020/21 Actual	0	1			1↔
29. Percentage of spend subject to competition					2020/21 Target:
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	95.4%	91.4%	95.1%	93.6%	95.4%
Target	85%	85%	85%	85%	85%
2020/21 Actual	91.7%	92.1%			91.9%↓
30. Compliant spend as a percentage of overall spend					2020/21 Target:
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2020/21 Actual	100%	100%			100%↔



31. Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation*					2020/21 Target: 0
	Q1	Q2	Q3	Q4	Year to Q1
Previous Year (19/20)	0	0	1	0	0
Target	0	0	0	0	0
2020/21 Actual	0	0			0↔
*Freedom of Information Act, Environmental Regulations or Data Protection Legislation					



Quadrant Three – Priority Programmes

Our Priority Programmes Quadrant brings together progress updates on our areas of work where we are delivering defined outcomes that are different to, or improve on, current working practices, policies and procedures.

Updates are provided on our IRMP, People Strategy, Strategic Asset Investment Framework, and HMICFRS Action Plan.

Throughout the COVID-19 pandemic we have focussed on protecting core service delivery, the wellbeing of our staff, and support for our partners. Mindful of the challenges facing us as we enter the winter period, we have reviewed our Service Plan and programme activity to ensure we retain our focus on our priorities. As a result many of our Priority Programme projects have had their timescales reassessed, and the status updates below reflect this. We have also this Quarter been able to ensure priority areas get back on track, for example the National Operational Guidance Project, and our response to the Grenfell Inquiry recommendations. We have also made progress in implementing the recommendations from our 2019 HMICFRS report.

IRMP

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](#).

Project 1: Risk Analyses						
	End 19/20	Q1	Q2	Q3	Q4	
Further development of our existing Risk Methodology and Risk Modelling capability to ensure we have an even understanding of all foreseeable fire and rescue related risks; working with academic partners to peer review and validate our work	G	G	A			
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.	G	A	A			
Continue to engage with and drive the National Fire Chiefs' Council (NFCC) work to develop national best practice in this area.	G	G	G			
Project 2: Prevention						
	End 19/20	Q1	Q2	Q3	Q4	
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.	BAU	BAU	BAU			
Develop a programme of follow up Safe and Well Visits to the most vulnerable (subject to the outcome of our Prevention Strategy consultation).	New	R	R			



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).	New	NS	A		
Carry out targeted road safety activity for motorcyclists (subject to the outcome of our Prevention Strategy consultation).	New	NS	R		
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).	New	NS	A		
Further develop local safety initiatives, campaigns and events to target risk at a local level.	A	A	A		
Project 3: Protection					
	End 19/20	Q1	Q2	Q3	Q4
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).	G	G	A		
Support the delivery of our Protection Strategy to improve the efficiency of our processes and policies.	New	G	A		
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.	New	G	G		
Respond to and learn from recommendations relating to the Grenfell Tower fire and align our Protection Strategy, policies and processes to these recommendations.	A	A	G		
Project 4: Response Resource Deployment					
	End 19/20	Q1	Q2	Q3	Q4
Continue to evaluate future developments in housing and infrastructure to ensure that our resource deployments match predicted future demands.	G	G	A		
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).	New	NS	R		
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).	New	NS	R		
Project 5: Response Safe Systems of Work Development					
	End 19/20	Q1	Q2	Q3	Q4
Align our systems of work and training to National Operational Guidance and National Operational Learning.	A	A	G		
Conclude the procurement and take delivery of our new Aerial Ladder Platform and continue our roll out of latest generation fire appliances.	A	A	A		
Work with the NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.	New	G	G		



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.

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						
	End 19/20	Q1	Q2	Q3	Q4	
Review our recruitment lifecycle from pre-attraction to induction; consider target audiences, communication techniques for early engagement with communities, technology to assist the application process, criteria for selection and time from advert to induction.	A	A	A			
Through the Workforce Planning Board, we will monitor the skills and staff numbers with the aim of ensuring we have the right people, in the right place, at the right time.	G	G	G			
Implementing recommendations from the review of assessment of operational competence	A	G	G			
Review the delivery mechanisms of the Learning and Development and implement findings	New	G	A			
Objective 2: Increase the diversity of our workforce to better represent and therefore serve our local communities						
	End 19/20	Q1	Q2	Q3	Q4	
Continue to support the Leonard Cheshire Change 100 programme to work with disabled graduates on a 100-day intern programme.	G	G	G			
Integrate and embed EDI objectives in our everyday activities	G	G	G			
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						
	End 19/20	Q1	Q2	Q3	Q4	
Undertake a review of Reward and Recognition	NS	NS	NS			
Develop talent management systems for development of high potential staff	G	G	G			
Develop career pathways across all staff groups across the organisation	G	G	G			
Create a framework for coaching and mentoring	New	A	A			
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						
	End 19/20	Q1	Q2	Q3	Q4	
Implement a Behavioural Competency Framework (BCF)	G	G	G			
Review the Communications and Engagement strategy	NS	NS	NS			
Continue to develop the Fire Authority Member Development Programme	New	G	G			



