

Royal Berkshire Fire and Rescue Service

Hub Plan - West Hub
» 2024 – 2025



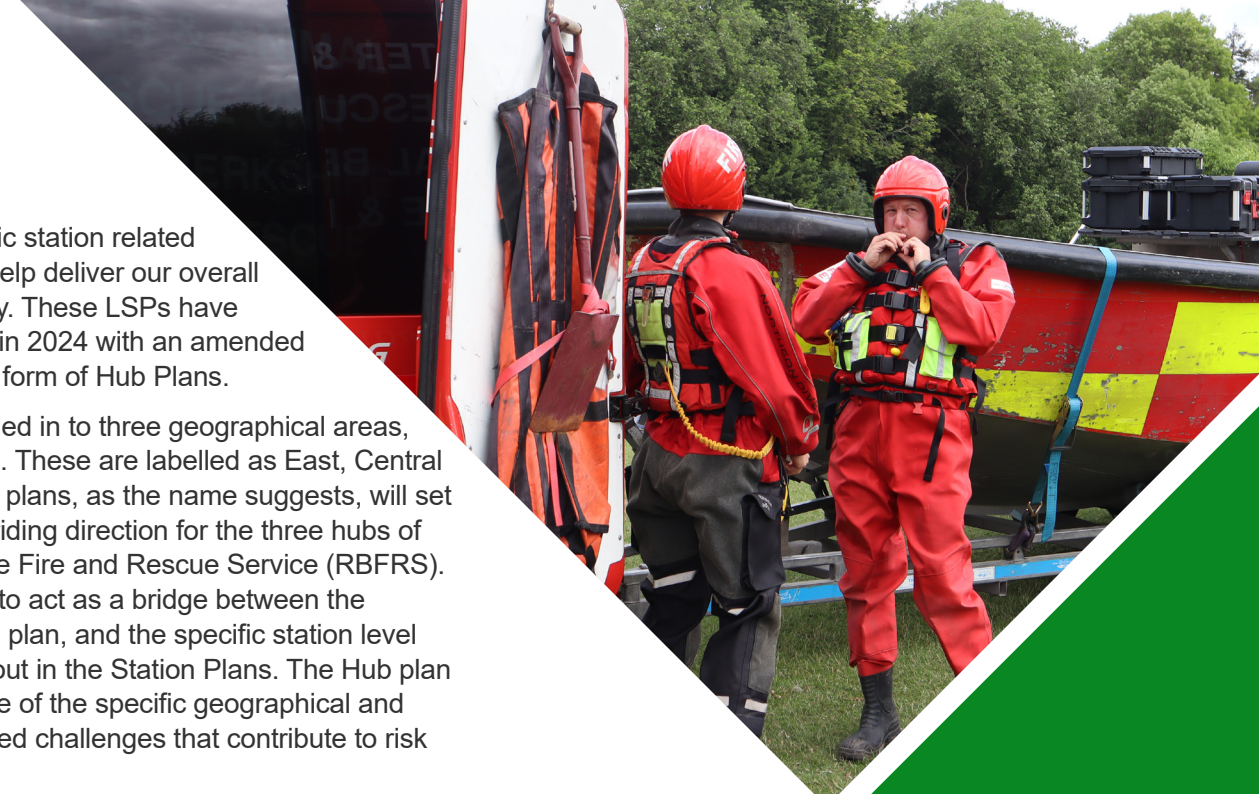
» Introduction

The Royal Berkshire Fire and Rescue Service (RBFRS) Community Risk Management Plan 2023-27 identifies all foreseeable fire and rescue related risks that could affect our communities. These risks include those traditionally associated with Fire and Rescue Services such as house fires, road traffic collisions and chemical spills. They also include other less common hazards such as wide area flooding, terrorist attacks and building collapse.

