

Royal Berkshire Fire and Rescue Service

Annual Plan

» 2024 – 2025



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» Introduction

Royal Berkshire Fire and Rescue Service (RBFRS) provides Prevention, Protection and Response services across the County of Berkshire. There are 16 fire stations across the County of Berkshire, ranging from Langley and Slough in the East to Lambourn and Hungerford in the West. They serve a diverse population of just under 959,000, 24 hours a day, 365 days a year

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

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



»» Our Purpose and Vision

Royal Berkshire Fire Authority's (RBFA) purpose is to create safer more resilient communities by preventing incidents, protecting homes and businesses, and responding to emergencies. RBFA has a set of [Commitments](#) that run from 2023 – 2027 and are regularly reviewed. They explain how we intend to achieve our purpose.

The [RBFRS Vision](#) is to work together as one team for the communities we serve. In order to fulfil our Vision, it is vital that our staff work in a safe, supportive and inclusive environment. We continue to drive towards creating a Service that reflects the communities it serves, although we recognise that there is more work required to achieve this goal.

To achieve our purpose and vision, we place the community at the heart of all that we do and deliver the service through our four overarching principles of culture, capability, risk management and sustainability.

We intend to deliver the four quadrants of our public facing work: our Prevention, Protection, Response and Resilience services through our four overarching principles: Sustainability, Culture, Capability and Risk Management.

Royal Berkshire Fire Authority published the [Corporate Plan and Community Risk Management Plan \(CRMP\) 2023-2027](#) which sets out how RBFRS will achieve the Fire Authority's six Strategic Commitments and manage risk in our communities.

The Senior Leadership Team set the Annual Objectives for the current year which are aligned to our vision and seeks to complement the work already set out in our Corporate Risk Management Plan (CRMP) and Service Plans. These are formally agreed by Fire Authority and published in our annual plan.

Our priority programmes are developed to run over 2-3 years with focus on scoping activities for delivery. Our plan for 24/25 shows our continued focus on those long-term activities.

Heads of Service produce a Service Plan to assist in the management of day-to-day business. Service Plans include both business as usual and project activity and help to predict the resource levels, both for individual activities, and for the Service as a whole.

The delivery of Service Plans is further supported by individual employee objectives which are agreed with every member of staff and set out how each member of staff will help towards achieving the organisational goals.



» Strategic Commitments 2024-2025

In order to achieve the Strategic Commitments we have made to the people of Royal Berkshire, our plan for 2024-2025 sets out how we will achieve these and highlights areas of focus.

These are aligned to our overarching principles: Sustainability, Culture, Capability and Risk Management. This is further supported by our Corporate Measures which are directly aligned to our plan and our core duties and responsibilities.

» Principle: Culture

- **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.
- **Culture:** We will continue to embed 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.

» Principle: Capability

- **Capability:** We will continue to lead and manage RBFPS in accordance with good practice and national professional standards and we will continuously improve, learning from events and holding ourselves to account.
- **Collaboration:** We will continue to explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.

» Principle: Risk Management

- **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.
- **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.
- **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.
- **Resilience:** We will ensure we are resilient and work with our partners to promote and build resilience in the communities we serve.

» Principle: Sustainability

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

» Community Risk Management Planning - Key Deliverables

RBFA is required to produce a CRMP as set out in the Fire and Rescue National Framework for England. The CRMP must consider all foreseeable fire and rescue related risks that could affect our communities. In 2023, we publicly consulted on and published our [CRMP for 2023-27](#). This work will be managed through a programme structure and our Programme Board to ensure robust management and transparent reporting on progress.