Implement a programme of staff engagement following the staff survey results	New		R	G		
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						
	End 19/20		Q1	Q2	Q3	Q4
Working with external suppliers, to undertake programme of process improvement, which will ultimately lead to a culture of continuous improvements within teams.	A		A	A		
Initiate development of additional core skills courses on continuous improvement and business process improvement	NS		NS	NS		
Learn and adapt to different ways of working during and after the COVID-19 pandemic	New		G	G		
We will ensure efficiency through the implementation of digital resources for Prevention services	G		G	G		
We will explore the options for use of digital resources for Protection services	New					
Objective 6: Continue to support both the physical and mental health and wellbeing of our people.						
	End 19/20		Q1	Q2	Q3	Q4
Ensure the wellbeing of our staff is maintained throughout and after the COVID-19 pandemic	G		G	G		
Deliver the requirements of the 2020/21 mental health action plan	G		G	G		



Strategic Asset Investment Framework

The Strategic Asset Investment Framework sets out how we will maintain and renew the vital capital assets, necessary to support our services. Our capital assets include our fire stations and HQ, fleet and equipment and our ICT systems. All together, they represent a major capital investment.

Buildings						
		Status				
		Q4 19/20	Q1	Q2	Q3	Q4
New Fire Stations: Theale	On Track	G	G	G		
	On Budget		G	G		
Major Redevelopment: Crowthorne	On Track	G	C	C		
	On Budget		G	G		
Major Redevelopment: Whitley Wood	On Track	new	G	A		
	On Budget		na	na		
Minor Capital Works Programme	On Track	new	G	G		
	On Budget			G		
Fleet and Equipment						
		Status				
		Q4 19/20	Q1	Q2	Q3	Q4
Fleet: Fire Appliances	On Track	G	A	G		
	On Budget			G		
Fleet: Special Appliances	On Track	G	A	A		
	On Budget			G		
Fleet: Aerial Ladder Platform	On Track	G	A	A		
	On Budget			G		
Fleet: Other Ancillary Vehicles	On Track	G	A	A		
	On Budget			G		
Equipment	On Track	G	G	G		
	On Budget			G		



ICT						
		Status				
		Q4 19/20	Q1	Q2	Q3	Q4
Hardware	On Track	G	G	G		
	On Budget			G		
Software	On Track	G	G	G		
	On Budget			G		
Services	On Track	G	G	G		
	On Budget			G		
Networks	On Track	G	G	G		
	On Budget			G		
Security Resilience	On Track	G	G	G		
	On Budget			G		
ESMCP	On Track	G	G	G		
	On Budget			G		



HMICFRS ACTION PLAN

The HMICFRS report for RBFRS was published in 2019 rating us good in each of the three areas of effectiveness, efficiency and people. Improvements were identified within the report and the actions to address these are being tracked through this plan.

Section One: Effectiveness							
		End 19/20		Q1	Q2	Q3	Q4
Prevention evaluation to better understand benefits	Prevention new ways of working project	G		A	A		
Prevention quality assurance	Prevention new ways of working project	A		A	G		
Protection quality assurance	Service Plan	A		A	G		
Addressing the burden of false alarms	Service Plan	G		A	A		
Keeping the public informed during ongoing incidents	Service Plan	G		G	G		
Effective system to use for learning and debriefs	Service Plan	G		G	G		
Section two: Efficiency							
		End 19/20		Q1	Q2	Q3	Q4
Best use of available technology	ICT Strategy Prevention new ways of working project	G		G	G		
Section three: People							
		End 19/20		Q1	Q2	Q3	Q4
Values and behaviours understood and demonstrated	Service plan	G		A	G		
Effective use of competence recording system	Service plan	G		A	G		
Effective grievance procedures in place	Service plan	G		G	G		
Staff are confident in using feedback mechanisms	Service plan	G		G	G		
Process to identify, develop and support high-potential staff and aspiring leaders	Service plan	G		G	G		



Quadrant Four – Risk

Risk Register

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. Strategic Risks and those with a current score of 17 or above, are escalated to the Corporate Risk Register and monitored monthly by the Senior Leadership Team.