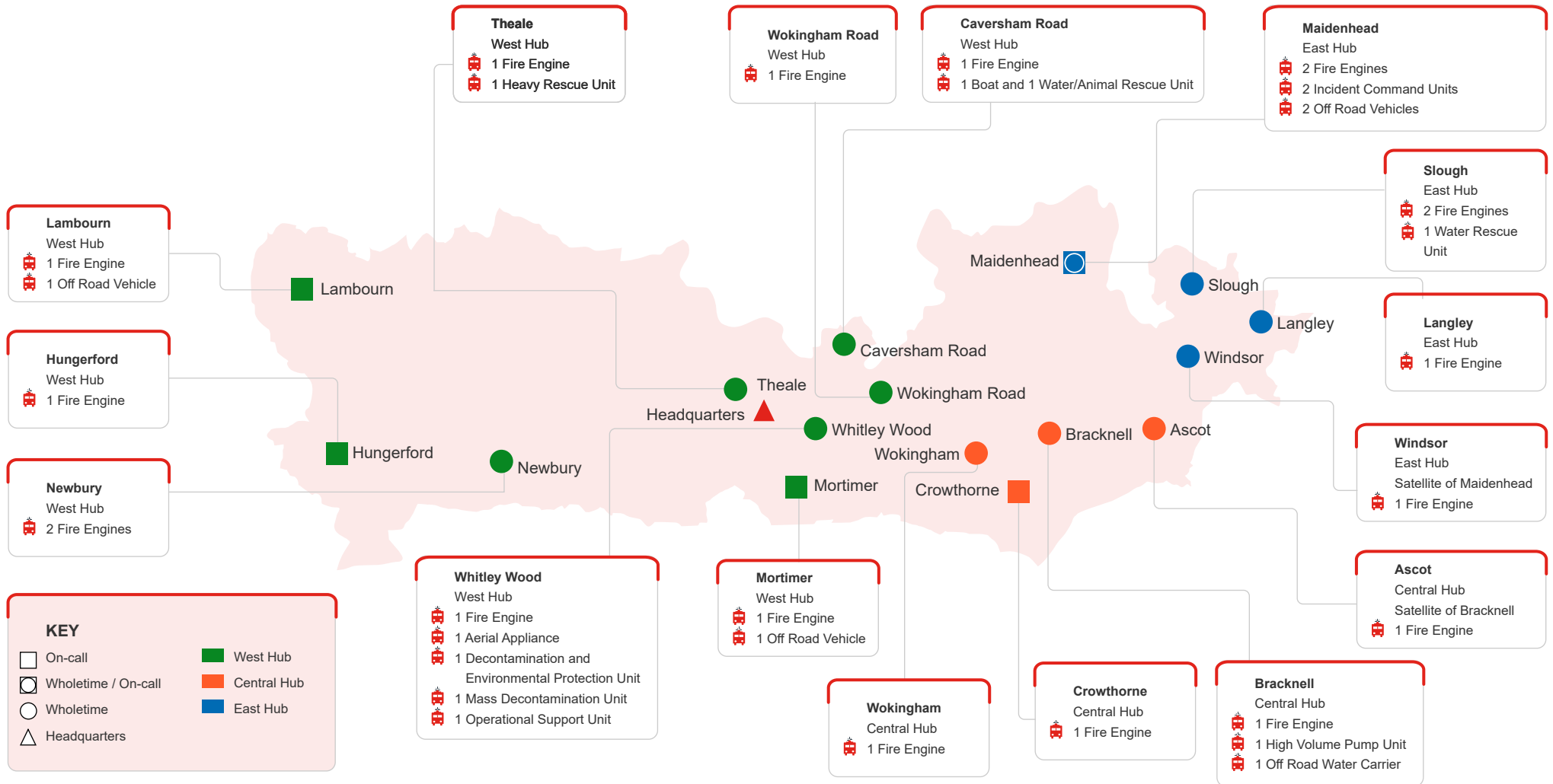
This information feeds into an integrated service delivery strategy and a RBFRS annual plan. This plan sets out strategic objectives for the organisation as a whole. For specific geographical areas, these objectives were previously set out in Local Service Plans (LSP's), that represented each of the unitary authorities in Berkshire. Station plans were formed on the back of these, which set out a

range of specific station related objectives, to help deliver our overall service strategy. These LSPs have been replaced in 2024 with an amended concept, in the form of Hub Plans.

RBFRS is divided into three geographical areas, known as hubs. These are labelled as East, Central and West. Hub plans, as the name suggests, will set out some overriding direction for the three hubs of Royal Berkshire Fire and Rescue Service (RBFRS). These will aim to act as a bridge between the RBFRS annual plan, and the specific station level objectives set out in the Station Plans. The Hub plan will reflect some of the specific geographical and population-based challenges that contribute to risk in those areas.



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» West Hub Plan

West Hub covers a large geographical area and incorporates the major urban areas of Reading, Newbury and a series of smaller towns and villages such as Theale and Hungerford. As a Hub, it presents a broad range of challenges, from densely populated urban populations with high levels of deprivation, to sparsely populated rural areas some distance from operational resources. Population diversity varies, with 46.5% of population in Reading identifying as non-white British, a figure well above the national average. In contrast, West Berkshire's population falls well below the national average for diversity, with 85.6% identifying as White British. West Hub has a growing population. 19% of its population are under 16. This falls roughly in line with the national average.

To meet the strategic commitments of the 2024-2025 RBFRS annual plan and taking account of local factors specific to the hub. West Hub will pursue the following strategic priorities across Prevention, Protection and Response. Using collaborative and integrated working strategies wherever possible:

Equality, Diversity and Inclusion

Royal Berkshire Fire and Rescue Service (RBFRS) has four objectives for Equality, Diversity and Inclusion (EDI) linked to our Strategic Commitments. To fully realise these objectives, we must understand the diversity and specific needs of our workforce and local communities.