In 2024/25, our key CRMP deliverables will include:

- **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.*
 - We will implement our Integrated Service Delivery Strategy through our Service Plans, ensuring that risks are managed the most effective way, utilising Response, Prevention and Protection
 - We will develop our capability to respond to incidents involving alternative fuel sources, such as lithium-ion batteries. Ensuring our approach is linked with the National approach.
 - We will develop our wildfire capability to respond to the impact of climate change.
- **Priority 2:** *We will develop a Risk Based Prevention Programme, in collaboration with partner agencies, to target those most vulnerable and at risk from emergency incidents.*
 - We will use our evidence base to identify who is at most risk in our communities, to ensure our resourcing is targeted in the most effective and efficient way.
- We will continue to work with our partner agencies to ensure high quality referrals for the most vulnerable.
- **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.*
 - Clearly define the response capability requirements as it relates to reasonable and foreseeable risk within Royal Berkshire. Including:
 - Incident Command Structure resource (Lvl 2-3)
 - Special skills/equipment capability and capacity relating to risks as identified with the CRMP
 - Evaluate the availability and deployment of frontline response assets to improve services to the public.
- **Priority 5:** *We will develop our Fire Protection service to support the resilience of businesses, to ensure the safety of all people using buildings covered by the Fire Safety Act 2021, Building Safety Act 2022, and Regulatory Reform (Fire Safety) Order 2005 to ensure that our enforcement role is effective and clear.*
- We will develop our new Risk-Based Inspection Programme following the evaluation in 2023/24, to ensure we are targeting the premises with the greatest risk.
- We will continue to use our call challenge policy to reduce the burden of AFA's on the commercial buildings.
- We will implement the outcomes of our AFA consultation.
- **Priority 6:** *We will maintain 19 frontline fire appliances, and a baseline service provision of 14 frontline fire appliances, utilising our wholetime and on-call staff as effectively as possible, through local management.*
 - We will implement and evaluate the change to understand the benefits of integrating our wholetime and on-call availability to achieve our baseline service provision of 14 frontline appliances.

» RBFRS Development Programme – Key Deliverables

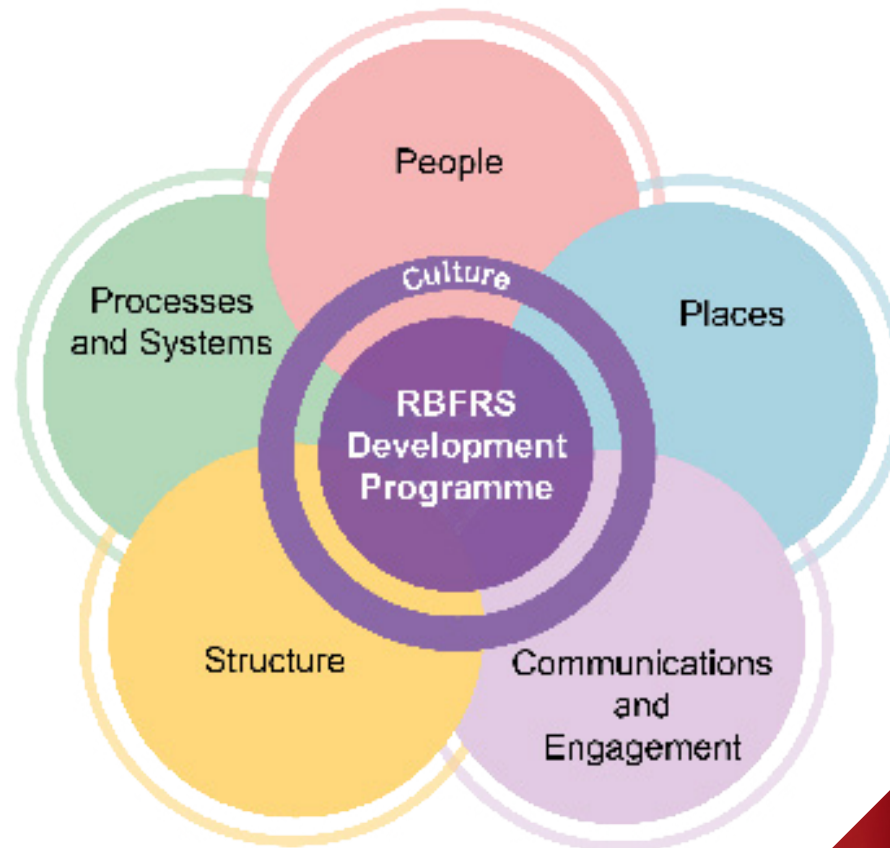
The RBFRS Development Programme is an organisational development programme that seeks to create and develop our culture through five key pillars:

1. **People**
2. **Places – Our Working Environment**
3. **Processes and Systems**
4. **Structure**
5. **Communication and Engagement**

The Service supports employees every year to develop through their PDR process. The RBFRS Development Programme is designed to support the Organisation to undergo the same development.