Risk Movement Highlights

This section highlights organisational risks which have been added, closed or substantially changed risk score over the course of Quarter Two. To ensure the most up to date picture for risk, the updates include information about progress since the end of the quarter.

In addition to the below, a number of risks relating to the Built Environment Programme have been assessed and added to the Risk Register this quarter.

New Risk: Ongoing Impact of COVID-19 (Risk: 689)				
	Previous update Risk Score	End of Q2 Risk Score	Direction of travel	Risk score as at Dec 2020
<p>Risk 689 Risk Description: If we lose a number of staff simultaneously from critical roles across the organisation, which may be increasingly likely due to the fluctuations in Covid-19 infection rates locally, then we can expect to fail to deliver core services to the public and experience impacts on capacity to deliver planned service objectives and staff health and wellbeing.</p>	22 (Oct 2020)	22	↔	22
<p>At the end of September a new Covid-19 risk assessment was written reflective of the end of the 'first wave'. With the start of the 'second wave' of infections coinciding with the introduction of the new Covid-19 risk the score has remained at 22. At the beginning of October the C3 Structure was modified to include a dedicated 'Covid Response Lead' role in the place of the Response Support Group. The structure was further enhanced by the appointment of a 'Covid Support Officer'. At the end of November the treatments associated with the risk were refined in order to give clear ownership of specific treatments. This resulted in some treatments being closed and new ones introduced. Throughout this period various risk reduction measures have been introduced and varied dependent on current local and national guidance including the continuation of home working, Covid Safe workplaces and risk assessed variation of Service Delivery activity. The risk continues to be discussed and monitored on a regular basis at CEMT.</p>				
Current Key Controls and Mitigations	Risk Movement			
<p>Through the Operational Planning and Resilience Group ensure the continuation of operational readiness of both WDS and RDS assets</p>	<p>New process for tracking staff movements for PAOT etc now in place. Good overview by hub managers for resources required. Covid 19 degradation plan going to CEMT for sign off 02/12/2020 Following the recent Slough issue there have been lessons learned, there was good use of on Call crews and PAOT to try and cover the deficit. Guidance, monitoring and understanding has been improved.</p>			



<p>Through the Operational Planning and Resilience Group review service plans to identify sustainable and safe Response and TVFCS delivery models in line with changes to Covid Alert levels and restrictions</p>	<p>new treatment</p>
<p>Through existing structures review service plans to identify sustainable and safe Learning and Development delivery models in line with changes to Covid Alert levels and restrictions</p>	<p>L&D activities reviewed scalable L&D operational training identified and essential training to continue as appropriate in line with tier model. revised plan to go to CEMT 2 December 2020. Incident command assessment activities supported with remote delivery to meet promotion needs and increase resilience. L&D delivered by third parties continues where possible.</p>
<p>Maintain effective internal C3 structures, regularly reviewing arrangements and scaling up and down as required</p>	<p>The revised structure is now in place and beginning to function well. The creation of a response lead is working well but we have additional support to form a wider team approach. We will continue to monitor capacity of the team.</p>
<p>Provide daily monitoring of absences across all teams to support national, local and internal reporting arrangements and to inform management and planning activity</p>	<p>HR monitoring for staff sickness and self-isolating numbers. Providing this information to Covid Response Lead to meet required updates to CEMT, NFCC and LRF</p>
<p>Maintain links to and support LRF C3 structure to provide appropriate escalation and intelligence gathering routes</p>	<p>DCFO primary lead with SCG. AM P&P primary lead with TCG. COP and updates shared for CEMT consideration. MAC supported by Comms team with TV/Berkshire messaging supported and briefings, such as MP's update distributed to FA members.</p>
<p>Maintain links to and support National C3 structures (e.g. NFCC) to provide appropriate escalation and intelligence gathering routes</p>	<p>NFCC and other partners continue to circulate information via the CFO however we have established the Covid19infomation@ email address to create a single point contact with the organisation and this has been shared with outside organisations where appropriate. Information sent to this inbox is logged and actioned. CFO is maintaining links with national and local senior leaders.</p>
<p>Through existing structures review service plans to identify sustainable and safe Prevention and Protection delivery models in line with changes to Covid Alert levels and restrictions</p>	<p>C-19 lead and sub group leads and sponsors identified. Some groups will stand up as soon as practicable , others will be 'on demand' as the situation develops.</p>
<p>Through the Staff Planning and Resilience Group - facilitate effective support arrangements to all staff to ensure ongoing development, engagement and the safety and wellbeing of staff</p>	<p>Regular meetings in place. Health and wellbeing constant consideration and further action taken to provide reimbursement of Flu vaccination costs where staff could not access the voucher provision as agreed at CEMT 4.11.20. Revisiting return to workplace assessments for staff with line managers to ensure appropriate supports in place. CV guidance reviewed 1/12/20 and operations in line with current position in RBFRS (RA and OH support available to assist decisions).</p>



