



# Quarterly Performance Report

Q3 2023-2024 October - December





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## Contact Us

### Accessibility

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### 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



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



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



## Introduction

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

In our Annual Plan for 2023-24, we set 9 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, which includes measures relating to staff, finance and health and safety.

**Priority Programmes:** Progress against our key programme activity (our Community Risk Management Plan (CRMP), RBFRS Development Programme and Strategic Asset Investment Framework).

**Assurance:** Monitoring corporate risk management and other assurance activity including internal audit and our HMICFRS Action Plan.

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.



## Key

### Performance Measures

	Target exceeded by more than 10%	Comparison with target
	Target met or exceeded by up to 10%	
	Target missed by up to 10%	
	Target missed by more than 10%	
	NA or data accuracy issues affect confidence in reporting	
↑	Improvement in performance from equivalent period the previous year	Comparison with actual the previous year
↔	Maintenance of performance from equivalent period the previous year	
↓	Decline in performance from equivalent period the previous year	

### Priority Programme Project Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start

### Classification of Risk Scores and Risk Movement

20 - 25	Outside assumed Risk Appetite and requires mitigation to proceed
19	Inside Risk Appetite only because of extremely low probability. Mitigate if necessary and possible, accept only if no further action can be justified
17 & 18	Inside Risk Appetite. Mitigate further if cost effective to do so - discuss with a Director
7-16	Inside Risk Appetite. Mitigate further if cost effective to do so
1-6	Inside Risk Appetite and unlikely to need further mitigation
↑	Risk increasing
↔	No risk movement
↓	Risk decreasing



## Quarter Three Summary



**2075**

Total number of emergency incidents in Berkshire



**71.5%**

% of occasions we responded to emergency incidents within 10 minutes



**8.4%**

% increase in the number of Referrals for Safe and Well visits received from our partners



**64.5%**

% of Full Fire Safety Audits with a 'Broadly Compliant' result



**5**

Number of complaints received



**6.9%**

% of working time lost to staff sickness across all groups



**100.0%**

Compliant spend as a % of overall spend



## Incident Trends

We responded to 2075 emergency incidents in Berkshire in Quarter 3 2023-24. Chart 1 below shows the trend in incidents over time, and for the most recent quarters includes the five year maximum, minimum and average incident levels for comparison. The chart illustrates the fall in overall incident numbers during the Covid-19 pandemic, and shows the hot, dry summers of 2018 and 2022. The level of emergency incidents in Quarter 3 of this year was higher than any equivalent quarter in the past five years.

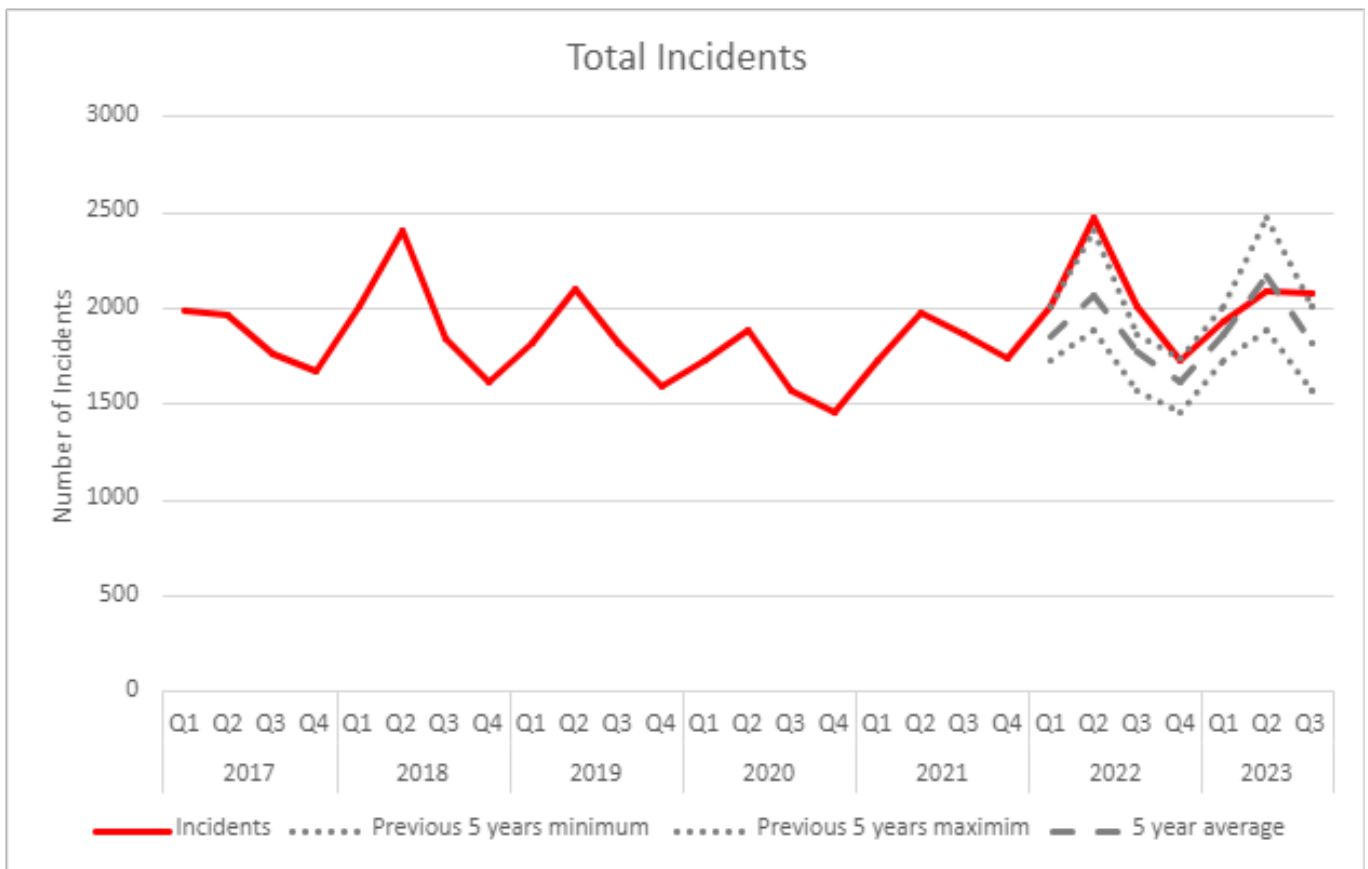
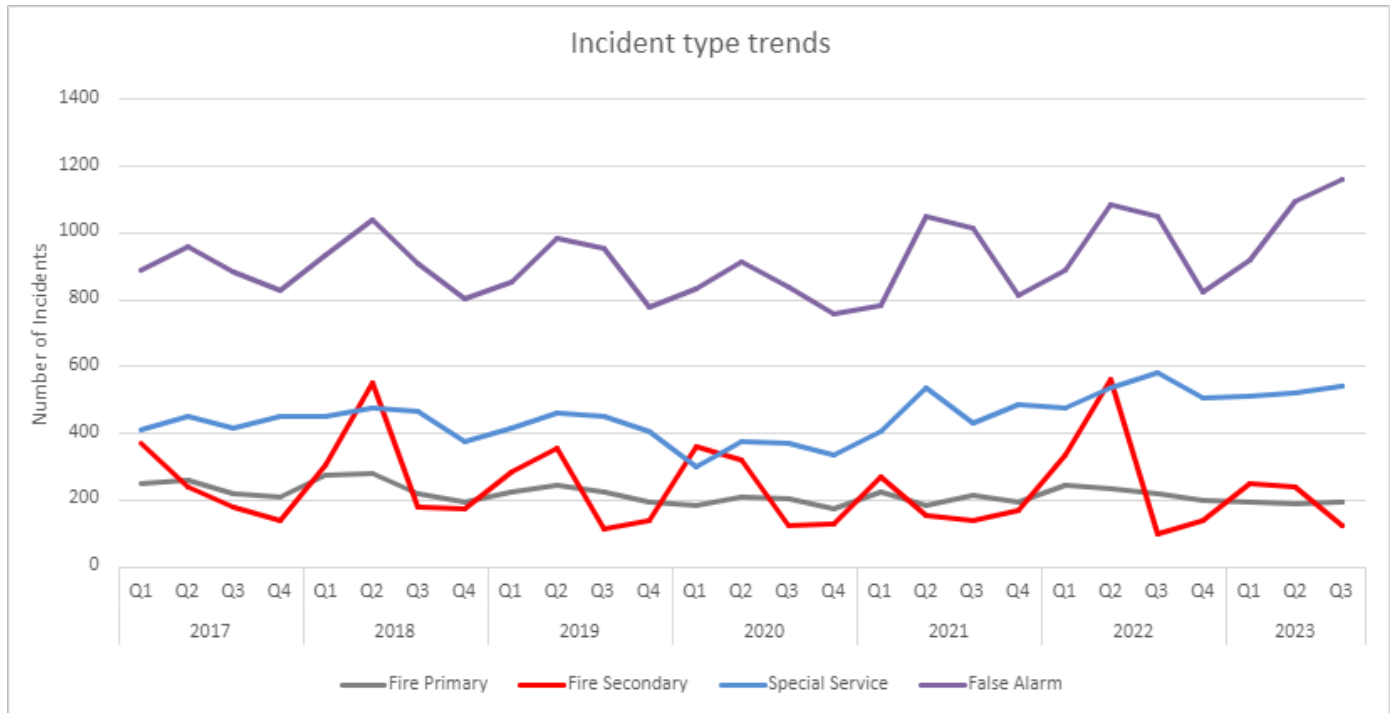




Chart 2 shows trends for major incident types, and clearly illustrates the seasonal and weather related patterns of secondary fires. Both primary and secondary fires are following a gradual downward trend over the past six years. Special service incidents dipped during the pandemic, but levels are now higher than they were pre-2020.







### Quadrant One – Service Provision

#### Adults at Risk Programme (ARP)

In April 2022, Royal Berkshire Fire and Rescue Service (RBFRS) altered its approach to delivering fire prevention in the home. The nationally recognised tool for providing fire safety in the home is a Safe and Well visit (S&W), also known in other services as a Home Fire Safety Check (HFSC). Before April 2022, RBFRS monitored the delivery of Safe and Well visits predominantly on the number of visits delivered to members of our community.

Before the new financial year of 2022, Service Delivery Managers reviewed the current method of S&W delivery and moved to a partner referral model. By working closer with our current partners and developing new relationships with agencies also working with vulnerable members of the community, we focused on developing our referral process recognising vulnerabilities being addressed by our partners had an intrinsic link to vulnerability and risk of a fire in the home. The intention of this was to have a greater focus on risk, with the aim of increasing referrals from partners.

The Adult at Risk Programme (ARP) is a course provided by RBFRS to partner agencies to identify those most at risk in the community from a fire in the home. The training provided covers all areas of home fire safety and teaches professionals to spot and minimise risk with the people they support within their homes. It further details how to refer residents who would benefit from a Safe and Well visit provision in the home to the RBFRS. Professionals are also made aware of their responsibility to report these residents to us, and an emphasis is placed on professionals working together.

We assure the new approach via various corporate measures designed to increase and monitor referrals to ensure we work effectively with our partners. They allow us to understand the different levels of risk identified and prioritise visits through a risk-based approach. During the first year we saw a significant increase in referrals across the board, which impacted our ability to complete visits within the designated times stated in our corporate measures. We also recognised due to the complexities of some visits to our higher risk members of the community the timeframes were unrealistic.

This year 2023/24 we have rebalanced our measures seeking to refine the referral process even further. We want to understand how we can improve referrals in areas where referral rates are lower rather than seeking a wholesale increase across the board. A specific example of this is in Slough where we consistently see lower referral numbers than the rest of the county. This will impact our ability to deliver a 10% increase on the number of referrals from last year, but providing equality of access to our services for the people of Berkshire is something that we are legally and morally committed to and investing time make improvements in areas with low referral number must be a priority.

Following the recent implementation of this approach, a full evaluation project has been commissioned to understand how effective we have been in addressing the fire risk in the home



and will begin at the end of Q4. We will also seek to understand how we can assure the quality of referrals and support partners where improvements can be made.

In the meantime, Service Delivery Teams remain committed to ongoing development work with our partners to ensure we receive high-quality referrals to support this model. Recent incidents and post-incident reviews with our partners have already identified some improvements, such as confirmation of learning and certification for our courses, ongoing support/revalidation packages and rebranding the training to allow for consideration of young people at risk of fire in the home.

In addition to this work with local partners, prevention teams have recognised an opportunity to deliver fire prevention awareness on a national level by producing a training package for Occupational Therapists. There are over 43 thousand occupational therapists in the UK working across all ages and a variety of settings, from hospitals, communities, schools, and prisons and across physical disabilities, mental health, and learning disabilities. Therefore, OTs are well placed to help reduce the risk of fires in the community.

The NFCC Home Fire Safety Committee has recently endorsed the package, which the Royal College of Occupational Therapy (RCOT) will present to its members and host as a continual professional development package.