To organise this development, five pillars have been identified. To achieve organisational development, culture will be directly affected (positively or negatively). The culture of any organisation is not static, but continuously evolves due to changes internally and externally. The Programme, supported by the five pillars, has been created to enable us to positively develop our culture, creating mutually beneficial improvements across the five areas identified and our culture.

Each pillar will have a number of different delivery mechanisms. In some cases, there will be a core strategy with additional work streams, whilst others may include task and finish activities. This work will be managed through a programme structure and Programme Board to ensure robust management and transparent reporting on progress through communications channels and reporting.



» RBFRS Development Programme – Key Deliverables

The RBFRS Development Programme is an organisational development programme that seeks to create and develop our culture through five key pillars:

People

- Ensure workforce planning leads to the right people, in the right positions, with the skills required, including considering how to identify and manage potential.
- Continue to work to manage sickness absence and attendance.
- Define and deliver the 2024/25 requirements of the RBFRS Development programme action plan.
- Deliver the 2024/25 requirements of the [Equality, Diversity, and Inclusion \(EDI\) Objectives and Action Plan](#).
- Launch our People Strategy 2024-2027

Place – Our working environment

- Deliver the 2024/25 requirements of the [Strategic Asset Investment Framework](#).
- Deliver the 2024/25 requirements of the Environmental Sustainability Action Plan including significant adaptations to estates and equipment.
- Continued investment in our estate to improve the equality of facilities and to provide dignified workplaces
- Implement a revised policy and new ways of working for the control and monitoring of fireground contaminants.
- Initiate work to build the new Training Centre facilities in an environmental and financially sustainable way.

Structure

- Proactively engage with and respond to relevant and emerging policy, legislation and regulation, and monitor this through the Corporate Risk Register.
- Continue to engage with the development and implementation of professional [Fire Standards for fire and rescue services in England](#) and ensure approved Standards are prioritised.
- Embed our approach to evaluating our work, ensuring our services are evidence-based.



» RBFRS Development Programme – Key Deliverables

The RBFRS Development Programme is an organisational development programme that seeks to create and develop our culture through five key pillars:

Processes and Systems

- Develop a new ICT Strategy
- Review and improve our own IT disaster recovery arrangements to ensure we utilise all resources available to continue delivering vital services to our communities.
- Improve our cyber resilience in response to increased threat levels in support of developing a robust organisational security policy.
- Progress changes to our systems including greater integration to improve ease of use, productivity, and data intelligence.
- Deliver the 2024/25 requirements of the [Efficiency and Productivity Plan](#).
- Develop our understanding of the productivity and effectiveness of our workforce.

Communications and Engagement

- Publish our Communications and Engagement Strategy 2024-2027.
- Continue to develop ways people can offer suggestions, supporting continuous improvement and utilise communications channels to ensure feedback is delivered on suggestions – closing the loop on all feedback.
- Deliver against the Communications and Engagement Strategy Action Plan for 2024/25, which includes:
 - Review our internal and external communications channels to ensure we are accessible to all, progressing our commitment to be an inclusive workplace and Service for our communities.
 - Increase opportunities to bring together teams and leaders from across the Service and provide opportunities for workforce engagement.
 - Utilise new technology and channels to reach our key stakeholders.
 - Provide clear, strategic direction and support on communications matters affecting the Service.



» Thames Valley Collaboration Programme

Effective working relationships with other partners enable us to better serve communities based on local risks whilst striving for cost effective methods. Our objectives support our duty to collaborate, and the delivery of these objectives are overseen through the Thames Valley Governance Structure. The [supporting documentation](#) is published on our website.

Our annual collaboration objectives are:

- Continue to support the Thames Valley Forensic Fire Scene Investigation Unit (TVFFSIU) towards ISO17020 accreditation.
- Work with our blue light partners to deliver on the recommendations from the Manchester Arena Inquiry to drive improvement in the Thames Valley.
- Deliver operational alignment and improved ways of working, including the use of technology, in how Thames Valley Fire and Rescue Services deliver Incident Command Support.
- Maximise use of operational effectiveness using technology by enhancing our Command Support software and making incident and risk information more accessible during the incident.
- Continue to provide resources to support the key work of the Thames Valley Local Resilience Forum
- Evaluate the collaborative cross border mobilisation arrangements following the Breathing Apparatus rollout.