Maintain close working relationship with representative bodies across in relation to BAU activity	Regular contact has been in place throughout Covid response. Consultation initiated on proposed changes and regular sessions set up to keep informed where required
Through the Staff Planning and Resilience Group ensure the continuation of business critical services	Focus through recent weeks on reporting of positive covid cases, plus those with symptoms and links that inform internal continuity of service, particularly in relation to service delivery (stations). Business Continuity services for payroll, pension and occupational health confirmed and in place.

Returning Risk: EU Exit Transition (Risk: 683)				
	End of Q1 Risk Score	End of Q2 Risk Score	Direction of travel	Risk score as at Dec 2020
Risk 683 Risk Description: If negotiations taking place to establish the basis of the UK's departure from the UK on the 31 December 2020 result in a 'no deal' exit we can expect potential disruption to goods, services, finance and personnel which could have a significant impact in managing delivery of our core services.	New Risk	13	New Risk	13
Following significant planning work in 2019 in response to previous 'Brexit' negotiations, risk 683 was established to ensure our arrangements remain up to date and responsive to EU Transition. Treatments are up to date and reflect measures taken to mitigate potential impacts of the transition period. At the time of updating this risk negotiations were on-going so no further consideration of impacts could be considered.				
Current Key Controls and Mitigations	Risk Movement			
HoS to review their specific risks within their service area based on a 'no deal' outcome of any Reasonable Worst Case Scenarios coming from HMG.	Initial work has already been undertaken by HoS as part of Brexit task group to look key risks within their service area. This needs to be reviewed and updated as necessary by HoS to account for any changes.			
Risks to be assessed against current BCM plans, identify need for additional mitigation and implement	D-20 work continues within TVLRF overseen by the standing LRF SCG and any relevant information fed back into the Service. SCG and EU Exit Working Group meetings occurring weekly. Monitoring for Issues around transportation (Heathrow routes/A34) for congestion impacts or dumping of perishable goods. Brexit sub-group in place but no new information to inform or changes RBFRS BCM plans at this time.			
If required produce action plan to address mitigation/treatments for sign off at SLT	To be kept under review pending any change in risks, new demands or requirements or new information/intel coming from SCG/LRF channels.			
If required escalate any significant risks through TVLRF EU response structure	Internally EU Risk considered against existing BCP's. No new issues to raise through service or LRF SCG. EU Transition being monitored through weekly LRF SCG meetings (SCG dealing with concurrent risks of COVID/EU transition/Weather). EU Transition Sub group beneath this to consider detail issues.			



Ensure RBFRS are sighted on any impacts on transportation links, issues with fire safety due to storage and effects at Heathrow. Produce planning for any contingency if required	No detailed information from LRF to indicate specific risks within Berkshire at this time and no specific measures required to adapt operational arrangements. Affects at Heathrow and the A34 continued to be monitored
Ensure impacts on staff and employment arrangements have been considered against the change in freedom of movement that stem from EU Transition.	We have reviewed the employment situation in the context of end to all free movement from 31 December 2020 and will undertake actions to address recruitment processes as a result. We do not consider there to be a need to apply to become a Licenced Sponsor and therefore have no plans to pursue this at this
Mitigate impact of access to supplies to ensure on-going and effective operation of the services	Plans established to mitigate exposure to any limitations in accessing supplies. Fuel stocks in place to provide 3 month supply. Other identified consumables ordered. Contractors engaged to ensure considerations given to securing supply chain.