A significant priority for West Hub, will be to improve equality of access to our services and employment opportunities. Building trust and confidence within

our communities is essential. West Hub will adopt an improved approach to EDI activities in the coming years. Focusing on developing long standing and meaningful relationships within the community. Progress will be closely monitored by hub management. Further to this, departments will be tasked to complete significant and value adding events within their communities.

Management teams across the hub will look to embed specific objectives around the RBFRS people strategy. These will be worked into individual employee objectives during performance development reviews. Aiming to clearly define individual roles and requirements in relation to EDI & People Strategy activity across the hub.

Managers and staff will place inclusion at the heart of their areas of work. We will work together to ensure RBFRS is an inclusive environment at all levels of the Service.

Prevention & Protection Teams

Hub Prevention Managers will continue to develop the RBFRS risk-based prevention programme. This will develop a robust system to analyse risk levels within the community, better informing our interventions moving forward. Teams will attend Community Safety Partnership events and respond to risk areas identified accordingly, adopting a joint response across Prevention, Protection and Response departments.

Hub Protection Managers will continue to progress activity in relation to the RBFRS Risk Based Inspection Programme. Allocating resources to target the highest risk property where



» West Hub Plan

possible. Teams will also undertake reactive inspection work and investigate complaints where required. Managers will develop a system for responding to building consultations efficiently and effectively.

Teams within the hub will progress efforts towards the upskilling of response staff to a Level 2 Fire Safety qualification. This will enable frontline crews to conduct lower-level interventions, within the commercial environments. With a focus on education and support, in addition to enforcement.

Response crews will continue to undertake a series of familiarisation and risk inspections visits to significant premises within the built environment. This knowledge and awareness will help streamline response activity, should it be required in an emergency.

Accidental and Deliberate Fires

West Hub will undertake a series of proactive and reactive activity to help address risk in relation to accidental and deliberate fires. Hub teams will look to formalise post incident processes across all departments, to ensure consistency of approach and quality of output. Teams will continue to pursue attainment of corporate targets in these areas.

Prevention, Protection and Response departments will develop a clear communication strategy, to ensure ongoing situational awareness of relevant issues affecting West Hub communities. Joint working opportunities will be explored at every opportunity where value can be added. These departments will target interventions based on previous risk data collected, to ensure our limited

capacity for interventions, is targeted appropriately within the Hub.

Education Activity

West Hub will continue to engage in a range of educational activities. Teams will deliver targeted safety messaging and activities to reduce risk to members of the public. These activities will include work with Primary and Secondary Schools. They will also extend outside of the education environment to local business, community groups, organised events and the wider community.

Subjects including Fire Safety, Water Safety, Road Safety and Safeguarding awareness will be promoted by hub teams through a variety of channels. Activity will be deliberately varied, to help ensure access to these services across West Hub's society.

Technology

Our hub teams will continue to progress towards smarter and more efficient ways of working. Utilising new technologies where possible to streamline and enhance our approach. Prevention Managers will look to embed Virtual Reality technology within the service over the coming year. Frontline and Protection staff will look to embed smarter technologies to improve efficiency of routine processes.

Communication Strategy

Hub Management will develop and embed a clear and structured communication strategy between departments within the hub. A robust system of 1-2-1 support meetings will run with immediate effect. A

culture of visibility and presence will be developed between Hub Managers and their teams to ensure staff at all levels are working with united direction and understanding.

Serious Violence Duty

West Hub Managers will continue to pursue our commitments in relation to Serious Violence Duty (SVD). SVD workstreams aim to identify the root causes of Serious Violence within the Hub. Making interventions that reduce the incidence of serious violence in the future. Historically this activity has been management led, primarily through our Prevention teams. West Hub will look to develop activity taken at ground level in relation to SVD. We will designate that a proportion of frontline prevention activity, is consistently focused on reducing Serious Violence in the community.

Quality Assurance

Quality Assurance (QA) is the process of reviewing activities that we undertake and evaluating their efficiency and effectiveness. The importance of QA cannot be overstated and is vital in ensuring we continue to deliver relevant, value adding services

» West Hub Plan

and value for money to the public.

Hub teams will actively engage in QA, to review and assure that the activity we undertake, is appropriate and effective. Where learning is identified, this will be shared through a series of effective communication avenues and prompt resolution will be implemented. These QA activities will be scheduled throughout the year at regular intervals.

QA will focus on a broad range of activity across the hub, ranging from Prevention and Protection activity to operational exercises that evaluate response readiness and performance.

Resilience

In the testing times that we currently find ourselves, our Organisational Resilience is of the utmost importance. West Hub will adopt a system of robust activity to ensure resilience across the hub.