Buckinghamshire
Fire and Rescue
Service



Oxfordshire County
Council Fire and
Rescue Service



Royal Berkshire
Fire and Rescue
Service



South Central
Ambulance
Service



Thames Valley
Police



» People Strategy

The purpose of our People Strategy 2024-2027 is to create a professional, flexible workforce that is diverse in thought and representation that can create safer more resilient communities by preventing incidents, protecting homes and businesses and responding to emergencies.

The People pillar of the RBFRS Development Programme has been developed to deliver the People Strategy objectives and co-ordinate and provide visibility on our response to the recent cultural reviews across the Fire and Rescue sector and the resulting national recommendations.

This work will be managed through a programme structure and Programme Board to ensure robust management and transparent reporting on progress.

The People Strategy objectives are:

1. We are one team and we all contribute to the delivery of our services to the public, all staff should feel safe to come to work and maintaining public trust and confidence is essential. How we work together is important, we will maintain our zero tolerance to harassment, bullying and we extend that to include victimisation. We will increase ways to make staff feel safe and provide tools and support to help staff to speak out. We will review and further embed the use of behavioural competencies making it easier to understand and more widely use.
2. We will seek to attract and retain a professional, talented and diverse workforce. We will work with employees and rep bodies to ensure our estate can support all staff equally and we will increase the flexibility of How, When and Where staff, ensuring we balance the needs of the individual with managing risk to the community.
3. We will increase the diversity of our operational workforce by 100%* in the next 3 years to better reflect the communities we serve. We recognise that diversity is not just related to gender and ethnicity, we want to improve diversity of thought and experience ensuring we are an inclusive employer for all this will help improve equality of access to services for all our communities. (* baseline staff data Jan 2024)
4. We will empower our staff to develop, grow and understand their role in the organisation. We will recognise good performance, and effectively manage poor performance. We will create pathways for career progression for all staff groups and develop tools to manage talent.
5. We recognise the value of the on-call Duty system. We will change our processes and procedures to make it easier to attract and retain more people to support this way of working which will enable us to better manage risk across Berkshire.
6. We will continue to invest in leadership across the organisation. We will increase opportunities to bring together leaders from across the Service to close the gaps and improve levels of trust. We will share leadership experience and learning widely inside and outside the sector.
7. Developing and maintaining skills and knowledge across our operational workforce is a priority. We will increase the variety of training delivery methods available to make it easier to access resources. We will improve tracking tools for learners and increase capacity to provide greater assurance that learning objectives are being met.
8. Health, Safety and Well-being remain a priority for us. We will work with staff, representative bodies and experts, to implement our new Safety, Health and well-being strategy to deliver safe and healthy people, places and processes.



» Sustainability Commitment

In support of our sustainability principles, and recognising there is a global climate emergency, the Authority is committed to reducing the impact of the organisation's operations on the environment and reducing its carbon footprint.

Strategic Assets of Royal Berkshire Fire and Rescue Service



Buildings

16 fire stations and our headquarters.



Equipment

Our fire appliances, equipment and support fleet.



ICT

Our ICT systems and infrastructure.

It will do so in a way that supports the United Kingdom's commitment to sustainable development and reducing the effects of climate change by achieving Net Zero by 2050, in line with the UK government target.

The estate contributes 65% of the Authority's direct (Scope 1 and 2) carbon output (c1,524 tCO₂ per year) so, investment is being made to reduce the negative impact our buildings have on the environment.

Estate strategic planning has included the production of estate heat decarbonisation plans to enable the first significant steps for the Authority

achieve its Net Zero Carbon agenda by investment in sustainability initiatives at sites in the portfolio.

The fleet also contributes significantly to the Authority's carbon footprint, so investment is being made to modernise our fleet with more efficient assets.

This includes, where possible, and as technology allows, hybrid vehicles, plug-in hybrid vehicles and fully electric vehicles, to reduce the environmental impact of our operational activities.