<b>QUADRANT ONE – SERVICE PROVISION</b>					
<b>Overall Measures</b>					
<b>1. Number of Fire Deaths</b>					<b>2023/24 Target: 0</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	0	1	3	0	4
Target (max)	0	0	0	0	0
2023/24 Actual	2 ↓	1 ↔	0 ↑		3 ↑
<p>No reported fire deaths recorded across Q3. Hub Prevention activity continues to target those most vulnerable in the community.</p>					
<b>2. Number of non-fatal fire casualties</b>					<b>2023/24 Target: 34 max</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	13	5	17	1	35
Target (max)	8	9	8	9	25
2023/24 Actual	7 ↑	16 ↓	7 ↑		30 ↑
<p>Following an increase in Q2 non-fatal fire casualties have decreased in this Quarter. All reported casualties were predominately related to smoke inhalation and were tended to more as a precautionary measure, including three in Slough who were under 18.</p>					
<b>3. Number of deliberate Primary Fires</b>					<b>2023/24 Target: 135 max</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	34	30	43	22	107
Target (max)	33	34	34	34	101
2023/24 Actual	19 ↑	26 ↑	25 ↑		70 ↑
<b>4. Number of deliberate Secondary Fires</b>					<b>2023/24 Target: 244 max</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	91	115	23	41	229
Target (max)	78	87	38	41	203
2023/24 Actual	68 ↑	65 ↑	38 ↓		171 ↑



<b>Prevention Measures</b>					
<b>5. Increase the number of Referrals for Safe and Well visits received from our partners</b>					<b>2023/24 Target: 10%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23) % change	30.4%	26.4%	41.6%	38.8%	32.8%
Target percentage change	10%	10%	10%	10%	10%
2023/24 Actual Number	1053	1007	1137		3197
2023/24 Percentage Change	18.4% ↓	13.7% ↓	8.4% ↓		13.2% ↓
See case study on page 24.					
<b>6. Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours</b>					<b>2023/24 Target: 100%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2023/24 Actual	100% ↔	100% ↔	100% ↔		100% ↔
<b>7. Percentage of Very High Risk Safe and Well Referrals completed within 72 hours</b>					<b>2023/24 Target: 35%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	25.0%	31.1%	28.0%	21.0%	28.1%
Target	35%	35%	35%	35%	35%
2023/24 Actual	37.5% ↑	49.0% ↑	32.7% ↑		40.0% ↑
<p>Overall performance has decreased for this Quarter in most areas compared to last Quarter. It remains a challenging period for the Prevention teams as they face pressures from staff shortages.</p> <p>More high-risk referrals have been allocated to operational crews to support managing workloads across Hubs and achieving targets. This has supported an increase in completion rates over the Quarter. More complex cases and those requiring joint visits continue to be allocated exclusively to a technician.</p>					
<b>8. Percentage of High Risk Safe and Well Referrals completed within target time</b>					<b>2022/23 Target: 50%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	45.2%	33.8%	44.9%	51.7%	41.3
Target	50%	50%	50%	50%	50%
2023/24 Actual	43.1% ↓	52.5% ↑	51.6% ↑		49.1% ↑
<p>Overall performance across the Service for this measure remains positive and above the stated target. There has been a significant increase in performance across Wokingham from the previous Quarter. It's good to see that performance discussions after the previous Quarter have positively impacted that area. Performance in this area is also linked to crews completing an increasing number of high-risk visits.</p>					



<b>Protection Measures</b>					
<b>9. Proportion of Fire Safety Audits conducted against premises identified as High or Very High Risk in our Risk Based Inspection Programme</b>					<b>2023/24 Target: Monitor</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)*	N/A	20.6%	21.6%	27.8%	
Target	-	-	-	-	-
2023/24 Actual	28.1%	24.1% ↑	21.5% ↓		24.4%
*The Risk Based Inspection Programme was launched on the 28 <sup>th</sup> April 2022. Monitoring data available from Q2 22/23.					
<b>10. Percentage of Full Fire Safety Audits with a 'Broadly Compliant' result *</b>					<b>2023/24 Target: 60% max</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	78.7%	72.8%	75.2%	69.2%	75.4%
Target (max)	60%	60%	60%	60%	60%
2023/24 Actual	69.5% ↑	60.4% ↑	64.5% ↑		65.6% ↑
<p>*As part of the Risk Based Inspection Programme the Fire Safety Inspecting Officers should be visiting premises which are less likely to conform to the RRO 2005 and are therefore a higher risk to life. This measure illustrates 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.</p> <p>Much of the work for this period remains reactive through complaints and post-fire inspections (PFIs) and the completion of HRRB. When reactive audits such as post-fire Inspections and complaints are completed, there is a higher likelihood of these being 'Broadly Compliant' than audits completed following the High or Very High-Risk RBIP.</p> <p>We are currently creating a plan to ensure priority of work is identified, ensuring we address some of the highest risk properties on the RBIP. This includes reviewing our Protection work prioritisation guidance, allowing for a more professional judgement-based approach on risk for reactive Protection work to allow more time for FSIOs to address RBIP.</p>					
<b>11. Percentage success when cases go to court</b>					<b>2023/24 Target: 80%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	0 cases	0 cases	0 cases	0 cases	0 cases
Target	80%	80%	80%	80%	80%
2023/24 Actual	0 cases	0 cases	0 cases		0 cases
<p>No current cases have gone to court within 2023-2024 reporting period. There are three ongoing cases (being prepared to present to the Legal, Technical and Enforcement Hub for continued work and legal advice and guidance ready for potential prosecution</p> <p>A property in Slough was inspected on 03 March 2023. RBFRS have commenced formal investigations which may lead to prosecution. The case file has now been completed and handed over to West Berkshire Legal.</p>					
<b>12. Percentage of Statutory fire consultations completed within the required timeframes</b>					<b>2023/24 Target: 95%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	96.3%	98.9%	96.8%	93.8%	97.3



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Target	95.0%	95.0%	95.0%	95.0%	95.0%
2023/24 Actual	97.0% ↑	98.4% ↓	95.0% ↓		96.9% ↓



<b>Response Measures</b>					
<b>13. Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered</b>					<b>2023/24 Target: 75%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	76.0%	69.3%	74.2%	76.3%	72.9%
Target	75%	75%	75%	75%	75%
2023/24 Actual	74.6% ↓	72.9% ↑	71.5% ↓		73.0% ↑
<b>14. Percentage of wholetime frontline pumping appliance availability</b>					<b>2023/24 Target: 99%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	97.6%	97.4%	96.6%	98.2%	97.2%
Target	99%	99%	99%	99%	99%
2023/24 Actual	97.3% ↓	97.1% ↓	97.6% ↑		97.3% ↑
<p>Quarter 3 appliance availability was higher than other quarters throughout the year, it was also higher than Q3 last year, this is pleasing to see against a backdrop of high sickness levels and higher demand in terms of incidents. There has also been an increased demand for risk critical operational training due to high numbers of staff in development and pressures from staff turnover. The introduction of the Operational Support team and close oversight of resourcing gaps has resulted in the maximisation of appliance availability as effectively and efficiently as possible. This is constantly monitored, measured, and reported through our governance pathways..</p> <p>The response standard was below target which resulted in further work to identify and understand the reasons for the decrease in performance. There were several factors identified, incident demand had increased significantly and exceeded pre pandemic levels, the incident profile has also changed somewhat with a higher proportion of calls being false alarms and special service calls. These types of calls require longer call handling times and call challenging processes which influence the overall response standard performance. Travel times are also affected by the increase in incident demand which again influences the response standard performance. One element of the response standard is turnout time, and this has continually improved and remains within the desired target.</p> <p>Moving forward, we will continue to closely monitor and manage our performance, together with longer-term trend analysis of our incident profile and demand. In addition to the detailed work on call handling, we will continuously review the management of our resources via the Operational Support Team to ensure we are optimising our ability to respond as quickly as possible and explore opportunities in the longer-term that would support this objective.</p>					
<b>15. Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)</b>					<b>2023/24 Target: 50%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	44.4%	40.3%	35.9%	41.7%	40.2%
Target	50%	50%	50%	50%	50%
2023/24 Actual	46.5% ↑	38.4% ↓	33.5% ↓		39.5% ↓



Historically, Q3 is the worst-performing period for On-Call availability. In part, this is due to allocated leave being used up by the end of the year.

It is anticipated that On-Call availability will start to increase at most stations, except for Lambourn.

Lambourn availability is predicted to remain in single-digit figures for the foreseeable future, work is being carried out to encourage the development of staff at the incident command level for the Station. The lack of incident commanders at Lambourn has been caused by those key personnel moving out of the area at the end of Q2 and Q3 respectively.

Current progress is being made with On-Call recruitment and as we move into Q4 the service should see several new recruits joining the service, which will lead to future improvements in crewing levels at On-Call stations.





<b>Resilience Measures</b>					
<b>16. Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale</b>					<b>2023/24 Target: 100%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	14.8%	30.5%	42.9%	60.9%	29.0%
Target	100%	100%	100%	100%	100%
2023/24 Actual	57.1% ↑	80.0% ↑	83.3% ↑		73.2% ↑
<p>Overall most visits are being completed on time.</p> <p>On occasions it can be challenging to attend sites within timeframes allocated due to availability of the Responsible Person (RP) and site access. Hence the RAMS expectation to stations regarding planning visits in early. We have seen a vast improvement in this area.</p>					
<b>17. Number of Service Delivery Hub exercises completed</b>					<b>2023/24 Target: 12</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	3	1	4	4	8
Target	3	3	3	3	9
2023/24 Actual	4 ↑	1 ↔	4 ↔		9 ↑
<b>18. Percentage of Automatic Fire Alarm calls where RBFRS did not attend</b>					<b>2023/24 Target: 30% min</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	26.7%	23.0%	24.2%	25.4%	24.6%
Target	30%	30%	30%	30%	30%
2023/24 Actual	25.7% ↓	25.8% ↑	24.8% ↑		25.4% ↑
<p>The service is currently reviewing its operational response to Automatic Fire Alarm Calls in line with the priorities set out in CRMP 2023-27. This will be subject to Fire Authority approval and public consultation, which is planned to commence in Q4 23/24. Whilst not the primary focus of any proposed change it is expected that any change will also have a positive impact on performance in this area.</p>					



<b>Customer Experience Measures</b>					
<b>19. Percentage of domestic respondents satisfied with the overall service</b>					<b>2023/24 Target: 100%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2023/24 Actual	100% ↔	100% ↔	100% ↔		100% ↔
<b>20. Percentage of commercial respondents satisfied with the overall service</b>					<b>2023/24 Target: 95%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	100%	100%	No returns	100%	100%
Target	95%	95%	95%	95%	95%
2023/24 Actual	100% ↔	100% ↔	100% ↔		100% ↔
<b>21. Percentage of respondents satisfied with the services with regards to Fire Safety Audits</b>					<b>2023/24 Target: 90%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	100%	96.9%	100%	100%	98.9%
Target	90%	90%	90%	90%	90%
2023/24 Actual	100% ↔	90.9% ↓	100% ↔		96.2% ↓
<b>22. Percentage of domestic respondents satisfied with the service regards their Safe and Well Visit</b>					<b>2023/24 Target: 100%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	99.1%	100%	100%	100%	99.7%
Target	100%	100%	100%	100%	100%
2023/24 Actual	100% ↑	100% ↔	98.4% ↓		99.6% ↓
<p>In Q3 we received 1 dissatisfied survey response for a Safe and Well visit and 1 dissatisfied survey response for a Fire Safety Audit, which took place in Q2. Apart from that, satisfaction levels continue to be high.</p> <p>Response rates, particularly for Fire Safety Audits, continue to be low.</p> <p>On 1<sup>st</sup> November 2023 we introduced a new process to capture Fire Safety Audit survey responses online. We hope one of the benefits of this will be an increased response rate. If this is successful we will consider if and how to expand to the other satisfaction surveys</p>					
<b>23. Number of complaints received</b>					<b>2023/24 Target: Monitor</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	7	6	11	4	24
Target	-	-	-	-	-
2023/24 Actual	7 ↔	6 ↔	5 ↑		18 ↑
<p>In Quarter 3 2023/2024, the service received 5 complaints. The subject matter of the complaints are shown below:</p>					



Complaint subject	Number of complaints in Quarter
Safety Concern	
Customer Service	3
Behaviour	1
Accidental Damage	1

The behaviour complaint related to noise issues during the operational use of a station which was affecting a local household. The accidental damage complaint related to an appliance damaging a car, upon investigation and review of CCTV, it was found that the appliance was not the cause.

The first customer service complaint related to an application process and was investigated by HR. The second related to a Safe and Well visit and the individual's details that were shared with a partner agency, it was investigated and closed.

The final complaint related to the handover of property following an incident, the individual was referred to the police as it was not something RBFRS could assist with.

<b>24. Number of compliments received</b>					<b>2023/24 Target: Monitor</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	7	5	5	5	17
Target	-	-	-	-	-
2023/24 Actual	4 ↓	4 ↓	5 ↔		13 ↓

The nature of the compliments in this Quarter varies. Two were received for Wokingham Fire Station, with one related to the service provided at a community engagement event and the other in response to an incident where an individual was trapped.

Another compliment was related to a different incident where an individual was trapped, with the firefighter praised by the person trapped for reassuring them and keeping them calm.

The final two compliments were from the same individual but related to different events. First one was praising an interaction the member of the public had with a contractor that was working on behalf of RBFRS and the second, thanked RBFRS for its attendance to a fire in Newbury.