Closed Risk: Property Capital Projects Theale (Site Remediation) (Risk: 513)

	End of Q1 Risk Score	End of Q2 Risk Score	Direction of travel	Risk score as at Dec 2020
Risk 513 Risk Description: If the site remediation works are more extensive than surveys indicate, which is possible on this site, then we could see an increase in the costs to carry out the remediation works.	13	Closed	Closed	NA

This risk was first assessed in July 2018, when it was clear that a significant package of remediation works would be needed to prepare the site for construction. The treatments below were applied and the remediation works were completed through the first COVID-19 lockdown, which placed significant restrictions on site operation. Despite this, we were able to complete the remediation works on time and on budget, and the risk was closed in July 2020.

Key Controls and Mitigations	Risk Movement
Site remediation is part of a separate tender to the main build contract. Contractor will be nominated by RBFRS and will be a sub-contractor to the main contractor. Site will be remediated in line with requirements for build contract and planning	The appointed specialist contractor worked in full alignment with the main build contractor from start to finish. This ensured the smooth progression of the fixed scope specialist remediation works to deliver a site ready for construction. This enabled us to realise efficiencies in terms of programme timeline.
Close engagement with nominated remediation contractor to identify any additional risk factors that may impact on cost of remediation	Due to the close working relationship between the entire project team, at each stage of the remediation works the project team were able to review potential risks and issues immediately in order to resolve them swiftly. All risks were identified early and a detailed mitigation strategy was followed.
Working with remediation contractor to seek opportunities for cost reduction	The specialist remediation works were packaged into a fixed scope of works with a fixed price. This reduced the potential risk to one of time as opposed to cost. Contingency was built into the project programme to ensure that sufficient time was available for the planned remediation. The project team



	continued to work with the appointed contractors throughout this process to identify any areas for efficiencies in terms of cost or programme time.
Land acquisition agreement includes up to £90k cost recovery for Japanese Knotweed (JKW) removal and treatment. National Rail (NR) intend to do some removal prior to land purchase.	The entire package of remediation works were completed by our appointed contractors to ensure these were aligned to both our construction requirements and those of the Local Planning Authority. No works were therefore completed by NR prior to purchase. On completion, we were able to recover the agreed £90k contribution from NR towards the removal of the JKW.

Corporate Risk Register risks as at 15th December 2020

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
417	Firefighter Safety	If we do not maintain the safety, health and wellbeing of our operational staff through effective training; operational policy and guidance; safe systems of work and; means to capture and respond to operational learning, we risk a significant firefighter injury or fatality, a failure to comply with our legal duty and an undermining of the operational effectiveness and competence of our staff. This could significantly impact the effectiveness of our operational response, have a long term impact on staff welfare and damage our public reputation and trust levels.	25	19	19
418	ESMCP	If we do not make sufficient provision of resources to support the development, transformation to and implementation of ESMCP products and capabilities at a Service level, then we will not be a part of the proposed Emergency Services Network and we will be out of step with national and regional partners across the three emergency services. This could significantly impact on the effectiveness of our operational mobilization and response and limit access and use of operational technology to support incident command and joint emergency services interoperability. Consequently this could impact negatively on our collaborative and partnership working and our public and political reputation.	18	14	10
506	Volatility of funding	If RBFRS fails to receive sufficient funding, which is becoming more likely given the level of national debt, the Government's fiscal policy, increasing volatility in local funding and increasing budget pressures, we can expect to face further reductions in service delivery and a loss of public trust, which will severely impact on our ability to deliver our statutory duties and strategic objectives.	24	22	16



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
565	Asset Management	RBFRS needs clear visibility of assets and equipment through records, maintenance regimes and management systems to ensure effective use, efficiency and safety throughout their lifecycle. Failure to do this could led to assets and equipment that are not fit for purpose remaining in service, higher than necessary costs and a potential increase in the likelihood of equipment failure.	21	18	15
570	High rise evacuation management	If we do not provide clear guidance and training to effectively manage high rise evacuation strategies and tactics, which is likely to attract increased scrutiny following the Grenfell incident, then we can expect potential loss of life or injury to occupants which is significant in respect of managing community risk and our public reputation	18	14	10
629	Management of Cyber Security	If we fail to ensure compliance with Cyber Security best practices and guidelines, which is increasingly likely due to ongoing evolution in the sophistication of attack methodologies, we may be exposed to operational degradation, financial loss and/or reputational damage due to reduced availability, integrity or currency of our data and systems.	21	12	12
641	Collaboration	If collaboration activity is not appropriately commissioned, prioritised, resourced and coordinated, which is likely due to the complexity of working across different organisations and the capacity to manage additional demand, then we can expect impacts on delivery of the expected benefits, efficiencies and improvements which is significant in respect of our legal duties and the Authority's commitments in the IRMP and annual plan.	21	15	12
651	Grenfell - Phase 1	If we do not respond to the recommendations made within the Grenfell Inquiry phase 1 report which is becoming increasing likely given the additional changes/information being received through a number of channels then we can expect potential impact to the safety of our staff and members of the public which is significant in respect to our public reputation and managing our community risk.	24	18	15