» Risk and Assurance

Corporate Risk Register

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

Each risk, including one-off project risks, is scored on a Matrix (1-25) and recorded on the Risk Register.

All strategic risks, and any project or service plan risks with a current score of 17 or above, are escalated to the Corporate Risk Register, monitored monthly by the Senior Leadership Team and reported to the Audit and Governance Committee on a quarterly basis.

One or more treatments will be identified to minimise the likelihood or impact of the risk and the risk will be reviewed regularly to monitor progress.

The Organisational Risk Management Policy does not address health and safety risk or community risk. These are addressed separately through both occupational health and safety management and the CRMP Programme. Further detail and information on the CRMP process can be found in the [Corporate Plan and CRMP 2023-2027](#).

A summary of the Corporate Risk Register is available in the quarterly Strategic Performance Report and updated on a quarterly basis at rbfrs.co.uk.

Audit Plan

Audits are an important part of providing the Fire Authority and the public with the assurance that the Service is run properly and in ways that have been agreed by our Officers and Members.

They demonstrate that the business is conducted in accordance with relevant legislation, Government expectations, good practice and organisational policy. The audits contribute towards the annual Statement of Assurance.

Our Internal Annual Audit Plan is developed in collaboration with our auditors, RSM, and approved by the Audit and Governance Committee.

Each audit is linked to a risk on our Corporate Risk Register. In addition, the following audits are performed on an annual basis to provide assurance around the effectiveness of internal controls:

- Payroll Provider - Dataplan
- Risk Management and Governance
- Key Financial Controls
- Cyber Essentials
- Firefighter Pension Administration (WYPF)



» Risk and Assurance

Statement of Assurance

The RBFRS annual [Statement of Assurance](#) is available on the RBFRS website. The Statement is produced on an annual basis to formally confirm to Government, stakeholders and the communities we serve that there are adequate arrangements for the effective management of financial, governance and operational matters in RBFRS.

The Statement confirms the extent to which the requirements of the [Fire and Rescue National Framework for England](#) have been met. This includes information about our assurance arrangements regarding Prevention, Protection and Response and how we ensure local and national resilience.

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Independent assurance is provided by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) across the three pillars of 'effectiveness', 'efficiency' and 'people'.

HMICFRS inspected RBFRS during 2022 with the final report published in January 2023. RBFRS was again graded as 'good' in all three pillars.

Progress on the areas for improvements identified by HMICFRS in the 2023 report published have been incorporated into our plans and we continue to work to deliver the necessary changes.

Progress and assurance on these take place in our Programme Board and are reported through our Strategic Performance Board. The published inspection report for RBFRS can be found [online](#).

RBFRS will be inspected again during 2024. The Inspection report will highlight any areas for improvement and potentially, causes for concern.

Until HMICFRS have completed their inspection and published the report, these are unknown and so action plans to work on these will need to be scheduled into our planning and may affect our priorities and delivery of our Annual Plan.

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

Result of the 2021/22 inspection of RBFRS conducted by HMICFRS

Effectiveness

“Royal Berkshire Fire and Rescue Service’s overall effectiveness is **good**.”

Efficiency

“Royal Berkshire Fire and Rescue Service’s overall efficiency is **good**.”

People

“Royal Berkshire Fire and Rescue Service is **good** at looking after its people.”