## Key – Performance Measures

	Target exceeded by more than 10%	Comparison with target
	Target met or exceeded by up to 10%	
	Target missed by up to 10%	
	Target missed by more than 10%	
	NA or data accuracy issues affect confidence in reporting	
↑	Improvement in performance from equivalent period the previous year	Comparison with actual the previous year
↔	Maintenance of performance from equivalent period the previous year	
↓	Decline in performance from equivalent period the previous year	



## Quadrant Two – Corporate Health

### Revenue Budget Update – Q3 2023/24

The 2023/24 Revenue Budget agreed by Members in February 2023 was set at £41.975m. Income was anticipated to exceed expenditure by £573,000 meaning that the Fire Authority was replenishing its reserves – specifically the Budget Contingency Reserve.

The forecast revenue outturn for 2023/24 is shown in Appendix A, and shows an anticipated surplus of £110,000 compared to the original budget. Variances against individual revenue lines are explained below.

*Employee costs.* A settlement was reached in 2022/23 for the rates of pay for Grey book staff that also covered the current year. The Service was under establishment for April and May. The 23 new recruits that joined in February 2023 are now all on station. A further eight new recruits have been taken on and after training joined the stations in late November 2023. Taking into account known leavers the net result is anticipated to be net cost savings of around £278,000. The overtime forecast is showing at £271,000 over budget for the year. This has been affected both by covering for the under establishment and additional training needs of water rescue MOD 2 and 3 and other increased training. These figures do not take into account any further leavers beyond those that are currently known.

On-call stations are currently showing a net saving against budget of £138,000.

The Green book pay award was finalised and paid (including back pay from 1 April 2023) and came out as an average of 5.4%, against the original budget of 4% resulting in an additional £77,000 of costs, although this has been offset by variances.

The cost of new trainee firefighters has been built into the forecast with an additional 18 forecast to be taken on by the end of the financial year, at an additional budgetary pressure of £108,000. This is shown on the non-stations line, which is where new recruit costs are posted while in training and before they go onto stations. The training costs of the additional apprentices are reflected in the higher costs in the training line.

*Repairs and Maintenance.* Repairs to the Firehouse at Whitley Wood are ongoing. The total cost of completing works is estimated to be around £121,000, including corrective repair works on structural elements and flooring.

*Rates.* The Authority continues to work with a third party to challenge business rate charges for stations. Since budget setting, an appeal for Newbury Fire Station was successful resulting in an £11,000 refund and a 6.5% decrease in future bills. The final historical refunds in respect of Dee Road were received in Q1 2023/24.

*Cleaning.* From April 2023 an additional, above inflation, price increase of 8.2% has been applied, due to the living wage increase. In addition, Management Committee agreed a six-month extension to the current contract that expired in September to allow a re-tendering exercise to be



undertaken. Cleaning costs are about £22,500 per month, giving a total yearly cost of £270,000, an increase of £21,000 over the budgeted amount.

*Utilities* – the price of gas has come down and this is reflected in a reduction in the forecast spend.

*Equipment* – spend is forecast to be £44,000 higher than budget due to price rises above inflation, additional water rescue equipment (over and above the project to bring water rescue to the east of the County) and additional scrap cars needed for increased training.

*Communication* – the WAN (Wide Area Network) project has been delayed leading to reduced revenue costs of £62,000, as the New WAN costs are not yet realised. The delay currently increases risks of mediocre performance and reduced efficiency of the MS 365 environment.

*Contribution to TVFCS* – the original budgets for TVFCS were set before the pay rises were finalised resulting in higher employment costs.

*Professional Fees* – includes fees for advice on the Public Sector Decarbonisation Project (PSDS) scheme and reinforced autoclaved aerated concrete (RAAC).

*Transport* – The cost of the fleet maintenance contract with Hampshire FRS is forecast to be £49,000 over budget. The increase is due to the increased charge rate for vehicle technicians as well as parts.

*Cross border charges* - these have been agreed with Thames Valley partners for the quarter and, based on this, it is estimated that charges will be £52,000 lower (under *Contracts Other*) and income £54,000 lower (under *Income Other*) than the budgeted targets.

*Interest receivable* – Increases in interest rates will result in increased investment income of £248,000 more than originally budgeted.



**Budget Update - Revenue Position  
Quarter 3 2023/24**

	Annual Budget	Q3 Outturn	Forecast to YE	Fcast - Budget Variance
	£'000	£'000	£'000	£'000
<b>EMPLOYEES</b>				
STATIONS	18,846	14,047	18,700	(146)
NON-STATIONS	12,619	9,353	12,694	75
TRAINING	537	308	581	44
OTHER	299	202	307	8
	<b>32,301</b>	<b>23,910</b>	<b>32,282</b>	<b>(19)</b>
<b>PREMISES</b>				
REPAIRS & MAINTENANCE	865	793	1,014	149
RATES	888	729	857	(31)
CLEANING	276	198	297	21
UTILITIES	880	447	856	(24)
	<b>2,909</b>	<b>2,167</b>	<b>3,024</b>	<b>115</b>
<b>SUPPLIES</b>				
INSURANCE	418	414	418	0
EQUIPMENT	563	467	607	44
IS EQUIPMENT & LICENCES	1,002	866	1,005	3
CLOTHING/PPE	361	337	363	2
COMMUNICATIONS	786	465	725	(61)
OCCUPATIONAL HEALTH	267	160	268	1
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	144	105	152	8
COMMUNITY FIRE SAFETY SUPPLIES	160	66	111	(49)
SUPPLIES OTHER	213	167	229	16
	<b>3,914</b>	<b>3,047</b>	<b>3,878</b>	<b>(36)</b>
<b>CONTRACTS</b>				
CONTRIBUTION TO TVFCS & COLLABORATION	977	719	997	20
LEGAL	50	32	51	1
CONTRACTS OTHER (incl Professional Services)	937	503	902	(35)
	<b>1,964</b>	<b>1,254</b>	<b>1,950</b>	<b>(14)</b>
<b>TRANSPORT</b>				
VEHICLE RUNNING COSTS	829	337	878	49
TRAVEL	233	155	232	(1)
	<b>1,062</b>	<b>492</b>	<b>1,110</b>	<b>48</b>
<b>PENSIONS</b>				



PENSIONS	455	351	456	1
	<b>455</b>	<b>351</b>	<b>456</b>	<b>1</b>
<b>INCOME</b>				
GRANTS	(2,079)	(1,924)	(2,080)	(1)
RENTAL INCOME	(216)	(145)	(216)	0
TVFCS RECHARGE INCOME	(394)	(295)	(394)	0
INCOME OTHER	(566)	(169)	(522)	44
	<b>(3,255)</b>	<b>(2,533)</b>	<b>(3,212)</b>	<b>43</b>
<b>NET COST OF SERVICES</b>	<b>39,350</b>	<b>28,688</b>	<b>39,488</b>	<b>138</b>
DEBT CHARGES INTEREST	333	167	333	0
INVESTMENT INTEREST	(474)	(375)	(722)	(248)
REVENUE FUNDING OF CAPITAL	1,515	0	1,515	0
APPROPRIATION TO/(FROM) RESERVES	567	0	567	0
FINANCING COSTS	684	0	684	0
<b>NET EXPENDITURE</b>	<b>41,975</b>	<b>28,480</b>	<b>41,865</b>	<b>(110)</b>
GOV GRANTS/PRECEPTS	(41,975)	(36,937)	(41,975)	0
<b>(SURPLUS)/DEFICIT BEFORE USE OF RESERVES</b>	<b>0</b>	<b>(8,457)</b>	<b>(110)</b>	<b>(110)</b>





### **Equality, Diversity and Inclusion Objectives Progress Update**

#### **Utilising Stations to support community engagement.**

As a service, we continually seek to opportunities for community engagement and ensuring equality of access for all. This is a key area of focus within the station plan itself and an integral part of the Wokingham Borough Local Safety Plan.

With our fire stations being at the heart of the local community, we wish our premises to be utilised wherever possible by the public and organisations, such as those representing the voluntary and charitable sectors.

The following examples highlight how the station community room has been used to support community engagement and those in need.

Green Watch Wokingham wanted to use the community room to support more isolated and vulnerable members of the community in the lead up to the Christmas 2023.

The resulting initiative was called 'Brew with the Crew,' which offered people the opportunity to attend the station across three Sundays in December 23. Sundays were chosen as it was felt many clubs and activities are often only available during weekdays.

Response and Prevention colleagues combined efforts to promote the dates and advertised through our local partners, particularly those focused on working with those living in isolation, alongside further support from RBFRS Communications Team.

Those attending received a warm welcome and got to learn more about fire safety in the home and how we respond to incidents, in an informal way. This included information on keeping safe from fire in the home. The concept was very well received based on feedback with some 15-30 members of the community attending over the sessions; this will inform planning of future events of this nature.

Additionally, working in conjunction with partners the station crews have supported several initiatives to support the homeless within Wokingham Borough and continue to build on the previous work undertaken.

The community room was also used to host, the Wokingham Borough Homeless Street count. Blue watch assisted with the count, allowing the opportunity to engage with those sleeping rough with the aim of giving specific advice around fire safety in tents.

These examples of utilising our community space, demonstrate our commitment to and on going intent to support vulnerable people in times of need.



The table below illustrates progress against our Equality, Diversity and Inclusion Objectives.

	End 22/23	Q1	Q2	Q3	Q4
<p><b>Objective: Increasing the diversity of staff at all levels</b></p> <p>We recognise the value that a diverse workforce brings and will take action to increase the diversity of job applicants, seeking individuals with the right behaviours and skills to help us reflect and engage with our local communities.</p>	G	G	G	G	
<p><b>Objective: Leadership and corporate commitment</b></p> <p>We will support our organisational leaders to understand their role in tackling inequalities and demonstrating inclusive behaviours, in line with our Behavioural Competency Framework. This commitment means we will be strong and visible in our leadership and ensure that all staff and members of our local communities have confidence in our commitment to equality, diversity and inclusion.</p>	G	G	G	G	
<p><b>Objective: Improving our service delivery by creating strong links with our community</b></p> <p>We will connect and communicate with our diverse local community to develop meaningful and sustainable links, which help us to increase our understanding of their needs. We will ensure that we tailor our prevention, protection and response activities accordingly and target the most vulnerable people with the greatest risk.</p>	A	A	G	G	
<p><b>Objective: Building on our inclusive culture</b></p> <p>We will continue taking action to ensure we have a culture where everyone feels valued and is treated with dignity and respect, and support all staff to contribute to the creation of an inclusive working environment.</p>	G	G	G	G	

Tables containing relevant Equality, Diversity and Inclusion data are presented quarterly and are available in Appendix A.

**Key - Project or Action Plan Status**

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start



**QUADRANT TWO – CORPORATE HEALTH**

**DATA SUMMARY**

**25. Percentage of working time lost to sickness across all staff groups**

**2023/24 Target: 5% max**

	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	6.2%	4.9%	5.5%	4.6%	5.6%
Target	5.0%	5.0%	5.0%	5.0%	5.0%
202/24 Actual	4.0% ↑	4.8% ↑	6.9% ↓		5.2% ↓

There has been an increase in the number of days lost to sickness this quarter.

The top three reasons for sickness absence this quarter were MSK, Mental Health and Other. ‘Other’ includes viruses, heart conditions and cancer. The top three reasons will fluctuate quarter on quarter and will also be impacted by seasonal factors.

The increase in sickness absence is consistent for all contract types apart from On-Call.

HR continues to prove support and assistance to managers in terms of management of sickness cases and employees on light duties. It should be noted however the most effective way to manage sickness is line management engagement and intervention at early stages.

It should be noted that ongoing external pressures (such as NHS waiting lists, doctors strikes etc.) may lengthen absence which will continue to be monitored. As a response to pressures on the NHS, demand for private healthcare services are increasing which could impact the speed of provision through Benenden,

Quarterly sickness audits continue to be undertaken to identify poorly managed absence and where specific areas have increased absence levels which is then addressed with the managers.

Health Partners (Occupational Health) benchmarking data shows for the rolling 12 months to the end of January 2024, 46% of RBFERS cases related to MSK issues. This compares to 33% for their emergency services clients and 23% across their client base.

Reasons for sitting above benchmark could be that referrals have to be made when an individual is absent for two weeks and MSK injuries can often lead to lengthy absence (17 long term cases in Q3), requiring regular reviews and that Occupational Health advice is sought when an individual returns to full duties and often when returning to light duties also. This provides reassurance to the manager that individuals are fit for duty.

