

DRAFT ANNUAL PLAN

2019 - 2020





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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 905,800, 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.

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 (RBFA) 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 2019/20 (which include the six Strategic Commitments), have been updated to include specific areas of focus for the year ahead in support 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.



ANNUAL OBJECTIVES 2019 - 2020

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 2019/20, and highlighted areas of focus in achieving these Objectives. This is further supported by our Corporate Measures (outlined on page 9) 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

- Deliver an effective fire, road and water safety education programme to schools and refine to be more responsive to local risk.
- Deliver Safe and Well visits for the most vulnerable in Berkshire, in line with the 2019/20 Corporate Measures.
- Implement and embed the Community Volunteer Action Plan.
- Implement the Adult Fire Safe Programme, to address adult fire setting.

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

- Continued focus on the sustained availability of the Retained Duty System model.
- Implement the new Flexible Duty Officers operational cover arrangements and Remotely Managed Station model.
- Review the wider use and capability of special appliances to ensure a fit-for-purpose fleet.

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

- Promote and influence the fitting of sprinklers in all buildings where appropriate.
- Engage with local authorities and encourage the retrofitting of sprinklers where it supports both occupant and firefighter safety.
- Continue to work with building developers and designers to introduce sprinklers as part of an alternative design package; ensuring the appropriate levels of fire safety are maintained.
- Continue to support and contribute towards 'Building a Safer Future' in our engagement and submissions with the findings of the [Hackett Review](#).



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

- Use Safe and Well visits to signpost vulnerabilities to other partners.
- 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 2019/20 requirements of the [Strategic Asset Investment Framework](#).
- Commence building and renovation work at Crowthorne Fire Station.
- Deliver the required savings of the [RBFA Efficiency Plan](#) and develop proposals to meet new and emerging financial pressures.

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.
- Act on the outcomes of the recent public consultation on funding.
- Respond to the outcomes of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection and continue to engage in the development of the programme.

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

- Deliver a programme of recruitment and training for 2019/20 new wholetime recruits.
- Establish Development and Assessment Pathways across staff groups.
- Deliver the 2019/20 requirements of the Health, Safety and Wellbeing Action Plan.



8) We will manage RBFRS in accordance with appropriate legal requirements, financial standards and associated guidance, and be transparent in our compliance

- 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.
- Embed requirements of General Data Protection Regulation (GDPR).

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

- Deliver the 2019/20 requirements of the [Equality, Diversity and Inclusivity Objectives](#) and Action Plan.
- Deliver the 2019/20 requirements of the [People Strategy](#).

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

- Continue to explore opportunities to collaborate in the use of our property and estates.
- Continue to pursue opportunities to collaborate on our procurement of goods and services.
- Deliver a project to improve the way we deliver our fire safety enforcement and advisory function across the Thames Valley area.
- Deliver a project to align our operational policies, procedures and practices across the three Thames Valley Fire and Rescue Services over the next five years.
- 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.

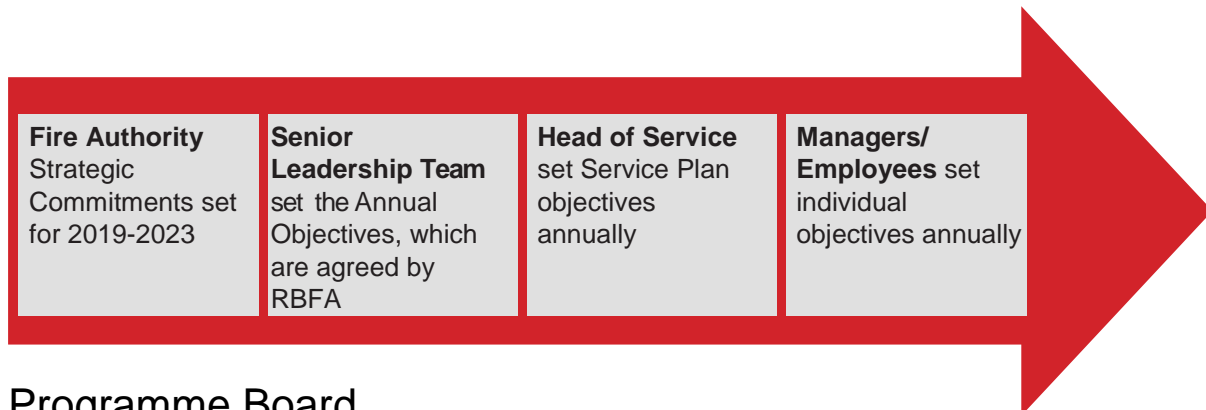


DELIVERY OF THE ANNUAL OBJECTIVES

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 local plans and personal action plans, which are agreed with every member of staff and set out how individuals will help towards achieving the organisational goals.