» Programme Board and Performance Management

Programme Board

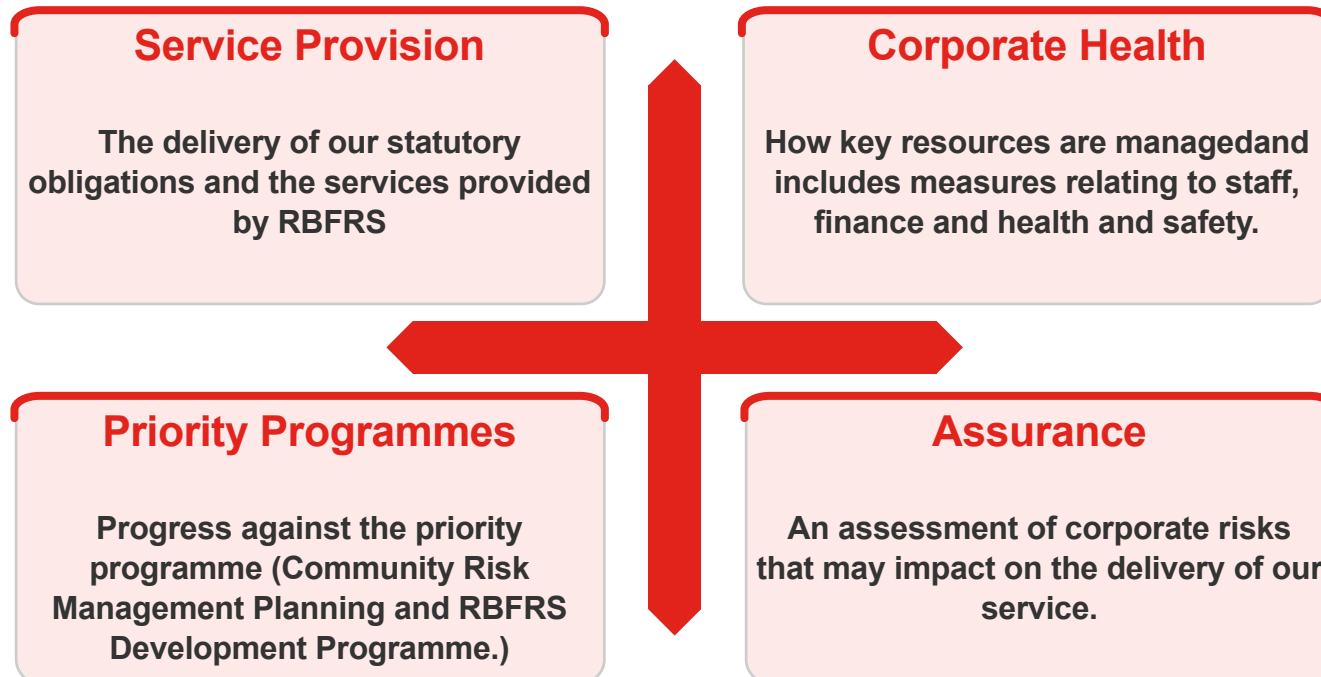
The Service's priority projects are overseen by the Programme Board. The primary focus of the Programme Board in 2024-2025 will be to oversee the delivery of programmes and projects of strategic importance including, but not limited to, the [CRMP](#) and the Development Programme.

Performance Management

Ongoing analysis of performance data supports decision-making across the organisation. Management teams review and monitor data and information regularly. The Strategic Performance Board monitors performance in all four quadrants (as set out below) on a quarterly basis.

A quarterly Strategic Performance Report is then reviewed by the Senior Leadership Team and scrutinised by the [Audit and Governance Committee](#).

Reporting is structured into four quadrants:



» Corporate Measures

Service Provision

Service Provision monitors the service we provide to the public. Performance is monitored in relation to attendance at incidents, types of incidents, Prevention activities and fire safety in commercial buildings.

Measure	2023/2024 Target	2024/2025 Target
Number of fire deaths	0	0
Number of non-fatal fire casualties	34 max	31 max
Number of deliberate primary fires	135 max	125 max
Number of deliberate secondary fires	244 max	233 max

Prevention

Increase the number of Referrals for Safe and Well Visits received from our partners	10%	10%
Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours	100%	100%
Percentage of Very High Safe and Well Referrals completed within 72 hours	35%	40%
Percentage of High Risk Safe and Well Referrals completed within 14 days	50%	57%

Protection

Percentage of Fire Safety Audits of premises identified as High or Very High Risk in our Risk Based Inspection Programme completed in timescale	N/A (new)	Monitor
Percentage of Fire Safety Audits with a 'Broadly Compliant' result	60% max	60% max
Percentage success when cases go to court	80%	80%
Percentage of statutory fire safety consultations completed within the required timeframes	95%	95%