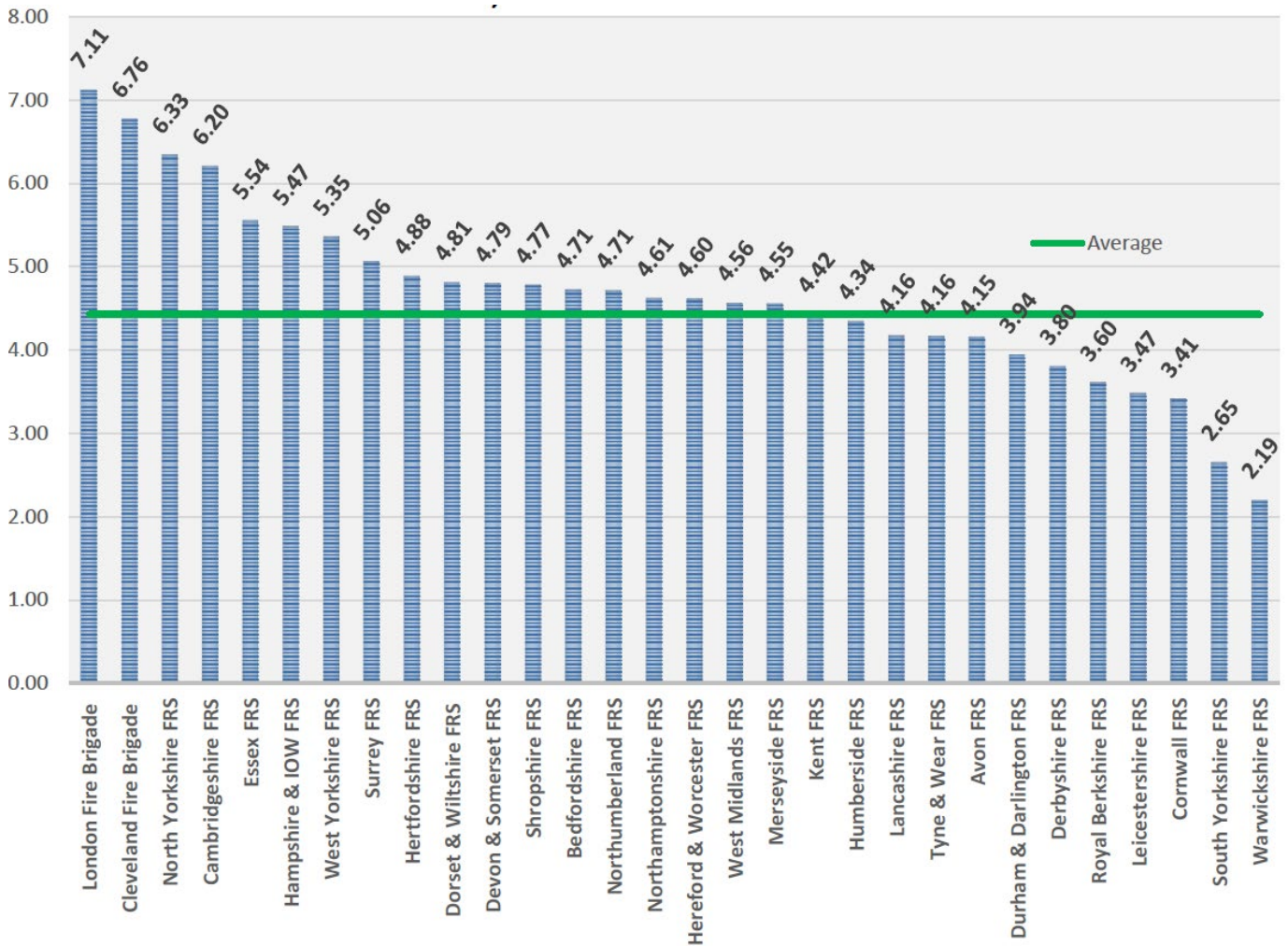
Comparison to other Services

Health Partners (Occupational Health) benchmarking data shows for the rolling 12 months to the end of January 2024 33% of RBFERS cases related to mental health issues. This compares to 34% for their emergency services clients and 35% across their client base. This percentage has increased from the same 12-month period last year by 5% and 3% respectively for RBFERS and emergency services.



Although mental health absence has increased this quarter, RBFRS is more in line with the benchmarks.

The chart below is provided by Cleveland FRS and compares the percentage of days lost per employee for Quarters 1 and 2 for Fire and Rescue Services. RBFRS has a lower than average figure.





<b>26. Percentage of eligible staff with Personal Development Appraisals</b>					<b>2023/24 Target: 100%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	30.0%	81.0%	86.0%	88.0%	86.0%
Target	100%	100%	100%	100%	100%
2023/24 Actual	62.5% ↑	86.0% ↑	92.0% ↑		92.0% ↑
<p>511 staff are recorded as having had their PDR at the end of the quarter which equates to 92%. This is higher than the same period last year (86% in Q3 22/23). The deadline for completion of PDR meetings this year was July 2023.</p> <p>Of the meetings that have taken place, 384 completed PDR forms have been returned to HR.</p> <p>Managers continue to have access to reports to monitor performance locally and HR are contacting Managers on a regular basis to ensure meetings have been recorded accurately and that paperwork has been returned.</p>					
<b>27. Number of formal grievances</b>					<b>2023/24 Target: Monitor</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	2	1	10	5	13
Target (max)	--	--	--	--	--
2023/24 Actual	2 ↔	3 ↑	6 ↑		11 ↑
<p>The number of grievances being received has increased this quarter. The reasons, including and trends continue to be monitored as part of the ongoing review of grievances and discipline cases, with and actions being addressed as appropriate. During this quarter a fully qualified external investigators were utilised for cases that were particularly resource intensive.</p>					
<b>28. Number of RIDDOR accidents and diseases</b>					<b>2023/24 Target: 4 max</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	3	1	3	2	7
Target (max)	1	1	1	1	3
2023/24 Actual	1 ↑	0 ↑	1 ↑		2 ↑
<b>29. Percentage of spend subject to competition</b>					<b>2023/24 Target: 85%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	85.7%	82.2%	87.4%	86.5%	85.8%
Target	85%	85%	85%	85%	85%
2023/24 Actual	80.5% ↓	85.1% ↑	91.6% ↑		86.4% ↑
<b>30. Compliant spend as a percentage of overall spend</b>					<b>2023/24 Target: 100%</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (23/24)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2023/24 Actual	98.8% ↓	100% ↔	100% ↔		99.6% ↔
<b>31. Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation*</b>					<b>2023/24 Target: 0</b>
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	0	0	0	0	0
Target	0	0	0	0	0
2023/24 Actual	0 ↔	0 ↔	0 ↔		0 ↔



\*Freedom of Information Act, Environmental Regulations or Data Protection Legislation

## Key - Performance Measures

	Target exceeded by more than 10%	Comparison with target
	Target met or exceeded by up to 10%	
	Target missed by up to 10%	
	Target missed by more than 10%	
	NA or data accuracy issues affect confidence in reporting	
↑	Improvement in performance from equivalent period the previous year	Comparison with actual the previous year
↔	Maintenance of performance from equivalent period the previous year	
↓	Decline in performance from equivalent period the previous year	



## 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 CRMP, RBFRS Development Programme and Strategic Asset Investment Framework (SAIF), assessing progress against the projects and objectives set in our 2023-24 Annual Plan.

### Key - Priority Programme Project Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start



## CRMP

RBFA is required to publish a Community Risk Management Plan (CRMP – formerly known as an Integrated Risk Management Plan). In early 2023, we consulted on and published a CRMP for 2023-27, which reflects the priorities and requirements of the [Fire and Rescue National Framework for England](#).

The below shows progress against our CRMP commitments published in our 2023-24 Annual Plan.

<b>Priority 1: We will develop our Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire due to climate change, societal and technological shifts.</b>				
	Q1	Q2	Q3	Q4
We will build on our horizon scan and evidence base developed for our CRMP to improve our understanding of climate change, societal and technological risks.	A	A	G	
We will develop our water rescue capability to respond to the impact of climate change.	G	G	G	
We will develop our wildfire capability to respond to the impact of climate change.	G	A	A	
<b>Priority 2: We will develop a Risk Based Prevention Programme to target those most vulnerable and at risk from emergency incidents</b>				
	Q1	Q2	Q3	Q4
We will use our evidence base to identify who is most at risk in our communities, to ensure our resourcing is targeted in the most effective and efficient way.	NS	NS	A	
We will continue to work with our partner agencies to ensure high quality referrals for the most vulnerable.	G	G	G	
<b>Priority 3: We will develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring that it is aligned to the risks identified, sustainable and provides value for money</b>				
	Q1	Q2	Q3	Q4
In preparation for a project commencing in 2024/25 to improve our response to incidents, we will use our CRMP evidence base and our annual review of risk to assess our response model to determine the areas that will form part of this project.	G	G	G	
Undertake a review of the utilisation and resilience of our Flexi Duty Officer arrangements.	G	G	A	
<b>Priority 4: We will review the incidents that do not form part of our core statutory responsibilities, to better understand the implications for the Service in attending these incidents. Notwithstanding the review of our response and the gathering of this data, public safety will remain the primary priority of the Service</b>				
	Q1	Q2	Q3	Q4
We will assess the volume and costs of responding to incidents which do not currently form part of our core statutory responsibilities. Public safety will remain our priority and this information will be used to support the implementation of "Fit	A	G	G	





of the Future", the NFCC and sector ambitions for the future of fire and rescue service over the next five years.					
<b>Priority 5: We will develop our Service to reduce the impact of fire safety issues in commercial buildings.</b>					
		Q1	Q2	Q3	Q4
We will evaluate our new Risk-Based Inspection Programme to ensure we are targeting the premises with the greatest risk		NS	A	G	
We will evaluate the changes we have made to our call challenge policy and review our response		G	G	G	
<b>Priority 6: We will maintain 19 frontline fire appliances, and a baseline service provision of 14 frontline fire appliances, utilising wholetime and on-call staff as effectively as possible, through local management</b>					
		Q1	Q2	Q3	Q4
Develop our service delivery policies to integrate our wholetime and on call availability to achieve our baseline service provision of 14 frontline appliances, making dynamic and intelligence-based decisions to maximise cover and our response standard. We will monitor and evaluate these processes.		G	A	G	



### **RBFRS Development Programme**

We continue to report to HMICFRS on our activities supporting the values and cultures actions as a result of the published national recommendations report. After the success of our two all staff conferences launching our vision and engaging the organisation in Active Bystander training, we held a third in Q3 to ensure all staff had opportunity to attend. We ran two Leadership forums for our middle managers within the quarter, focusing on burnout and staff wellbeing, and including a presentation from an ex-police chief constable exploring recruitment and attraction, and embedding consideration of EDI. Our plans for the RBFRS Development Programme were discussed with members at a workshop in October and a final draft of the People Strategy has been developed ready for SLT sign off in early Q4. In December we launched our Staff Survey and began consultation on our new talent management and coaching and mentoring policies.



### 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				
		End 22/23	Q1	Q2	Q3	Q4
Estates Development	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Fleet and Equipment						
		Status				
		End 22/23	Q1	Q2	Q3	Q4
Fleet: Special Appliances	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Fleet: Other Ancillary Vehicles	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Equipment	On Track	G	G	G	G	
	On Budget	G	G	G	G	
ICT						
		Status				
		End 22/23	Q1	Q2	Q3	Q4
Hardware	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Software	On Track	G	G	G	G	
	On Budget	G	G	G	A	
Networks	On Track	A	A	A	A	
	On Budget	A	A	A	A	
Services	On Track	G	G	G	G	
	On Budget	G	G	G	G	
ESMCP	On Track	R	R	R	R	
	On Budget	R	R	R	R	



## Quadrant Four – Assurance

### Risk Register

RBFRS has 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 3. To ensure the most up to date picture for risk, the updates include information about progress since the end of the quarter.

### Key - Classification of Risk Scores and Risk Movement

20 - 25	Outside assumed Risk Appetite and requires mitigation to proceed
19	Inside Risk Appetite only because of extremely low probability. Mitigate if necessary and possible, accept only if no further action can be justified
17 & 18	Inside Risk Appetite. Mitigate further if cost effective to do so - discuss with a Director
7-16	Inside Risk Appetite. Mitigate further if cost effective to do so
1-6	Inside Risk Appetite and unlikely to need further mitigation
↑	Risk increasing
↔	No risk movement
↓	Risk decreasing



Key Risk: 682: On-Call Operational Availability, Crewing and Capabilities				
Risk Owner: Katie Mills				
	End of Q2 Risk Score	End of Q3 Risk Score	Direction of travel	Risk score as at Mar 24
<p><b>Risk Description:</b> 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.</p>	18	18	↔	18
<p>There is an established On-Call working group with a focus on Recruitment and retention, improved pathways to competence and increased appliance availability. Proactive recruitment and support activities have yielded and increase in applications and a total of 17 potential applicants are progressing through the selection stages. Changes in operational resource policy has been implemented and the use of WT staff that are over the minimum resource level are now utilised to supplement On Call appliance crewing and increase appliance availability. CRMP Priority 6 is on track to start April 24, benefit analysis is already in place and reported through Response Resourcing Group.</p>				
Current Mitigations	Progress on Mitigations (at end Feb)			
Review our risk analysis and response model as part of our CRMP	The CRMP Priority 6 is to be piloted in April for 3 months, this will utilise the On Call as part of our minimum 14 appliance availability. A new project will form part of the Annual Plan 2024/25 to look at our response model, including, appliances, specials and flexi duty officers			
Establishment of on-call working group to support and coordinate activity across on call stations	On call working group established and report into SDMT. Terms of Reference recently agreed by SDMT. Area of focus recruitment and retention and reducing the time taken for an On Call member of staff to become operationally counted. Recent success with recruitment campaign at Maidenhead.			
Recruitment processes / activity	Recruitment and retention action plans being developed for each On Call station as part of the On Call working Group, responsible owner is On Call SM. Early success at Maidenhead Station with increased applicants and increased numbers passing the selection tests.			
RRG responsible for regular monitoring and management of crewing and establishment	On-Call availability in Q3 reduced to pre-pandemic levels. Reports into SDMT and escalates risks and issues. Regular review of crewing establishment and qualifications with a view to seeking short term resolution / improvement and informing and escalating issues to SDMT / workforce planning. Summer crewing challenges anticipated and action escalated appropriately with the following actions being taken: 1) Updated summer strategy and degradation guidance in place. 2) consideration has being given to upcoming recruitment processes and seeking potential to recruit above establishment in some areas to be agreed at workforce planning on 2nd			