Programme Board

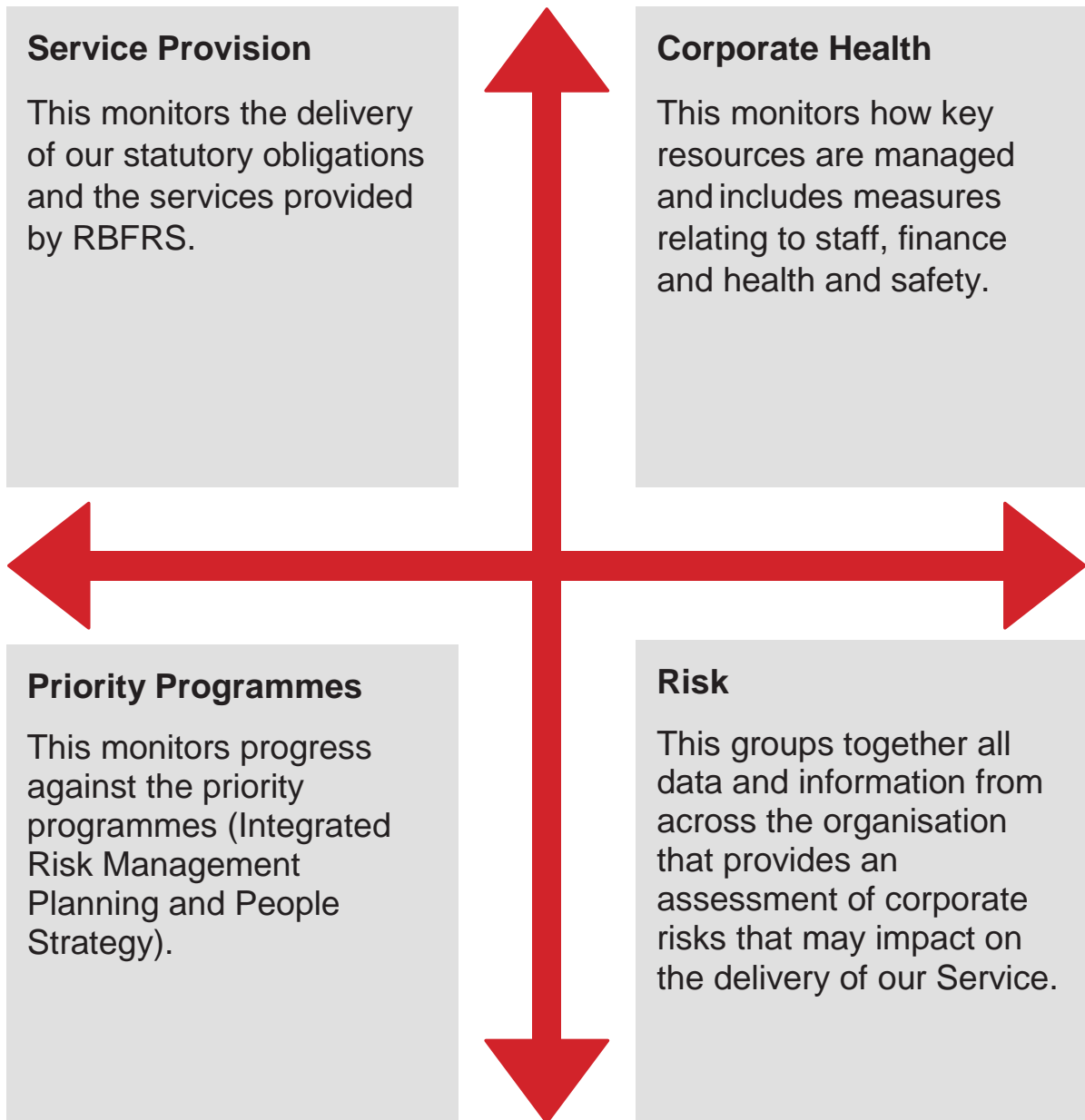
Our priority projects are overseen by the Programme Board. The primary focus of the Programme Board in 2019/20, will be to oversee the delivery of projects of strategic importance including, but not limited to, the [IRMP](#) and [People Strategy](#).