» Corporate Measures

Measure	2023/2024 Target	2024/2025 Target
Response		
Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	75%	75%
Percentage of wholetime frontline pumping appliance availability	99%	97.4%
Percentage of hours where there is adequate crewing of on-call frontline pumping appliances (based on 24/7 crewing)	50%	50%
Percentage of time that 14 or more pumping appliances are available	N/A (new)	100%
Resilience		
Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale	100%	100%
Number of Service Delivery Hub exercises completed	12	12
Efficiency		
Percentage of Automatic Fire Alarm calls where RBFRS did not attend	30% (min)	30% (min)
Customer Experience		
Percentage of respondents experiencing a domestic fire satisfied with the service received	100%	100%
Percentage respondents experiencing a commercial fire satisfied with the service received	95%	95%
Percentage of respondents satisfied with the Fire Safety Audit service they received	90%	90%
Percentage of respondents satisfied with the Safe and Well service received	100%	100%
Number of complaints received	Monitor	Monitor
Number of compliments received	Monitor	Monitor



» Corporate Measures

Corporate Health

The Corporate Health quadrant monitors the wellbeing of the organisation. Performance is monitored in relation to staffing levels, health and safety and finances within RBFRS, to ensure the organisation is being run safely, efficiently and is cost effective.

Measure	2024/25 Target	2024/2025 Target
Human Resources and Learning & Development		
Percentage of working time lost to sickness across all staff groups.	5% (max)	5% (max)
Percentage of eligible staff with Personal Development Reviews	100%	100%
Number of formal grievances	Monitor	Monitor
Health and Safety		
Number of *RIDDOR accidents and diseases	Max 4	Max 4
Finance and Procurement		
Percentage of spend subject to competition	85%	85%
Compliant spend as a percentage of overall spend	100%	100%
Freedom of Information		
Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Free-dom of Information Act, Environmental Regulations or Data Protection Legislation)	0	0

*RIDDOR is the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013. Under RIDDOR we have a duty to report certain events, those events being accidents that led to a person being unfit for their normal work for more than 7 days, or 'specified injuries' which are more serious types of injuries. These include injuries such as broken bones, crush injuries and amputations.



» Measure Definitions

Service Provision

Measure	2024/25 Target	Definition/ Rationale
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.
Number of non-fatal fire casualties	31 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.
Number of deliberate primary fires	125 max	The total number of primary fires that have been started deliberately. The target is a 5% reduction on the five-year average.
Number of deliberate secondary fires	233 max	The total number of secondary fires that have been started deliberately. The target is a 5% reduction on the five-year average.

Prevention

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.
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.
Percentage of Very High-Risk Safe and Well Referrals completed within 72 hours	40%	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% .
Percentage of High Risk Safe and Well Referrals completed within 14 days	57%	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%

» Measure Definitions

Protection

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. We have not set a target this year as the measure is new, we will use this year to monitor and baseline.
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'.
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.
Percentage of statutory fire safety 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.

Response

Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	75%	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.
Percentage of wholetime frontline pumping appliance availability	97.4%	This measure shows the percentage of time that our wholetime pumping appliances are available for mobilisation. Reasons for unavailability include mechanical defects and crewing.
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.
Percentage of time that 14 or more pumping appliances are available	100%	This monitors our CRMP commitment to ensure a minimum of 14 pumping appliances are available and includes wholetime and on-call appliances.

» Measure Definitions

Resilience

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.
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.

Efficiency

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.
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Customer Experience

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.
Percentage respondents experiencing a commercial fire satisfied with the service received	95%	A customer feedback survey of 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.
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.
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.
Number of complaints received	Monitor	The number of complaints made to RBFRS about any aspect of our service or staff. We do not set a target for the number of complaints received, instead monitoring overall numbers and trends.
Number of compliments received	Monitor	The number of compliments received by RBFRS about any aspect of our service or staff. We do not set a target for the number of complaints received, instead monitoring overall numbers and trends.

» Measure Definitions

Corporate Health

Human Resources and Learning & Development

Percentage of working time lost to sickness across all staff groups	5% (max)	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.
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.
Number of formal grievances	Monitor	The number of formal grievances raised by staff under the Grievance, Bullying and Harrassment Policy. We do not set a target for the number of grievancs, instead monitoring overall numbers and trends.

Health and Safety

Number of *RIDDOR accidents and diseases	Max 4	RIDDOR (Reporting of Injuries Diseases and Dangerous Occurrences Regulations) are more serious injury accidents and diseases.
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Finance and Procurement

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.
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

Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Free-dom 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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