	<p>August. 3) WDS to On call detachment policy update in place from June 23. Ops Support function providing assistance in relation to monitoring and management of crewing, working with the on-call SM to encourage cover during identified WT degradation.</p>
<p>Policy review to provide greater flexibility around On-Call usage</p>	<p>Policies changed to enable flexibility of approach to crewing On Call appliances with WT staff where numbers permit. CRMP priority 6 policy has been developed and consultation has launched. Priority 6 will see On Call usage more prevalent. Due to go live April 24</p>



Key Risk: 663: Capital Projects – Effective Estate Management				
Risk Owner: Mark Arkwell				
	End of Q2 Risk Score	End of Q3 Risk Score	Direction of travel	Risk score as at Dec 23
<p><b>Risk Description:</b> 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.</p>	17	17	↔	17
<p>This risk has been highlighted because of the positive progress made since November 2023. A professionally qualified engineer and senior manager assumed the role of Head of Assets (Estates, Fleet and Equipment) on 20 November 2023. The new head of service has made some organisational changes to integrate the Capital Projects Section into a more resilient and collaborative Estates Department. This will involve office moves and has included the recruitment of a new Estate Manager who takes up post on 25 March 2024. Further organisational changes will be made in the coming period to help improve capital projects management, which will include refreshing the professional consultancy support provision and condition surveys of the estate to help build a more informed asset investment plan.</p>				
Current Mitigations	Progress on Mitigations			
<p>Ensure appropriate engagement and oversight of financial considerations to maintain capital budget monitoring of minor capital works, taking into account inflationary price rises for labour and materials and the impacts this may on project delivery.</p>	<p>Finance integrated into project teams and meeting cycles. Detailed cashflow forecasts produced for each project and these continue to be reviewed with a Finance representative monthly or as required upon submission of tender responses/costings for programmes of work. MA established MCWP delivery group including cross-departmental oversight. MCWP line in SAIF approved. SAIF reviewed and reapproved for 24/25.</p>			
<p>The Service owns three residential properties and the governance surrounding these is currently incomplete. This must be rectified to ensure sufficient legal protection for both the Authority as the Landlord as well as the tenants as occupiers.</p>	<p>New AST agreements in place at 1 x property. 2 x properties vacant following bereavement and subject to refurb (Feb-Mar 24). Scheduled to let on open market from April 24. Oversight via EDSWG.</p>			



<p>Greater understanding of total estate condition to inform prioritised investment risk.</p>	<p>MA requested MH to commission full estate surveys. 26.02.24 Accelerated condition surveys requested for next 3 sites identified in SAIF refurb plan and PSDS decarb project.</p>
<p>Property Asset Management Strategy (PAMS) will be reviewed annually in light of CRMP and Corporate Planning cycles to ensure this remains fully aligned to operational and Service requirements.</p>	<p>Work currently on hold due to HoS capacity and reprioritisation. 26.02.24 - Now assigned to new HoA service level plan. Not yet started, due to competing demands.</p>
<p>Identify and expedite collaborative / partnership opportunities with RBFA and partner's estates to reduce revenue cost, support the delivery of the SAIF and comply with Duty to Collaborate.</p>	<p>Currently there is limited pro-active activity. Options remain open as per revised SAIF. MA in early feasibility discussion with London Square regarding Ascot site.</p>
<p>Ensure appropriate capacity and capability of resource is available to support project delivery in line with SAIF profile and any other additional responsibilities e.g. Minor Capital Works programme.</p>	<p>Estates dept restructure complete. New HoA in place. Estate Manager starts March 24. Sustainability coordinator now permanent role. Multi dis prof services to be identified per project - move away from single contract approach.</p>
<p>Delivery of appropriate communication and engagement plans with support of corporate comms. Key objectives to include maintenance of continued capital investment, confidence of effective delivery, showcase benefits to all stakeholders</p>	<p>Reintroduction of officer / member working group (estates development and sustainability). Enhanced pro-active comms required from Estates department. Request facilities and projects updates for station intranet sites, particularly focus on EDI and Contaminant improvements.</p>
<p>Continue to improve governance, visibility and oversight, across Members and internal stakeholders to build confidence and deliver successful projects collaboratively across departments.</p>	<p>New Estate Development and Sustainability Working Group now meeting quarterly. SAIF received FA approval - multiple BC scheduled for MC in Q4 23/24.</p>
<p>Maintain and annually review the Strategic Asset Investment Framework (SAIF) to prioritise available capital expenditure in those areas/buildings most in need.</p>	<p>New investment approach (refurb weighted) approved and delivering improved value. SAIF 24/25 identifies sustainability invest to save initiatives such as 2 Yr heat decarb project.</p>





Identify options for potential joint ventures with external commercial partners (in addition to existing blue light partners) as a route to longer term property redevelopment

Currently there is limited pro-active activity. Options remain open as per revised SAIF. MA contacted London Square re Ascot development opportunities.



**Corporate Risk Register risks as at March 2024**

Each risk has 3 risk scores:

- Inherent Score – the risk score at the risk’s initial assessment
- Current Score – the risk score as of this current moment in time
- Treated Score – the risk score we expect to reach once the treatments have been completed and have mitigated the impact or likelihood of the risk.

**Strategic Risks**

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	20	19
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	18	16



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
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	18	12
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	17	10
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	21	12
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	21	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
742	Management of premises risk information	If we do not manage the capture, processing, storage and access of premises risk information which is increasingly likely due to the quantity and complexity of the data involved, staff may be unaware of hazards within the built environment or be presented with inaccurate or out of date information which may result reduced staff safety and or a breach of GDPR.	18	14	12
798	Environmental/Sustainability	If RBFRS fails to develop, fund and implement an environmental and sustainability plan, then we can expect an increase in financial pressure with rising energy costs, and RBFRS' reputation as a public sector organisation to be negatively impacted through being out of alignment to wider societal progress towards creating a more sustainable future which will significantly impact our ability to deliver our statutory duties and strategic objectives.	23	18	10
842	Volatility of operational staff numbers	If Prevention, Protection and Response staff turnover increases, which may become more likely with changes in pension rules and recruitment of neighbouring services, then we can expect to have a challenge in retaining required levels of PP&R staff, which may affect our ability to meet our strategic commitment to ensure a swift and effective response when called to emergencies.	25	23	15
843	Proportion of operational staff in development	If PP&R staff turnover increases, which may become more likely with changes in pension rules and recruitment of other services, then we can expect to have a greater number of new members of staff who will be in development being recruited to replace experienced leavers, which may affect our ability to meet our strategic commitment to ensure a swift and effective response when called to emergencies and impact corporate memory.	25	23	15



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
844	Cost of living rise impact on staff	If the cost of living continues to increase, which is very likely with the rate of inflation expected to continue at high levels, then we can expect to see our staff members struggling financially, which would reduce staff wellbeing and increase the risk of industrial action. This risk may affect our ability to meet our strategic commitment to recruit, train and develop our people to ensure we create a safe, professional, capable and diverse workforce that are supported to become the best public servants they can be for the residents of Berkshire.	18	18	13
879	Organisational Capacity	If RBFRS does not effectively align its organisational resource capacity to priority areas, which is becoming increasingly likely given internally and externally driven demand within an environment of greater spending restriction, then we can expect reduced delivery of core services, negatively impacting on the wellbeing and retention of staff, which will significantly impact our ability to deliver all our annual objectives.	23	21	13
891	FDO numbers, skills & knowledge	If we do not maintain the necessary numbers, skills and knowledge requirements of Flexi Duty Officers personnel, which requires constant attention with our lean operating model, we may see adverse impacts on the provision of incident command and specialist capability, which could significantly impact community safety, firefighter safety and our organizational reputation.	23	18	12
892	MEN Arena Inquiry	If we do not evaluate and respond to the recommendations made within the Manchester Arena report which is becoming increasingly likely given current demands on capacity 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.	17	16	10



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
893	National Power Outage planning	If we do not have appropriate business continuity arrangements in place for a widespread power outage, which is increasing likely due to gaps in current Business Continuity Planning processes, then we can expect severe and critical impacts on service delivery and our staff, which is significant in meeting our statutory duties and impacts on community safety.	21	21	12
906	IT Disaster recovery	If we suffer a system(s) or data loss, which may become increasingly likely due to ageing systems and increased risks from cyber incidents, then we may be exposed to a disruption in the continuity of key digitally delivered services for a prolonged period of time, which are significant in respect to our capability to deliver all services, reputation, statutory reporting timeframes, or staff wellbeing.	21	18	16
917	Culture	High profile investigations have culminated in the LFB independent review of culture and HMICFRS spotlight report on values and culture in FRS's. Whilst RBFRS conducts staff surveys and has a HMICFRS 'good' rating for promoting values and culture, the service is not immune to poor behaviours. If we don't take action to manage our culture in light of both the findings of the recent sector wide cultural reviews and our own subsequent internal listening exercises then we can expect to lose existing staff, fail to attract new staff and potentially lose public trust. This will directly affect our ability to deliver our statutory duties and therefore impact our ability to protect both the public and staff.	21	21	8



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
918	Wildfire Capability	If we do not prepare for the impact of a changing climate on the likelihood and severity of wildfires and ensure we are suitably prepared to respond to operational incidents in changing conditions, which may become more likely given resource pressures and the speed of climate change, then we can expect to see increased harms from fire which are significant in respect of our statutory responsibilities to mitigate risk within our communities and our duties to ensure the health, safety and wellbeing of our staff.	22	18	13
928	ESMCP	If we do not plan for and make sufficient provision of resources and budget to support the development 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 which would have significant negative impact on our ability to deliver our core functions.	21	21	12
931	Industrial Action	If we do not secure, or make every endeavour to secure, adequate resources to meet the full range of service delivery risks and duties as defined in FRA 2004 and CCA 2008, which may become increasingly likely given the volatile national industrial relations landscape across the public sector, then we can expect to fail in delivery of our target statutory duties and providing adequate resource to meet the identified risk in Berkshire, which is significant in respect to public and staff safety and organisational reputation.	24	21	16



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
932	Fleet strategy, documentation and control	There is a lot of inconsistency in the documentation, policies and controls we have across Service that relate to Fleet. There are also a large number of owners of documents that have a bearing on the delivery or use of fleet, potentially leading to gaps that could lead to non-compliance. If we fail to manage our fleet operations appropriately, we risk affecting frontline operational capability and policy compliance.	17	17	10





**Service Plan Risks**

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
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	18	16
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	21	15



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
767	TVFCS staffing resilience	If we do fail to develop and implement resilient TVFCS staffing arrangements, which is becoming likely due to the impacts of crewing deficiencies on managerial capacity, then we can expect to experience impacts on service delivery in the control room and the health and wellbeing of our staff, which is significant in respect of FRS delivering their statutory duties.	18	18	12
853	IBIS capability and limitations	If we are unable to record and access timely and accurate data in relation to Prevention and Protection activities which is likely due to the bespoke, 'in-house' nature of IBIS software then we can expect an impact on the accuracy of our identification and prioritisation of risk and our ability to comply with legislative requirements which is significant in respect of public safety and the reputation of RBFRS.	21	20	12
882	Building Safety Regulator	If the BSR were to required RBFRS to provide fully qualified FSIs to support its function from October 2023 which is increasingly likely given the national shortage of qualified FSIs across England FRS and given the powers granted to the HSE under the Building Safety Act RBFRS may have insufficient qualified FSIs to discharge our legal duties in relation to enforcement and regulation which is significant because these are statutory requirements.	18	18	12
903	NILO Resilience	If we do not maintain our NILO establishment in line with the Thames Valley Procedure, which is likely due to current Flexi Duty Officer establishment and staff turnover, then we can expect to be unable to deliver a safe and effective response which is significant in line with strategic commitments and may be of detriment to firefighter and public safety.	21	18	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
909	Fire Investigation	If we are unable to effectively investigate Tier 2 Accidental and Deliberate fires within RBFRS and support a multi-service approach to ISO 17020 accreditation, which is possible due to a lack of internal capability and reliance on a 1 month notice period contract with West Midlands FRS for all accidental Tier 2 fire investigations, then we can expect to encounter issues in supporting Criminal Prosecutions as well as Inquests, Safety boards and other Prevention activities which is significant in respect of public safety and the reputation of RBFRS	21	18	12
910	Driving Licences	If we fail to review and update our process for ensuring individuals who drive service vehicles have a valid driving licence then we can expect potential impacts to how we can respond to incidents which is significant to our public reputation and legal obligations	21	18	12
913	External Audit	If the Authority's statutory accounts are not audited in a timely manner, which is currently the case given the lack of audit capacity across the sector then we can expect increasing workloads and costs to clear the audit backlog or the prospect of the accounts being qualified, all of which would significantly impact the Authority in terms of cost and public reputation.	17	17	16
914	Training Delivery	If we fail to deliver training and assessment events which underpin operational qualifications, which is increasingly likely due to crewing pressures, the development profile in L&D, reliance on the availability of ARA instructors and no additional capacity in the training calendar, we can expect to see an erosion of operationally qualified staff that impacts staff safety, appliance availability and public safety.	18	21	15