Performance Management

Ongoing analysis of performance data supports decision making across the organisation. Monthly reports are produced against the Service Provision performance measures and 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 services 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 2019/20 are:

ID	Measure*	2018/19 Target	2019/20 Target
1	Number of fire deaths in accidental dwelling fires	0	0
2	Number of fire casualties in accidental dwelling fires	20 max	20 max
3	% of safeguarding referrals made to local authorities within 24 hours	100%	100%
4	The number of deliberate primary fires	Monitor	Reduce
5	The number of deliberate secondary fires	Monitor	Reduce
Prevention			
6	Number of Safe and Well visits (S&Ws) delivered to those who are at heightened risk of dying in the event of an accidental dwelling fire	8200	7000
7	Number of S&Ws delivered to those who are at heightened risk of having an accidental dwelling fire and being injured as a result	2500	2500
8	% of priority category 1 home safety referrals, where there has been a threat or incidence of arson, completed within 48-hours	100%	100%
9	% of priority category 1 home safety referrals, where there is a significant heightened risk of an individual having a fire in their property, completed within 48 hours	Monitor	Monitor
Protection			
10	Total Number of Full Fire Safety Audits carried out	1400	1400
11	% of audits where the results were satisfactory	50% max	50% max
12	The number of formal and informal fire safety activities	n/a	Monitor
13	Success rate when cases go to court	4:1	4:1
14	% of statutory fire safety consultations completed within the required timeframes	n/a	95%



ID	Measure*	2018/19 Target	2019/20 Target
Response			
15	% of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	75%	75%
16	% of full shifts where there is adequate crewing on all wholetime frontline pumping appliances	100%	100%
17	% of hours where there is adequate crewing on retained frontline pumping appliances (based on 24/7 crewing)	Average 60%	Average 60%
Customer Feedback			
18	% of domestic respondents satisfied with the overall service	100%	100%
19	% of commercial respondents satisfied with the overall service	95%	95%
20	% of respondents satisfied with the service with regards to Fire Safety Audits	90%	90%
21	% of domestic respondents satisfied with the service regards its S&W visits	100%	100%

* 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 effectively.

ID	Measure*	2018/19 Target	2019/20 Target
Human Resources and Learning & Development			
22	% of working time lost to sickness across all staff groups	3%	3%
23	% of eligible operational staff successfully completing fitness test	100%	100%
24	% of eligible staff with Personal Development Appraisals	100%	100%
25	% of eligible operational staff in qualification	100%	100%
26	Number of protection staff in qualification	n/a	monitor
Health and Safety			
27	All RIDDOR accidents	10% reduction	Maintain
Finance and Procurement			
28	% of spend subject to competition	85%	85%
29	Compliant spend as a % of overall spend	100%	100%
Freedom of Information			
30	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act and Environmental Information Regulations).	0	0
31	Number of Information Commissioner assessments finding that the Service has breached Data Protection Legislation (Data Protection Act and forthcoming legislation)	0	0

* Definitions of measures are available in Appendix A



PRIORITY PROGRAMMES – KEY DELIVERABLES

Integrated Risk Management Plan

RBFA is required to publish an Integrated Risk Management Plan (IRMP). In 2018, we consulted on and published an [IRMP for 2019-2023](#), which reflects the priorities and requirements of the [Fire and Rescue National Framework for England](#).

In 2019/20, our key IRMP deliverables will include:

Project 1: Risk Analyses

- We will further develop our existing Risk Methodology and Risk Modelling capability to incorporate further prevention and protection information to ensure we have an even better understanding of all foreseeable fire and rescue related risks.
- We will ensure that any changes to our Risk Methodology are independently validated.
- We will work in collaboration with our Thames Valley fire partners to complete work on a theoretical Thames Valley response model.
- We will participate in the [National Fire Chiefs Council's](#) (NFCC) Community Risk Management Group.

Project 2: Prevention

- We will review our Young Firefighter programme to ensure alignment to the National Cadet Programme.
- We will extend the reach of our Adults at Risk Programme.
- We will work in collaboration with other stakeholders and blue light partners to deliver our water safety initiatives, Safe Drive, Stay Alive and pilot Biker Down.
- We will issue updated [Local Safety Plans](#) for all of our Hubs.



Project 3: Protection

- We will review and publish a new Risk Based Inspection Programme methodology.
- We will publish a new suite of protection policies.
- We will support two staff members to complete their Masters in Fire Engineering.
- Dependent of the publication of any recommendations relating to the Grenfell Tower fire, we will conduct a gap analysis those recommendations.
- We will work in collaboration with our Thames Valley fire partners to align protection policies, processes and resources to improve efficiency and effectiveness.