This will range from quality assurance of our Business Continuity Plans, through to front line exercises that test our operational response to a wide range of emergencies. We will also ensure that assets within our hub, that respond to Nationwide emergencies (National Resilience Assets), are operating effectively.

Recognition

A key focus of the West Hub Plan will involve recognition of success. West Hub will embed a clear process from ground level to senior management, to ensure success is shared and celebrated. Enhanced engagement activity will take place between hub managers and front-line resources, to ensure that excellence in the workplace is recognised consistently. Creating an environment of professional pride, high standards and motivation towards future achievement.



» West Hub Plan Objectives

Reduce risk through contribution to the serious violence duty

Maintain our commitments in line with the serious violence duty as outlined in legislation under the police, crime sentencing and courts (PCSC) act 2022.

Engage with partner agencies through community safety partnership working.

Reduce risk in the community through the identification, management, signposting and of safeguarding concerns, making every contact count.

Work with partner agencies to ensure that Threat of Arson referrals are dealt with appropriately and completed within 48 hours.

Reduce risk in the community through integrated working with partner agencies

We will work with our partners across the Thames valley to reduce risk to the community.

We will contribute to and attend community safety partnerships.

We will contribute to and attend water safety partnerships.

Understand and improve “Equality of access” to the services that RBFRS provides through integrated community engagement.

Reduction in deliberate fires across the hub

Undertake proactive activity to identify problem areas, trends, and areas of risk to enable partnership working to drive reduction.

Undertake reactive post fire arson reduction activity with partner agencies to drive reduction.

Reduce risk through integrated youth education

We will deliver Road, Water and Fire safety education to school children in years 5-7.

We will deliver Road, Water and Fire safety education to children and young adults through community groups and teams.

» West Hub Plan Objectives

Ensure Prevention activity is focused on highest risk areas.

Undertake activity and assurance measures to ensure RBFRS' Prevention activity is adequately triaging risk to target highest risk areas.

Increase diversity in the workforce so that rbfrs is representative of the community.

Deliver an ongoing programme of active community engagement and integration to enable building and maintaining of community relationships across all Hub departments.

Deliver targeted positive action recruitment campaigns integrated across protection, prevention, and response.

Deliver "Have a go" and awareness events to underrepresented groups within the community.

Take an active role within Reading and Newbury Pride festivals.

Improve Equality of Access to our Services.

Identify opportunities to improve levels of access to our services for at-risk and under-represented groups

Continue to place inclusion at the heart of Hub working.

Continue to place inclusion at the heart of Hub working. We will work together to ensure RBFRS is an inclusive environment at all levels of the Service.

» West Hub Plan Objectives

Continue to deliver the risk based inspection programme

Target and inspect the highest risk properties through the RBIP to ensure the most efficient use of resources.

Develop integrated working across Prevention, Protection and Response to enable the efficient inspection of lower risk premises by prevention and response crews.

Undertake proactive Automatic Fire Alarm consultation and activity to reduce the number of unwanted AFA signals received.

Ensure risk based inspections are focusing on appropriate and highest risk properties.

Undertake activity and assurance measures to ensure RBFRS' Risk Based Inspection Programme is adequately triaging risk to target highest risk properties.

Safeguard the Health and Safety and wellbeing of RBFRS staff.

Create and maintain an inclusive, welcoming culture through the robust management of identified issues, staff development and a proactive approach to mental health awareness and support.

Maintain fitness and wellbeing standards across the service with a 100% pass target for fitness testing.

Maintain a robust and supportive management of sickness absence through occupational health and partner agency referrals.

» West Hub Plan Objectives

Deliver a risk-based prevention programme to ensure reduce risk to those most vulnerable.

Increase partner agency referrals to those most vulnerable through the ARP programme.

Improve productivity and efficiency through the improved use of light duties staff to deliver prevention activity.

Undertake evaluation of the referral data to ensure those most at need are prioritised for safe and well activity.

Undertake effective prevention activity quality assurance to enable development of good practice.

Undertake integrated working across prevention and response to enable crews to actively target those at greater need.

Develop the use of technology to improve delivery of fire safety information to those most vulnerable.

Ensure an effective operational response is maintained.

Undertake a review of response standards across the Hub area to understand those areas where response would be outside of the 10 minutes. Create integrated safety plans to ensure those most at risk receive appropriate safety advice and guidance to reduce risk.

Maintain response standards to 75% of attendance times within 10 minutes.

Maintain critical operational qualifications of staff with a 100% target.

Ensure staff are appropriately trained to respond to incidents with operational training planners maintained at 90% of training records completed with the required timeframes.

We will plan and deliver one Hub exercise per quarter to assure our operational response whilst working with other blue light services and response partners with a focus on the risks specific to the Hub.

We will develop on-call recruitment and retention, to improve and maintain on-call availability.

ROYAL BERKSHIRE FIRE AND RESCUE SERVICE

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