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
922	Lithium Ion Batteries	If we do not consider the impact and emerging risks from Lithium Ion Batteries , Battery Energy Storage Systems (BESS) and other decarbonisation of our economy that impact vehicles, properties and other forms of leisure transport, which is increasing in complexity and scope, we may fail to effectively mitigate and respond to this risk within our communities for which we have statutory responsibility and be suitably prepared to respond to operational incidents in changing conditions, which could have implications for the for the health, safety and wellbeing of our staff and residents.	20	20	13
924	PTSN Switch Off	If we lose access to our PSTN lines, which may become likely given BT's announcement relating to switching off PSTN at the end of 2025, then we can expect disruption to our telephony service including our ability to receive 999 calls or maintain resilience in our mobilising system, which could be significant to our ability to deliver our core service.	24	24	15
926	New Finance System	If we do not implement a new Finance System by December 2024, which is a possibility given the suggested length of time for implementation from pre-market engagement then we can expect to receive no updates from Sage in relation to legislative changes and limited workarounds from Datel, which will impact the integrity of financial reporting.	22	18	10



**Project Risks**

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
897	Command Support effectiveness	If we fail to assure that we have effective and robust command support arrangements that are aligned across the Thames Valley, there is an increasing likely hood, given the aging command support equipment and arrangements that the command support arrangements would be operating sub-optimally. This could impact our operational response, and affect the safety of our staff and members of the public.	21	18	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 is agreed by the Audit and Governance Committee at the start of the year. Progress against all actions open at the start of Quarter 3, or opened during the quarter, is detailed below.

### Key - Project or Action Plan Status

<b>C</b>	Project complete
<b>G</b>	Project on Track
<b>A</b>	There are issues with the project but these are being managed
<b>R</b>	Issues are having an impact on delivery
<b>NS</b>	Project not yet due to start

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
<b>Risk and Governance</b> 26/05/2022	2022: RAG:1  The Performance Management Framework will be updated to clearly outline that the SLT is the main group responsible for review of the Corporate Risk Register.	31/10/2023	Low	<b>C</b>	<b>Complete</b>
<b>Progress:</b> Policy has been updated					
<b>Health &amp; Safety</b> 13/12/2022	2022: HS:2  We will review all managers who have been with the Service for more than three years and ensure that health and safety refresher training has been provided in a timely manner.	31/12/2023	Medium	<b>G</b>	<b>Open</b>
<b>Progress:</b> Refresher courses are now mandatory every 3 years. Courses are arranged by R&D, additional courses being booked.					
<b>Health &amp; Safety</b> 13/12/2022	2022: HS:6  We will introduce lessons learned in the quarterly meetings to the Health and Safety Committee and cascade the information to employees.	31/12/2023	Low	<b>G</b>	<b>Open</b>
<b>Progress:</b> Amended review date 31/1/24. A new way of presenting the information at HSWC is being developed, including lessons learned. Ready for Q3 reporting in January.					



Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
<b>Facilities Management</b> 10/03/2023	2022: FM2b We will ensure all overdue works are picked up and completed work certificates are saved within the shared drive.	30/04/2023	Medium	<b>G</b>	<b>Open</b>
<b>Progress:</b> Overdue works are monitored and chased with contractors and reviewed on contractor meetings. All worksheets / certificates are filed and saved in the Facilities files and contractor portal systems					
<b>Facilities Management</b> 10/03/2023	2022: FM3a We will ensure that the PPM is formally reviewed and monitored with progress notes and actions recorded against the PPM.	30/04/2023	Low	<b>G</b>	<b>Open</b>
<b>Progress:</b> A new review of PPMs processes are currently in discussion for easy access to obtain information. Work not yet completed					
<b>Facilities Management</b> 10/03/2023	2022: FM6 We will ensure that defects are appropriately monitored, tracked and implemented in accordance with the prioritisation schedule where possible.	30/04/2023	Medium	<b>G</b>	<b>Open</b>
<b>Progress:</b> Defects are monitored by triage process, tracked and monitored throughout. A new process document is to be created for easy access to obtain information					
<b>Facilities Management</b> 10/03/2023	2023: FM7 We will ensure that a sustainability plan is developed to identify and plan ways to embed sustainability in the Facilities Department.	31/07/2023	Low	<b>G</b>	<b>Open</b>
<b>Progress:</b> Strategy and delivery plan in progress and will be delivered in Q1.					
<b>Risk Management and Governance</b> 09/06/2023	2022: RAG:1a We will update the Policy to include a formal risk appetite statement which will be developed to clearly articulate the level of risk that the Service is willing to accept.	31/10/2023	Medium	<b>C</b>	<b>Complete</b>
<b>Progress:</b> Policy has now been updated and includes the formal risk appetite statement, it has been published.					
<b>Risk Management and Governance</b> 09/06/2023	2022: RAG: 1b	31/10/2023	Medium	<b>C</b>	<b>Complete</b>



Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
	We will establish a process for de-escalating risks including a guideline to outline when prior approval is needed before risks can be removed.				
<b>Progress:</b> Policy has now been updated and includes the de-escalation process, it has been published					
<b>Risk Management and Governance</b>  09/06/2023	2022: RAG: 2  We will ensure the risk management training is completed at all required levels. A method to monitor compliance regarding training completion will be introduced.	31/10/2023	Medium	<b>C</b>	<b>Complete</b>
<b>Progress:</b> We continue to review the training completion.					
<b>Progress:</b> Complete					
<b>IT General Controls</b>  11/07/2023	2023: IT: 5  Firewall Rules	31/07/2023	High	<b>C</b>	<b>Complete</b>
<b>Progress:</b> All rules are being reviewed at each point a change to firewall is requested and being implemented.					
<b>IT General Controls</b>  11/07/2023	2023: IT: 8a  User Access Management	31/07/2023	Low	<b>C</b>	<b>Complete</b>
<b>Progress:</b> VFire amended to require users to add the setup forms to their new starter tickets. ICT staff instructed to ensure forms are complete and attached to tickets. Looking to automate the system using MS power automate systems.					
<b>IT General Controls</b>  11/07/2023	2023: IT: 8b  User Access Management	31/07/2023	High	<b>C</b>	<b>Complete</b>
<b>Progress:</b> Reminder sent to all staff via Workplace. Now ongoing via viva engage notification. MS form/lists and vFire used as audit capture of leavers and movers.					





Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
<b>Community Risk Management Plan</b>  15/10/2023	2023: CRMP: 1  We will develop policies and procedures relating to the CRMP in accordance with NFCC guidance. These will be made available to staff and form part of a regular review.	31/01/2024	Low	G	Open
<b>Progress:</b> Policy has been drafted and is currently being reviewed to ensure that all areas have been covered					
<b>Community Risk Management Plan</b>  15/10/2023	2023: CRMP: 2  We will utilise a risk scoring matrix that quantifies the likelihood and consequence and ensure the project tracker is complete with risks for the CRMP.	30/08/2024	Medium	A	Open
<b>Progress:</b> Work has commenced on assessing the impact to People, Place, Environment, Economy. This will support the development of the scoring matrix for each risk, which will progress when additional analyst role is filled.					
<b>Community Risk Management Plan</b>  15/10/2023	2023: CRMP: 3  We will present all risks identified as part of the CRMP to SLT for challenge, and SLT will scrutinise actions to manage the risk and potential benefits defined.  In addition, costs for projects agreed as part of the CRMP will be presented for scrutiny and challenge.	28/02/2024	Medium	C	Complete
<b>Progress:</b> Risks are reviewed annually as part of the review process and have been presented to SLT					
<b>Community Risk Management Plan</b>  15/10/2023	2023: CRMP: 4  We will develop an action plan on how the Service will deliver CRMP priorities and ensure the progress is monitored on an ongoing basis.  We will also ensure action plans/ project trackers are kept up to date and include:  <ul style="list-style-type: none"> <li>• Projected costs;</li> <li>• Resource allocation;</li> <li>• Time to complete;</li> <li>• Monitoring arrangements.</li> </ul>	30/09/2024	Low	C	Complete
<b>Progress:</b> Initial costing, resourcing and scheduling of priorities has been completed and agreed against the MTFP. This will be reviewed annually in line with our planning cycle					



## 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 report. Our latest HMICFRS report was published in January 2023 and we have added the actions from this report to the update below.

### Key - Project or Action Plan Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start

Section One: Effectiveness							
Improvement	Delivered via	Status					
		End 21/22		Q1	Q2	Q3	Q4
Prevention evaluation to better understand benefits	Service Plans (Service Delivery & Collaboration and Policy)	A		G	C		
Prevention quality assurance	Collaboration and Policy Service Plan	C					
Protection quality assurance	Collaboration and Policy Service Plan	C					
Addressing the burden of false alarms	Collaboration and Policy Service Plan	G		G	G	G	
Keeping the public informed during ongoing incidents	Corporate Services Service Plan	C					
Effective system to use for learning and debriefs	Collaboration and Policy Service Plan	C					
Post Incident prevention activity	Collaboration and Policy Service Plan	G		G	C		
Up to date site specific risk information		G		G	C		
MDTs		G		G	G	A	
Response Model		NS		G	C		
Section two: Efficiency							
Improvement	Delivered via	Status					



		End 21/22		Q1	Q2	Q3	Q4
Best use of available technology	ICT Strategy	C					
Productive Workforce		NS		A	A	A	
<b>Section three: People</b>							
Improvement	Delivered via	Status					
		End 21/22		Q1	Q2	Q3	Q4
Values and behaviours understood and demonstrated	HR & L&D Service Plan	C					
Effective use of competence recording system	HR & L&D Service plan	C					
Effective grievance procedures in place	HR & L&D Service plan	C					
Staff are confident in using feedback mechanisms	Corporate Services Service plan	C					
Process to identify, develop and support high-potential staff and aspiring leaders	HR & L&D Service plan	A		A	G	G	
Absence/Attendance procedures		G		G	G	G	
Workforce Planning				G	G	A	
Tools and opportunities to increase diversity		G		G	G	G	
Understanding and application of PDRs		G		G	G	G	



## Fire Standard Implementation Tracking

### Key - Project or Action Plan Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start



		Fire Standard	Owner	Manager	FS consultation	FS publication date	Gap analysis	SLT Review	Action Plan progress	Commentary
Standards in progress	1	Emergency Response Driving	Becci Jefferies	Becci Jefferies	C	Feb-21	C	C	G=	Action Plan in progress.
	2	Operational Response - Preparedness	Ben Cairns	Ben Cairns	C	Feb-21	C	C	A=	Action Plan in progress.
	3	Operational Response - Competence	Becci Jefferies	Becci Jefferies	C	Feb-21	C	C	G =	Action Plan in progress.
	4	Operational Response - Learning	Jim Powell		C	Feb-21	C	C	C	Action plan completed - moved into BAU. Next steps to determine BAU review cycle
	5	Code of Ethics	Nikki Richards	Lucy Greenway	C	May-21	C	C	G =	Action Plan in progress.
	6	Community Risk Management Planning	Nikki Richards	Tim Readings	C	May-21	C	C	A=	Re-evaluation being done on the new published CRMP against the fire standard to identify any further actions. Once completed, implementation tool to be updated.  In progress, elements of existing gap analysis and implementation tool remain relevant as per previous IRMP. Needs significant overhaul however am confident



									that our evolving CRMP process is aligned to good practice.  CRMP Fire Standard gap analysis has been revised. This now needs to feed into an update of the implementation tool.
7	Protection	Jess James	Matt Hoult	C	Sep-21	C	C	G=	Gap Analysis now with AM P&P for prioritisation of recommended actions and transfer to Implementation Tool document.
8	Prevention	Jess James	Matt Hoult	C	Jul-21	C	C	G =	Gap Analysis now with AM P&P for prioritisation of recommended actions and transfer to Implementation Tool document.
9	Safeguarding	Jim Powell	Darci Hellend	C	Jan-22	C	C	C	Action Plan in completed.
10	Fire Investigation	Jess James	Tim Benham	C	Apr-22	C	C	G=	Business Case delayed until February SLT Meeting in agreement with new AM P&P Dave Crease.
11	Emergency Preparedness and Resilience	Jim Powell	Alison Hazelton	C	May-22	C	C	A=	Next steps to fully develop and sign off implementation tool. Delayed due to resourcing. Aiming to develop implementation tool by end Feb '24.
12	Data management	Nikki Richards	Becca Chapman	C	Aug-22	G =	NS	NS	Gap analysis was postponed until NFCC guidance published. Guidance is now (Jan 2024) available on NFCC website. Gap Analysis to commence Feb 2024.