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
663	Capital Projects - Effective Estate Management	If we fail to effectively manage our property assets to ensure they are fit for purpose and in the right locations, which may become increasingly likely given the funding challenges and the increasing age of our fire stations, then we can expect our revenue expenditure to increase, our services to be less effective and our stations to further decline which would be significant in respect to our strategic objectives; to ensure value for money and ensure fire stations are suitable and accessible for our own staff and the communities they serve.	23	16	8
664	Management of Budget Pressures	If we fail to accurately capture budget pressures over the medium term, which is becoming more likely given the volatility in the macro-economic environment, then resource allocation will become sub-optimal, impacting negatively on our ability to deliver an efficient and effective service to the public.	24	22	16
669	National Operational Guidance	If we do not ensure operational documentation is up to date, accessible and aligned to national best practice then there is the potential for personnel to train in or deploy operational procedures that do not maximise safety and operational effectiveness which is significant in respect of delivery statutory duties and legislative responsibilities	18	15	12
676	Workforce Planning	If RBFRS fail to increase the capability, capacity and resilience of our workforce which may become increasing likely as we lose knowledge through retirement of experienced staff, and require new skills and additional capacity to help us respond to the changing demands, then we can expect to fail to deliver against our statutory requirements and broader organisational development objectives	21	15	10
678	Management of operational risk information	Failure to manage the capture, processing and storage of operational risk information which may result in holding inaccurate, invalid or out of date information. This risk is a significant in relation to managing community and firefighter safety and meeting the requirements of GDPR. The current likelihood is high given the range, volume and complexity of the data,	18	18	12
681	WDS Operational Availability, Crewing and Capabilities	If we do not maintain the necessary numbers, skills and knowledge requirements of WDS personnel, which requires constant attention with our lean operating model, we may see adverse impacts on the provision of appliance availability, delivery of our response standard and our wider service plans and this could significantly impact community safety and our organizational reputation.	23	15	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
682	On-Call Operational Availability, Crewing and Capabilities	If we do not sustain activity to ensure our on-call provision has the appropriate numbers of personnel with the necessary skills, knowledge and availability then we risk undermining organisational resilience in our response capability and this could impact community safety and organizational reputation.	21	18	12
683	EU Exit Transition	If negotiations taking place to establish the basis of the UK's departure from the UK on the 31 December 2020 result in a 'no deal' exit happens we can expect potential disruption to goods, services, finance and personnel which could have a significant impact in managing delivery of our core services.	17	13	6
685	Pensions Case Law	If we do not keep informed of pension case law and prepare records and establish adequate arrangements to meet the expected changes to pension regulations and ensure the Pensions Administrator undertakes the necessary action; which is becoming increasingly difficult due lack of understanding and clear direction, the technical complexity associated with changes and competing demands, then we can expect to be in breach of the regulations, subject to potential legal challenge and adversely impact employees and pensioners, which are significant in respect to our financial security, employer duties and our reputation.	24	22	18
686	Pensions Governance	If we do not employ an effective pension governance, management and administration strategy; which is becoming increasingly important given the complexity and changes made to pension regulations, limited pensions expertise and capacity within the HR department, then we can expect to fail in our employer duties, breach regulations, be subject to legal challenge and scrutiny from The Pensions Regulator resulting in potential for enforcement and penalty notices, which are significant in respect to our financial security, statutory duty and our reputation.	21	18	15
689	Ongoing impact of Covid-19	If we lose a number of staff simultaneously from critical roles across the organisation, which may be increasingly likely due to the fluctuations in Covid-19 infection rates locally, then we can expect to fail to deliver core services to the public and experience impacts on capacity to deliver planned service objectives and staff health and wellbeing.	24	22	19



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
704	Management of Corporate Data, Information and Knowledge	If RBFRS fails to effectively manage the sharing, control and distribution of corporate data, information and knowledge, which is increasingly likely due to the increasing complexity of data flows into, out of and within the organisation, as well as significant change in organisational structure and personnel, then we can expect mishandling and loss of critical information as well as reduced efficiency in getting the right information to the right individuals for the right action to be taken, which is significant in respect to achieving all of our strategic objectives.	17	16	10



Audit Plan

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

Our Audit Programme for the year has been affected by the COVID-19 restrictions in place. We have been working to re-schedule and re-prioritise the programme. Five audits will be complete by the end of December, with the remaining two to follow in Quarter Four.