Project 4: Response Resource Deployment

- We will complete the implementation of our 2017 IRMP decisions.
- We will complete an analysis of housing and infrastructure development to determine that these do not significantly impact our risk-based model.

Project 5: Response Safe Systems of Work Development

- We will work in collaboration with our Thames Valley fire partners to align our systems of work and training to National Operational Guidance and National Operational Learning.
- We will review our four-wheel drive capability.
- We will continue to procure standardised pumping appliances and work towards the standardisation of Breathing Apparatus.
- We will review any NFCC outcomes on Safer Systems of Work.



People Strategy

The purpose of the [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 RBFA, to manage all foreseeable fire and rescue related risks that could affect the people of Berkshire. In 2019/20, our key People Strategy deliverables will include:

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 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.
- 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.
- Establish Development and Assessment Pathways across staff groups.

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

- Deliver the 2019/20 requirements of the RBFRS [Equality, Diversity and Inclusivity Objectives and Action Plan](#)
- 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 career pathways across all staff groups across the organisation.
- Review and develop talent management systems to support succession planning.



- Increase opportunities to gain new skills by broadening existing schemes and training options we have in place.

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

- Review the Communication and Engagement Strategy to support effective internal communications.
- Implement a Behavioural Competency Framework.
- Undertake a review of Reward and Recognition.

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

- Continue working with an external supplier, to undertake programme of process improvement, which will ultimately contribute to a culture of continuous improvements within teams.
- Initiate development of additional core skills courses on continuous improvement and business process improvement.

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

- Deliver the requirements of the 2019/20 Health, Safety and Wellbeing Action Plan.
- Deliver the requirements of the 2019/20 Mental Health Action Plan.
- Ensure that our workplaces meet health and safety requirements and the design and refurbishment of buildings wherever possible meet access, gender and religious needs, together with the ability to support flexible working arrangements.



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. One or more treatments will be identified to minimise the likelihood or impact of the risk and a new 'treated score' will be generated. Any risks where the treated score cannot be reduced below 17 are escalated to the Corporate Risk Register, monitored fortnightly by the Senior Leadership Team and the Strategic Performance Board on a quarterly basis. In addition, these risks are reported to the Audit and Governance Committee on a quarterly basis.

The Corporate Risk Register contains both strategic and operational risks. 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. 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.



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](#).

Audit	Scope for 2019/20
Core Assurance	
Risk Management and Governance	<p>Risk Management:</p> <p>Deep dive of a sample of risks to challenge the controls, assessments, assurances and actions that are recorded within the Risk Register to establish if these are sensible, realistic and remain relevant and up-to-date.</p> <p>A follow-up of any outstanding recommendations from the prior year Risk Management review.</p> <p>Governance:</p> <p>The specific scope of this review is to be agreed with management prior to the start of the audit. However, this could include coverage looking at the following areas:</p> <ul style="list-style-type: none">• Business/strategic planning• KPI's and data quality• Performance management• Partnerships



Audit	Scope for 2019/20
Key Financial Controls	<p>This will include testing key controls in a number of the following areas:</p> <ul style="list-style-type: none"> • General ledger • Cash, banking and treasury management • Payroll • Payments and creditors • Income and debtors • Asset management
Firefighter Pension Administration	A review of the RBFA pension provider 'West Yorkshire Pension Fund' (WYPF) to provide assurance that WYPF has adequate processes and controls in place to process firefighter pensions.
Risk Based Assurance	
IT Systems	The exact scope of this review is to be determined and will be agreed with management.
Dataplan/Payroll	A review of the RBFA payroll provider 'Dataplan', to provide assurance that Dataplan have adequate processes and controls in place to process the payroll.
Emergency Planning and Business Continuity	To ensure that RBFRS has appropriate Business Continuity Plans in place in the event of major disruption to services to continue to deliver core services to the County.
Financial Planning/ Long-term Budgeting	A review of the RBFA financial planning and long-term budgeting process in light of a proposed reduction in funding for RBFA. Exact scope to be agreed with management.
Other Internal Audit Activity	
A further three call-off audits will be conducted over the coming year.	