	13	Leading and Developing People	Wayne Bowcock	Becci Jefferies	C	Dec-22	G =	NS	NS	Fire standard published 21st December 2022. Gap analysis underway. Review commenced but disrupted by work matters
	14	Leading the Service	Wayne Bowcock	Becci Jefferies	C	Dec-22	G =	NS	NS	Initial Gap analysis complete and owners assigned to individual actions. Meetings in diary between Wayne and action owners. this standard has been reviewed as a result of HMICFRS values and culture, need to check original gap analysis.
	15	Fire Control	Jim Powell	Simon Harris	G	Mar-23	G =	G=	NS	Control fire standard gap analysis approved at November SLT. TVFCS JCG now need to agree on allocation of implementation activities to meet gaps and the prioritization of those activities. This will take place during Q4 2023/24
	16	Communication & Engagement Consultation	Paul Bremble	Jo Watson	G	Mar-23	C	C	G=	Fire standard published 31st March 2023 and gap analysis. GAP Analysis went to SLT on 14th June and was approved. Implementation tool to be completed by end of Jan 2024.
Not published	17	Commercial and Procurement	Conor Byrne			Sep-23				Proposed publication date September 2023
	18	Finance and Assurance	Conor Byrne			Sep-23				Proposed publication date September 2023



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	19	Asset Management				Sep-23				Proposed publication date September 2023
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## APPENDICES

### Appendix A – Additional Data

#### Equality, Diversity and Inclusion Data

Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2023/24 YTD	Previous year (22/23) to date	Number of authorised posts at end Q3 2023/24
<b>STAFF IN POST</b>							
Wholetime	363	365	360		360	361	361
On-call	63	57	55		55	66	65
Control	41	42	42		42	38	40
Green Book	171	171	176		176	172	180
<b>Total Number of Staff in Post</b>	<b>638</b>	<b>635</b>	<b>633</b>		<b>633</b>	<b>637</b>	<b>646</b>
<b>STAFF TURNOVER</b>							
Wholetime	15	7	6		28	25	
On-call	5	6	5		16	7	
Control	0	2	0		2	8	
Green Book	5	14	6		25	30	
Total Number of Leavers (Heads)	25	29	17		71	70	
Staff in Post (SIP)	638	635	633		635	643	
<b>Percentage of Leavers vs. SIP</b>	<b>3.9%</b>	<b>4.6%</b>	<b>2.7%</b>		<b>11.2%</b>	<b>10.9%</b>	
<b>FEMALE STAFF PERCENTAGE: TARGET 4%</b>							
Wholetime	6.1%	6.8%	6.9%		6.9%	5.2%	
On-call	12.7%	10.5%	9.1%		9.1%	13.6%	
Control	68.3%	66.7%	66.7%		66.7%	71.0%	
Green Book	56.7%	59.6%	60.2%		60.2%	55.8%	
<b>Total</b>	<b>24.3%</b>	<b>25.6%</b>	<b>25.9%</b>		<b>25.9%</b>	<b>23.7%</b>	
<b>ETHNICITY (PERCENTAGE OF STAFF NON WHITE BRITISH): TARGET 5%</b>							
Wholetime	3.9%	4.4%	4.4%		4.4%	4.4%	
On-call	3.2%	3.5%	3.6%		3.6%	3.0%	
Control	7.3%	7.1%	7.1%		7.1%	7.9%	
Green Book	14.6%	14.6%	15.9		15.9%	14.0%	
<b>Total</b>	<b>6.9%</b>	<b>7.2%</b>	<b>7.7%</b>		<b>7.7%</b>	<b>7.1%</b>	

**Staff Ethnicity Profile**

<b>Ethnicity</b>	<b>Wholetime</b>	<b>On-call</b>	<b>Control</b>	<b>Green Book</b>	<b>All Staff</b>
White British	344	53	39	148	584
Other Ethnicity	16	2	3	28	49
<b>Total</b>	<b>360</b>	<b>55</b>	<b>42</b>	<b>176</b>	<b>633</b>

**Staff Age Profile**

<b>Age Group</b>	<b>Wholetime</b>	<b>On-call</b>	<b>Control</b>	<b>Green Book</b>	<b>Total</b>
25 and Under	18	4	8	17	47
26 - 35	97	16	15	32	160
36 - 45	129	21	7	33	190
46 - 55	103	10	9	55	177
56 - 65	13	4	3	34	54
66 and Over	0	0	0	5	5
<b>Total</b>	<b>360</b>	<b>55</b>	<b>42</b>	<b>176</b>	<b>633</b>

**Staff Gender Profile**

<b>Gender</b>	<b>Wholetime</b>	<b>On-call</b>	<b>Control</b>	<b>Green Book</b>	<b>All Staff</b>
Female	25	5	28	106	164
Male	333	50	14	70	467
Other	2	0	0	0	2
<b>Total</b>	<b>360</b>	<b>55</b>	<b>42</b>	<b>176</b>	<b>633</b>



## Appendix B – 2023-24 Annual Objectives

1. Prevention: We will reduce the risk to our communities through our partnership duties and prevention education activities, ensuring that our services are accessible to all.
2. Protection: We will support those with responsibility for premises to understand their duties in ensuring the safety of all people using buildings covered by the [Building Safety Act 2022](#) and [Regulatory Reform \(Fire Safety\) Order 2005](#), whilst ensuring that our services are accessible to all.
3. Response: We will ensure that our people are trained and resources are located to provide the most effective response and to have a positive impact on incidents in our communities.
4. Resilience: We will ensure we are resilient and work with our partners to promote and build resilience in the communities we serve.
5. Sustainability: We will ensure that we provide a financially sustainable and environmentally friendly service to our communities.
6. People: We will support our staff by providing a safe and inclusive environment for them to thrive in, building a diverse organisation that is engaged with, and accessible to, our communities.
7. Culture: We will continue to develop our One Team culture, to ensure it is visible both within and outside the service to inspire trust, confidence and pride amongst our staff and within our communities.
8. Capability: We will continue to manage RBFRS in accordance with best practice and national professional standards and we will continuously improve, learning from events and holding ourselves to account.
9. Collaboration: We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.



## Appendix C – 2023-24 Performance Measures and Definitions

### Service Provision

	Measure	2023/24 Target	Definition/ Rationale
1	Number of fire deaths	0	The number of deaths that occur as the result of a fire, even when the death occurs weeks or months later.
2	Number of non-fatal fire casualties	34 max	The number of non-fatal casualties requiring hospital treatment that occur as a result of a fire. The target is a 10% reduction on the five-year average.
3	Number of deliberate primary fires	135 max	The total number of primary fires that have been started deliberately. The target is a 5% reduction on the five-year average.
4	Number of deliberate secondary fires	244 max	The total number of secondary fires that have been started deliberately. The target is a 5% reduction on the five-year average.
<b>Prevention</b>			
5	Increase the number of Referrals for Safe and Well Visits received from our partners	10%	We receive referrals from other agencies for individuals at risk from fire in their homes. These referrals are a high-quality source of information about those at risk in our communities.
6	Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours	100%	Safe and Well Referrals are risk assessed, with each category of risk having an expected timescale for completion. Cases where there is a threat of arson are the highest risk.
7	Percentage of Very High-Risk Safe and Well Referrals completed within 72 hours	35%	Safe and Well Referrals are risk assessed, with each category of risk having an expected timescale for completion. Very High-Risk referrals have a timescale of 72 hours. Over the duration of the CRMP period (2023 to 2027) we aim to bring the proportion completed in timescale up to 50%
8	Percentage of High Risk Safe and Well Referrals completed within 14 days	50%	Safe and Well Referrals are risk assessed, with each category of risk having an expected timescale for completion. High-Risk referrals have a timescale time of 14 days.



			Over the duration of the CRMP period (2023 to 2027) we aim to bring the proportion completed in timescale up to 70%
<b>Protection</b>			
9	Proportion of Fire Safety Audits conducted against premises identified as High or Very High-Risk in our Risk-Based Inspection Programme	monitor	A Fire Safety Audit is carried out to enforce the Regulatory Reform Order (RRO) 2005. Our Risk-Based Inspection Programme targets the riskiest premises in the county for inspection. Fire Safety Audits can also result from complaints or can be carried out after an incident or for training purposes. This measure allows us to monitor how our resources are being targeted at risk.
10	Percentage of Fire Safety Audits with a 'Broadly Compliant' result	60% max	The percentage of completed Fire Safety Audits carried out in commercial premises, where the result was 'Broadly Compliant' (satisfactory) and no further action or follow-up was required. If we are successfully targeting our resources at the riskiest properties, we would expect to see a high percentage that are not 'Broadly Compliant'.
11	Percentage success when cases go to court	80%	RBFRS prosecute serious cases following Fire Safety Audits. A successful outcome at court is a finding or admission of guilt.
12	Percentage of statutory fire consultations completed within the required timeframes	95%	Statutory fire consultations have a legally defined timeframe in which they must be completed. Types of consultation include licensing and building regulations.
<b>Response</b>			
13	Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	75%	This is our Response Standard and looks at the time taken from when the Fire Control Room Operator answers the phone until the time the first fire engine (appliance) arrives at the scene of the incident. We aim to attend 75% of emergency incidents in under 10 minutes.
14	Percentage of wholetime frontline pumping appliance availability	99%	This measure shows the percentage of time that our wholetime pumping appliances are available for mobilisation. Reasons for unavailability include mechanical defects and crewing.



15	Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)	50%	This is the percentage of hours where there are sufficient qualified firefighters on on-call pumping appliances (fire engines) to enable the appliance to be available. On-call fighters are ready to leave their place of work or home and attend emergencies from the local on-call station.
<b>Resilience</b>			
16	Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale	100%	Operational Risk sites are those locations with particular characteristics (e.g. use, location) that pose a specific or unusual risk to our firefighters and the surrounding communities. Regular familiarisation visits by crews and support staff are required to ensure understanding of the risk is up to date.
17	Number of Service Delivery Hub exercises completed	12	Service Delivery Hub-level operational exercises are an important part of ensuring RBFRS is prepared for incidents that might occur through testing our planning assumptions, guidance and site-specific response plans.
<b>Efficiency</b>			
18	Percentage of Automatic Fire Alarm calls where RBFRS did not attend	30% (min)	In some circumstances we are able to seek confirmation before attending an Automatic Fire Alarm Call, enabling us to be more efficient.
<b>Customer Experience</b>			
19	Percentage of respondents experiencing a domestic fire satisfied with the service received	100%	A customer feedback questionnaire is sent to those who have experienced a dwelling fire asking about their satisfaction and experience with the service they received from RBFRS.
20	Percentage of respondents experiencing a commercial fire satisfied with the service received	95%	A customer feedback questionnaire 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.
21	Percentage of respondents satisfied with the Fire Safety Audit service they received	90%	A customer feedback questionnaire 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.
22	Percentage of respondents satisfied with the Safe and Well service received	100%	A customer feedback questionnaire 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.
23	Number of complaints received	Monitor	The number of complaints made to RBFRS about any aspect of our service or staff.
24	Number of compliments received	Monitor	The number of compliments received by RBFRS about any aspect of our service or staff.



## Corporate Health

	Measure	2023-24 Target	Definition/ Rationale
Human Resources and Learning & Development			
25	Percentage of working time lost to sickness across all staff groups	5%	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.
26	Percentage of eligible staff with Personal Development Reviews	100%	This measure reflects the percentage of eligible employees who have had a Personal Development Review meeting. Eligible staff are those who have completed their initial probation period, before the end of the PDR period and who have not been absent for over 50% of the reporting period. Employees moving within the Organisation to new roles on trial or probation periods will still be eligible for a PDR.
27	Number of formal grievances	Monitor	The number of formal grievances raised by staff under the Grievance, Bullying and Harrassment Policy.
Health and Safety			
28	Number of RIDDOR accidents and diseases	Max 4	RIDDOR (Reporting of Injuries Diseases and Dangerous Occurrences Regulations) are more serious injury accidents and diseases.
Finance and Procurement			
29	Percentage of spend subject to competition	85%	This measure looks at all items of expenditure over £10k as RBFA must obtain quotes or tenders for all these purchases. This excludes statutory payments such as local authority charges or HMRC.
30	Compliant spend as a percentage of overall spend	100%	This measure calculates the supplier spend that is in a compliant contract as a percentage of the total spend to external bodies and suppliers (as per RBFA contract regulations).
Freedom of Information			





31	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Regulations or Data Protection Legislation)	0	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).
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## Appendix D – Glossary

Abbreviation	Meaning	Context
ACFO	Assistant Chief Fire Officer	
AFA	Automatic False Alarms	
AIO	Accident Investigation Officers	
ALP	Aerial Ladder Platform	
AM	Area Manager	
APB	Additional Pensionable Benefit	
AR3	Animal Rescue Level 3	Officer or team specialising in animal rescue
ARA	Additional Responsibility Allowance	
ARP	Adults at Risk Programme	
ARU	Animal Rescue Unit	
ASB	Anti-Social Behaviour	
AWE	Atomic Weapons Establishment	
BA	Breathing Apparatus	
BAU	Business As Usual	
BCF	Behavioural Competency Framework	
BFBC	Bracknell Forest Borough Council	
BME	Black and Minority Ethnic	
BMKFRS	Buckinghamshire & Milton Keynes Fire & Rescue Service	
BPI	Business Process Improvement	
CAFS	Compressed Air Foam System	Most appliances have this for extinguishing small fires quickly
CEMT	Corporate Emergency Management Team	
CFO	Chief Fire Officer	
CM	Crew Manager	
COMAH	Control of Major Accident Hazards	Top tier and low tier sites throughout Berkshire. High risk sites.
CRP	Community Risk Programme	
CS	Community Safety	
CSA	Community Safety Adviser	
DAPs	Development Assessment Pathways	
DCFO	Deputy Chief Fire Officer	
DIM	Detection Identification Monitoring	Mobilised from Oxfordshire Fire and Rescue Service