At the start of Quarter Two there were five actions from previous audits open. One of these was closed during the quarter. Two are on track for completion. The fourth action, relating to succession planning for Firefighter Pension Administration, currently has an amber status due to ongoing delays with the provider. The final action, a requirement to establish unique user accounts to ensure cyber security, also has an amber rating due to some slippage as a result of COVID-19 delays.

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Firefighter Pension Administration 27/11/2019	Implement written succession plans for 'Fire' clients with reference to specific RBFRS workarounds where appropriate.	30/11/2020	Low	A	Open
<p>Progress: Delays to the sign off of the organisational review by the Council resulted in the delay to consultation. This started but was suspended due to the Covid-19 situation but work has now recommenced and is expected to progress over the next two months. Whilst this has created a delay to the development of a formal written succession plans for WYPF, interim measures have been put in place to address the risk identified through the recruitment of additional resource. Additional staff in WYPF are being recruited to, following internal filling of more senior roles.</p>					
Governance and Risk Management 08/01/2020	As part of the review of Constitution and Members Handbook (Including the Terms of Reference), the responsibility for electing a Chair and Vice Chair will be added to the relevant Terms of Reference and will be subsequently sent to the relevant body for approval.	31/01/2020	Low	G	Open
<p>Progress: The review was completed and an update to the Constitution drafted, which was approved by A&G and has now been agreed by the Fire Authority (post end of Q2).</p>					



Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Governance and Risk Management 08/01/2020	As part of the planned review of the Members Handbook, the conditions for reviewing the Terms of Reference of the Fire Authority and its committees will be clearly outlined. The updated Terms of Reference will subsequently be sent to an appropriate body for approval.	31/01/2020	Low	G	Open
Progress: The review was completed and an update to the Constitution drafted which was approved by A&G and has now been agreed by the Fire Authority (post end of Q2).					
Key Financial Controls – Creditors 04/03/2020	Once the implications of Brexit have become clear, the Financial Regulations will be as planned sent to the Audit and Governance Committee in March 2020 and subsequently sent to the full Fire Authority for approval in April/May 2020	30/09/2020	Low	C	Closed
Progress: Revisions to the Regulations were delayed to take account of learning from COVID19 in relation to procurement and supplier resilience. The revised Regulations were presented to A&G Committee on the 3 rd November and to Fire Authority on the 16 th November.					
Cyber Essentials 12/03/2020	Management will establish unique user accounts for RBFRS station users to avoid the risks associated with generic group accounts after finalising the on-going review	31/12/2020	Med	A	Open
Progress: Preparation work required to migrate from generic station based accounts to individual accounts continues, with permissions mapping tools installed and training in their use underway. This will allow the introduction of individual accounts with much lower risk of broken permissions leading to loss of access to critical records for station based staff. Some COVID-19 imposed delays may result in remediation slippage but a recovery plan is in development to minimise any impact. Overall status has been changed to amber until the recovery plan is in place.					



Appendix A – Additional Data

REPORTABLE SERVICE MEASURES					
Percentage of occasions where time to answer emergency calls is within 10 seconds					2020/21 Target: 97%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	98.2%	97.7%	99.2%	97.6%	97.9%
Target	97%	97%	97%	97%	97%
2020/21 Actual	98.4%	98.3%.0			98.4%↔
Percentage of occasions where time to mobilise is within 90 seconds					2020/21 Target: 80%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	72%	73.5%	74.5%	72.1%	72.8%
Target	80%	80%	80%	80%	80%
2020/21 Actual	71.7%	70.8%			71.2%↓
Percentage of occasions where wholetime duty system crew turnout time is under 90 seconds					2020/21 Target: 90%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	91.9%	93.4%	94.2%	94.5%	92.7%
Target	90%	90%	90%	90%	90%
2020/21 Actual	95.8%	95.4%			95.6%↑
Percentage of occasions where On Call crews turnout is within the agreed timeframes					2020/21 Target: 90%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	69.4%	74.1%	74.2%	81.1%	72.1%
Target	90%	90%	90%	90%	90%
2020/21 Actual	94.1%	86.3%			90.5%↑
Percentage of occasions a second fire appliance attending a dwelling fire arrives within 2 minutes of the first appliance to arrive					2020/21 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	63%	61.6%	62.8%	73.3%	62.3%
Target	--	--	--	--	--
2020/21 Actual	62.7%	56.2%			59.2%↓
Percentage of occasions a second fire appliance attending a road traffic collision arrives within 2 minutes of the first appliance to arrive					2020/21 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (19/20)	55.3%	54.0%	52.3%	58.3%	54.6%
Target	--	--	--	--	--
2020/21 Actual	55.6%	52.7%			54.0%↔