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

In January 2019, RBFRS was subject to an inspection by HMICFRS. The outcome of that inspection is expected to be published in approximately June 2019. We will continue with our continuous improvement programme in anticipation of the outcomes. Following report publication, the findings will be assessed for any necessary changes to our plans and we will continue to work with HMICFRS to prepare for future inspection cycles. 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 total number of deaths that occur as a result of an accidental dwelling fire. This includes a person whose death is attributed to an accidental dwelling fire, even when the death occurs weeks or months later.
2	Number of fire casualties in accidental dwelling fires	The total number of 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	% of safeguarding referrals made to local authorities within 24 hours	To ensure that safeguarding referrals are made in a timely manner for the protection of individuals. This is the time taken from the Duty Officer or Safeguarding Coordinator being made aware of a safeguarding case, to the referral being made to the local authority.
4	The number of deliberate primary fires	This is the total number of primary fires, where the cause has been identified that the fire was started deliberately.
5	The number of deliberate secondary fires	This is the total number of secondary fires, where the cause has been identified that the fire was started deliberately.
Prevention		
6	Number of Safe and Well visits (S&W's) delivered to those who are at heightened risk of dying in the event of an accidental dwelling fire	Research has shown that certain vulnerable groups are at heightened risk of dying in an accidental dwelling fire. S&W's will be targeted towards these vulnerable groups.
7	Number of S&W's delivered to those who are at heightened risk of having an accidental dwelling fire and being injured as a result	Research has shown that certain groups of people are at heightened risk of having an accidental dwelling fire and being injured as a result. S&Ws will be targeted towards these groups.
8	% of priority home safety referrals, where there has been a threat or incidence of arson, completed within 48 hours	When RBFRS is made aware of the threat or incidence of arson against an individual(s) a home safety visit is conducted within 48-hours.



ID	Measure	Definition
9	% of priority home safety referrals, where there is a significant heightened risk of an individual dying in the event of an accidental dwelling fire, completed within 48 hours.	When RBFRS are made aware of a home or an individual who is at significantly high risk of dying in the event of an accidental dwelling fire, a home safety visit is conducted within 48-hours.
Protection		
10	Total Number of Full Fire Safety Audits carried out	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. 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.
11	% of audits where the results were satisfactory	This is the number of closed fire safety audits carried out in commercial premises, where the result was satisfactory and no further action or follow-up was required.
12	The number of formal and informal fire safety activities	This is the total number of formal or informal fire safety activities that have been issued a: <ul style="list-style-type: none"> • Action plan • Deficiency Notices • Enforcement Notice • Prohibition Notice • Alternations Notice • Voluntary Restriction • Formal Caution • Prosecution Notice
13	Success rate when cases go to court	This is the ratio of successful prosecutions following fire safety audits.
14	% of statutory fire safety consultations completed within the required timeframes	Statutory fire consultations have a set timeframe in which they must be completed and include: <ul style="list-style-type: none"> • Licensing • Building regulations • Building regulations approved supplier



ID	Measure	Definition
Response		
15	% of occasions where the first fire engine arrives at an emergency incident within 10 minutes from 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.
16	% 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 fire fighters (4 personnel) on all wholetime pumping appliances (fire engines). A wholetime frontline pumping appliance is available 24/7, 365 days a year.
17	% of hours where there is adequate crewing on retained frontline pumping appliances (based on 24/7 crewing)	This is the average percentage of hours where there is sufficient minimum qualified firefighters (4 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		
18	% 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.
19	% 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.
20	% 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.



21	% 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.
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CORPORATE HEALTH

ID	Measure	Definition
Human Resources and Learning & Development		
22	% 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.
23	% 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.
24	% of eligible staff with Personal Development Appraisals	This measure reflects the percentage of eligible employees who have had a Personal Development Appraisal meeting. Eligible staff are those who have completed their initial probation period, before the end of the PDA 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 PDA.
25	% 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.
26	% of Protection Staff in qualification	This measure examines performance in the key qualifications, required by staff to maintain effective service delivery .
Health and Safety		
27	All RIDDOR accidents	RIDDOR(<i>Reporting of Injuries Diseases and Dangerous Occurrences Regulations</i>) are more serious injury accidents





ID	Measure	Definition
Finance and Procurement		
28	% of spend subject to competition	This measure is looking 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.
29	Compliant spend as a % 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		
30	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act and Environmental Information Regulations)	Number of decision notices issued by the Information Commissioner's Office (ICO) that uphold any part of a complaint that we have breached the relevant legislation.
31	Number of Information Commissioner assessments finding that the Service has breached Data Protection Legislation (Data Protection Act and forthcoming legislation)	Number of occasions where the Information Commissioner has informed RBFRS that we have breached the legislation.



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