<b>DPA</b>	Data Protection Act	
<b>DRA</b>	Dynamic Risk Assessment	One of the methods for identifying risk in the workplace and recording it for legal reasons
<b>DSS</b>	Director of Support Services	
<b>DVR</b>	Digital Voice Recorder	
<b>EDI</b>	Equality, Diversity and Inclusivity	
<b>EIR</b>	Environmental Information Regulations	
<b>EPM</b>	Emergency Planning Manager	One for each of the six Unitary Authorities
<b>EPO</b>	Emergency Planning Officer	Some of the EPM's have a EPO, such as Reading Borough Council
<b>ESMCP</b>	Emergency Services Mobile Communications Programme	
<b>ESN</b>	Emergency Services Network	
<b>FARRG</b>	Fire and Rescue Risk Group	
<b>FBU</b>	Fire Brigades Union	
<b>FCP</b>	Forward Control Point	A nominated point area where resources can be deployed from to meet the needs of an incident
<b>FDO</b>	Flexi Duty Officer	
<b>FF</b>	Firefighter	
<b>FI</b>	Fire Investigation	
<b>FIO</b>	Fire Investigation Officer	A nominated Officer with the skills to assess what caused a fire and why
<b>FOIA</b>	Freedom of Information Act	
<b>FPS</b>	Firefighters' Pension Scheme	
<b>FRIC</b>	Fire and Rescue Indemnity Company	
<b>FRSA</b>	Fire and Rescue Service Association	
<b>FS</b>	Fire Safety	Green/Grey book personnel carrying out inspections within buildings and events
<b>FSG</b>	Fire Survival Guidance	
<b>FSIOs</b>	Fire Safety Inspecting Officers	
<b>GDPR</b>	General Data Protection Regulation	
<b>GM</b>	Group Manager	
<b>HERU</b>	Hazardous Environmental Response Unit	
<b>HFRS</b>	Hampshire Fire and Rescue Service	
<b>HGV</b>	Heavy Goods Vehicle	



<b>HMEPA</b>	Hazardous Materials Environmental Protection Advisor	Was known as a Hazmat Officer. Specialist Officer with the skills to deal with chemical incidents.
<b>HMICFRS</b>	Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services	
<b>HMO</b>	House of Multiple Occupancy	
<b>HoS</b>	Head of Service	
<b>HRRBs</b>	High Risk Residential Buildings	
<b>HRU</b>	Heavy Rescue Unit	Attends road traffic collisions of 3 or more cars HGVs
<b>HR and L&amp;D</b>	Human Resources and Learning and Development	
<b>HSE</b>	Health and Safety Executive	
<b>IBIS</b>	Incident & Building Information System	The ICT system where all incident and building information is held.
<b>ICO</b>	Information Commissioner's Office	
<b>ICT</b>	Information Communication Technology	
<b>ICU</b>	Incident Control Unit	Large bus mobilised on 7 pump or more incidents
<b>IEC</b>	Immediate Emergency Care	
<b>IRMP</b>	Integrated Risk Management Plan	
<b>IRS</b>	Incident Recording System	
<b>ITHC</b>	Information Technology Health Checks	
<b>JESIP</b>	Joint Emergency Services Interoperability Principles	
<b>JO</b>	Junior Officer	
<b>JY</b>	Juliet Yankee	RBFRS call sign in Control for all appliances
<b>L&amp;D</b>	Learning and Development	
<b>L1</b>	Level 1 Officer	Incident Command Level - Crew and Watch Manager
<b>L2</b>	Level 2 Officer	Incident Command Level - Station Manager/Group Manager A
<b>L3</b>	Level 3 Officer	Incident Command Level - Group Manager A & B
<b>L4</b>	Level 4 Officer	Incident Command Level - Area Manager and Principal Officer
<b>LGPS</b>	Local Government Pension Scheme	
<b>LGV</b>	Light Goods Vehicle	
<b>LMS</b>	Learning Management System	
<b>LPP</b>	Light Portable Pump	



<b>LRF</b>	Local Resilience Forum	Multi-agency partners collaborate to fulfil their duties under the Civil Contingencies Act 2004
<b>LSP</b>	Local Safety Plan	
<b>MAC</b>	Media Advisory Cell	
<b>MAPS</b>	Multi-Agency Problem Solving	
<b>MDT</b>	Mobile Data Terminal	
<b>MHCLG</b>	Ministry of Housing Communities and Local Government	
<b>MORRG</b>	Management of Road Risk Group	
<b>MRV</b>	Multi Roll Vehicle	
<b>MSK</b>	Musculoskeletal-(sickness)	
<b>NAG</b>	Neighbourhood Action Group	
<b>NFCC</b>	National Fire Chiefs Council	
<b>NILO</b>	National Interagency Liaison Officer	
<b>NOG</b>	National Operational Guidance	
<b>NVQ</b>	National Vocational Qualification	
<b>OFRS</b>	Oxfordshire Fire and Rescue Service	
<b>OiC</b>	Officer in Charge	
<b>OJEU</b>	Official Journal of the European Union	
<b>ONR</b>	Office for Nuclear Regulations	
<b>OPAS</b>	Operational Policy and Support	
<b>OQP</b>	Operational Qualifications Planner	
<b>OSEP</b>	Operational Support and Emergency Planning	
<b>OSR</b>	Operational Support Room	
<b>OSU</b>	Operational Support Unit	
<b>OTB</b>	Over the Border	
<b>OTP</b>	Officer Training Programme	
<b>P2P</b>	Purchase to Pay	
<b>PDA</b>	Pre-determined Attendance	
<b>PDI</b>	Personal Development Interview	
<b>PDR</b>	Personal Development Review	
<b>PFI</b>	Post Fire Inspection	
<b>PID</b>	Project Initiation Document	The formal document used to define project objectives, deliverables, costs and timescales for approval



<b>PPE</b>	Personal Protective Equipment	
<b>PPV</b>	Positive Pressure Ventilation	
<b>PQA</b>	Personal Qualities and Attributes	
<b>PRF</b>	Personal Record File	
<b>PSAA</b>	Public Sector Audit Appointments	
<b>PSO</b>	Programme Support Office	
<b>QCF</b>	Qualifications Credit Framework	
<b>WBDC</b>	West Berkshire District Council	
<b>RA</b>	Risk Assessment	
<b>RBFA</b>	Royal Berkshire Fire Authority	
<b>RBIP</b>	Risk Based Inspection Programme	
<b>RBWM</b>	Royal Borough of Windsor and Maidenhead	
<b>RDS</b>	Retained Duty System	
<b>RIDDOR</b>	Reporting of Injuries Diseases and Dangerous Occurrences Regulations	
<b>RMS</b>	Remotely Managed Stations	
<b>RRT</b>	Risk Reduction Team	
<b>RTC</b>	Road Traffic Collision	
<b>RTW</b>	Return To Work	
<b>S&amp;W</b>	Safe and Well visit	
<b>SAG</b>	Safety Advisory Group	
<b>SAIF</b>	Strategic Asset Investment Framework	
<b>SCAS</b>	South Central Ambulance Service	
<b>SCC</b>	Strategic Command Centre	
<b>SCG</b>	Strategic Coordinating Group	
<b>SDMT</b>	Service Delivery Management Team	
<b>SECTU</b>	South East Counter Terrorism Unit	
<b>SJCC</b>	Staff Joint Consultative Committee	
<b>SLT</b>	Senior Leadership Team	
<b>SM</b>	Station Manager	
<b>SPB</b>	Strategic Performance Board	
<b>Stn 1</b>	Station 1 – Caversham Road	Wholetime
<b>Stn 10</b>	Station 10 – Wokingham	Wholetime



<b>Stn 11</b>	Station 11 – Mortimer	Retained (On Call)
<b>Stn 14</b>	Station 14 – Ascot	Satellite Station (operates from 0900-1800 hours daily)
<b>Stn 15</b>	Station 15 – Crowthorne	Retained (On Call)
<b>Stn 16</b>	Station 16 – Bracknell	Wholetime
<b>Stn 17</b>	Station 17 – Slough	Wholetime
<b>Stn 18</b>	Station 18 – Langley	Wholetime
<b>Stn 19</b>	Station 19 – Maidenhead	Wholetime
<b>Stn 2</b>	Station 2 – Wokingham Road	Wholetime
<b>Stn 20</b>	Station 20 – Whitley Wood	Wholetime
<b>Stn 21</b>	Station 21 – Windsor	Satellite Station (operates from 0900-1800 hours daily)
<b>Stn 22</b>	Station 22 – Theale	Wholetime
<b>Stn 3</b>	Station 3 – Dee Road	Wholetime
<b>Stn 4</b>	Station 4 - Newbury	Wholetime
<b>Stn 5</b>	Station 5 - Hungerford	On Call (Retained)
<b>Stn 6</b>	Station 6 - Lambourn	On Call (Retained)
<b>Stn 7</b>	Station 7 – Pangbourne	On Call (Retained)
<b>Stn 9</b>	Station 9 – Wargrave (closed September 2020)	On Call (Retained)
<b>ToA</b>	Threat of Arson	
<b>TCG</b>	Tactical Coordinating Group	
<b>TCR</b>	Training Course Request	
<b>TIC</b>	Thermal Image Camera	
<b>TVFCS</b>	Thames Valley Fire Control Service	
<b>TVP</b>	Thames Valley Police	
<b>UA</b>	Unitary Authority	
<b>USAR</b>	Urban Search and Rescue	
<b>WAH</b>	Working at Height	
<b>WDS</b>	Wholetime Duty System	
<b>WM</b>	Watch Manager	
<b>WRT</b>	Water Rescue Team	
<b>WT</b>	Wholetime	
<b>WYPF</b>	West Yorkshire Pension Fund (from context)	



## Appendix E – Home Office Incident Type Definitions

**Primary fires** are potentially more serious fires that harm people or cause damage to property and meet at least one of the following conditions:

- any fire that occurred in a (non-derelict) building, vehicle or (some) outdoor structures
- any fire involving fatalities, casualties or rescues
- any fire attended by five or more pumping appliances

Primary fires are split into four sub-categories:

- **Dwelling fires** are fires in properties that are a place of residence i.e. places occupied by households such as houses and flats, excluding hotels/hostels and residential institutions; dwellings also includes non-permanent structures used solely as a dwelling, such as houseboats and caravans
- **Other buildings fires** are fires in other residential or non-residential buildings; other (institutional) residential buildings include properties such as hostels/hotels/B&Bs, nursing/care homes, student halls of residence etc; non-residential buildings include properties such as offices, shops, factories, warehouses, restaurants, public buildings, religious buildings etc
- **Road vehicle fires** are fires in vehicles used for transportation, such as cars, vans, buses/coaches, motorcycles, lorries/HGVs etc; 'Road vehicles' does not include aircraft, boats or trains, which are categorised in 'other outdoors'
- **Other outdoors fires** are fires in either primary outdoor locations (that is, aircraft, boats, trains and outdoor structures such as post or telephone boxes, bridges, tunnels etc.), or fires in non-primary outdoor locations that have casualties or five or more pumping appliances attending

**Purpose-built flat/maisonette fires** are split into three sub-categories:

- fires in purpose-built low-rise (1-3 storeys) flats
- fires in purpose-built medium-rise (4-9 storeys) flats
- fires in purpose-built high-rise (10+ storeys) flats

**Secondary fires** are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended, in which case they become primary fires.

**Chimney fires** are fires in buildings where the flame was contained within the chimney structure and did not involve casualties, rescues or attendance by five or more pumping appliances. Chimneys in industrial buildings are not included and are included under primary fires.

**Accidental fires** include those where the motive for the fire was presumed to be either accidental or not known (or unspecified).





**Deliberate fires** include those where the motive for the fire was 'thought to be' or 'suspected to be' deliberate. This includes fires to an individual's own property, others' property or property of an unknown owner. Despite deliberate fire records including arson, deliberate fires are not the same as arson. Arson is defined under the Criminal Damage Act of 1971 as 'an act of attempting to destroy or damage property, and/or in doing so, to endanger life'.

**Late fire calls** are fires attended by an FRS which were known to be extinguished when the call was made (or to which no call was made) and the fire came to the attention of the FRS by other means (e.g. press report or inquest). Such fires are recorded if an attendance is made (even if for inspection only) but are not recorded if no attendance is made.

**Fatal fires** are those that result in at least one fatality that would not have otherwise occurred had there not been a fire.

**ROYAL BERKSHIRE**  
**FIRE AND RESCUE SERVICE**

-  RoyalBerksFRS
-  @RBFRSOfficial
-  RoyalBerkshireFire
-  Royal Berkshire Fire & Rescue Service
-  [rbfrs.co.uk](http://rbfrs.co.uk)