Accident Investigations

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2020/21 YTD
Accidents Requiring Investigation	Minor	6	4			10
	Moderate	4	7			11
	Major	0	0			0
Near Misses Requiring Investigation	Minor	5	6			11
	Moderate	4	3			7
	Major	0	0			0
*Accident Investigations Outstanding	Minor	0	0			0
	Moderate	0	0			0
	Major	0	0			0
*Near Miss Investigations Outstanding	Minor	0	0			0
	Moderate	2	0			2
	Major	0	0			0

*Accident Investigation Officers (AIO) have two months within which to submit their reports, unless an extension to this has been agreed due to the complexities of the investigation. The figures in the table relating to accident investigations or near misses outstanding, refer to investigation reports that were due to be submitted within that quarter but had not been received at that time.

Minor - an accident which causes only a slight injury, and not requiring medical attention other than first aid, with no potential to have been more severe, or a near miss event with the potential to cause slight injury. The local workplace manager investigates these events.

Moderate - an accident which causes an injury requiring medical treatment immediately (not including first aid) or at a later date (for example physiotherapy), and/or an accident that is likely to lead to more than three days' absence from work or normal duties (i.e. restricted duties) but is not a specified injury as defined under RIDDOR, or a near miss event, including Dangerous Occurrences as defined under RIDDOR, which had the potential to have caused such injuries. These investigations are carried out by someone who is trained in analytical accident investigation, known as an Accident Investigation Officer (AIO).

Major - an accident causing a death or a specified injury; or a near miss event, including Dangerous Occurrences as defined under RIDDOR, with potential to have caused such injuries. Major events are investigated by a team of AIO's, co-ordinated and led by an Area Manager.

Near miss definition: An unplanned event including damage to equipment and property that had the potential to cause death, injury or ill health.

Accident categories may be re-categorised at any point before or during the investigation, which can retrospectively affect the numbers.



Equality, Diversity and Inclusivity Data Summary

Measure		Q1	Q2	Q3	Q4	2020/21 YTD	Q2 19/20	Authorised establishment (Number of authorised posts)
STAFF IN POST	Wholetime	364	361			361	357	362
	Retained	84	75			75	89	80
	Control	41	43			43	39	39
	Green Book	170	168			168	149	171
	Total Number of Staff	659	647			647	634	652
STAFF TURNOVER	Wholetime	7	8			15	8	
	Retained	4	9			13	5	
	Control	2	0			2	0	
	Green Book	0	7			7	12	
	Total Number of	13	24			37	25	
	Staff in Post (SIP)	659	647			653	634	
	Percentage of Leavers	1.97%	3.71			1.97%	3.94%	
FEMALE STAFF	Wholetime	4.4%	4.4%				4.4%	
	Retained	14.3%	16%				12.4%	
	Control	73.2%	69.8%				71.8%	
	Green Book	56.5%	57.1%				57.0%	
	Total	23.4%	23.8%				21.9%	
AGE PROFILE	25 and Under	46	43				38	
	26-35	176	169				162	
	36-45	208	208				209	
	46-55	192	187				191	
	56-65	36	39				33	
	66 and Over	1	1				1	
	Total	659	647				634	
							Target	
ETHNICITY FIGURES	Wholetime	5.2%	5.3%				4.8%	
	Retained	4.8%	2.7%				4.5%	
	Control	2.4%	2.3%				2.6%	
	Green Book	14.1%	13.7%				14.8%	
	Total	7.28%	6.96%				6.94%	



Appendix B – 2020-21 Annual Objectives

- 1) We will provide education and advice on how to prevent fires and other emergencies.
- 2) We will ensure a swift and effective response when called to emergencies.
- 3) We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.
- 4) We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.
- 5) We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.
- 6) We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.
- 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.
- 8) We will manage RBFRS in accordance with best practice, understanding and continuous improvement, learning from events and being transparent in our compliance.
- 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.
- 10) We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.



Appendix C - Performance Measures and 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"> • Licensing • Building regulations • Building regulations approved supplier
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 Fire Professional Framework , 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).

