



# Basingstoke and Deane Group

## Performance Management Plan 2009 – 2012 (Year 2)



## **Introduction**

This plan outlines the way in which Hampshire Fire and Rescue Service will deliver its services in the Basingstoke and Deane area throughout our second year of 2009-12.

This plan should be read in conjunction with the Hampshire Fire and Rescue Service Plan 2009-12 which sets out the strategic considerations that we are applying to our management of risk across the entire Hampshire Fire and Rescue Service area.

The aim of this plan is to demonstrate to the community how we intend to make life safer from fire and other risks by detailing the work that will be undertaken by our staff who work from the various fire stations, community safety offices and other locations within the area. This will ensure even greater integration between our community safety staff and community response personnel.

We are all working to reduce risk in the community and by working together we can achieve more. In some cases this work will be supplemented by services delivered centrally from our corporate resources, for example schools education programmes.

Community safety delivery resources will focus on reducing risk to life within non-domestic premises; protecting the environment by targeting acetylene users in particular; and safeguarding community assets, such as schools and hospitals.

We will also use this plan to manage the performance of our managers so that we can be sure our resources are being used effectively to drive down risks in the Basingstoke and Deane area. Objectives within the plan have been written with performance standards attached to them which will also enable us to evaluate the effectiveness of our plans in the future.

Dave Norgate  
Group Manager – Basingstoke and Deane Group  
April 2010

## **Our local community profile and our achievements during 2009**

The Basingstoke and Deane Group is situated in North Hampshire. It comprises of five fire stations: Basingstoke fire station, located in the South Ham area, is continuously crewed, whilst the fire stations at Overton, Whitchurch, Tadley and Kingsclere are all crewed by Retained Duty System personnel.

Covering an area of approximately 245 square miles, a population of 160,000 live in less than 8% of the total area, with 60% of residents housed within the town of Basingstoke. Approximately 90% of Basingstoke and Deane is used for agriculture, woodland and forest.

The Group has a wide range of risks including expanses of rural area, major transport and rail links. Basingstoke has already seen much regeneration and is identified by the South East Area Development Agency (SEEDA) as a 'Diamond For Growth, identified for its potential to drive economic growth and raise prosperity at local and national level. We must therefore prepare for this growth and ensure we have the resources to prevent incidents, protecting our community and have the right resources in the right area at the right time to be able to deal with emergencies in an effective and efficient manner

Last year was a busy year for our firefighters engaging with our community in a variety of ways, In 2008 our staff delivered 2,542 Home Fire Safety Visits, which helped reduce fires in the home by 27% Our crews also participated in eighteen Road Traffic Reduction events working closely with the Police and Hampshire Road Safety Teams, which has contributed to a 44% reduction (based on the 1994-98 average) in Hampshire of the number of people killed or seriously injured in road traffic incidents. We also helped reduce arson in the borough by carrying out environmental visual audits identifying materials that are vulnerable from risk of anti social behaviour including deliberate fire setting., we did this in partnership with Basingstoke and Deane Borough Council and several other partnership agencies. In addition we provided young people to develop themselves by working in a team environment by providing Local Intervention and Fire Education Course and participation in our Young Firefighters Association Program, this helped to reduce incidents of arson by 30% within the borough.

Our Community Safety Protection staff have reduced the risk of fire and fire injuries in non domestic premises. This has been achieved by completing an audit programme which targets premises that have been deemed to have a high level of risk. This reduction in risk has also been achieved by responding to the concerns highlighted by members of the public, response staff and from our partners.

We recognise that we must not rest on our laurels but continue to identify and work closely with other agencies to develop strategies to make life safer in our local area, this plan is a key part of identifying and delivering a variety of programs to achieve that aim.

## Partnerships

Partner	Partner interest(s) in the project	Assessment of impact	Strategies for working together
Basingstoke and Deane Community Safety Forum	Fire, Police, CSO's Wardens	3	Identification of vulnerable people Identification of vulnerable premises Identification of vulnerable vehicles
Primary Care Trust	NHS, Carers, 55 Club	3	Assessment of Homes of vulnerable people Home Fire Safety Visit referrals
Basingstoke and Deane Ethnic Minority Community Groups	Basingstoke and Deane Community Development Officer Basingstoke and Deane Muslim Community Basingstoke and Deane Hindu Society	3	Identification of Ethnic minority communities Home Fire Safety Referrals Community Contact Points
Basingstoke and Deane Borough Council	Consistent approach between enforcing authority which reduces risk in houses of multiple occupancy (HMOs)	3	LACoRs protocol between HFRS and B&DBC.
Downlands Housing Basingstoke	To allow victims of domestic violence to stay in their homes in relative safety	3	Sanctuary Schemes, joint visits to assess the safety (fire and security) requirements in identified homes

## **Community risk profile Year 2**

The Basingstoke and Deane Group is situated in North Hampshire covering an area of approximately 245 square miles, a population of 152,500 live in less than 8% of the total area, with 60% of residents housed within the town of Basingstoke. The community is made up of has 96.6% white and 3.4% ethnic minorities with 20% over sixty years and 21% under sixteen years of age. Approximately 90% of Basingstoke and Deane is used for agriculture, woodland and forest.

The Group comprises of five fire stations, Basingstoke fire station, located in the South Ham area, is continuously crewed, whilst the fire stations at Overton, Whitchurch, Tadley and Kingsclere are all crewed by Retained Duty System personnel.

We have produced a community risk profile for Basingstoke and Deane Group and identified properties with families on low incomes living in estate based local housing, some in deprived areas with uncertain employment and older people living in social housing with high care needs. We will make it a priority to engage with these people and properties to reduce deaths and serious injuries in their homes and on our roads.

The identification of people and properties most at risk will allow us to better understand the community we serve and we will work closer with the community and local authorities, sharing information to achieve a common goal that will benefit our community with a more effective and focused approach to reduce the risk, making them safer from the dangers they face on a daily basis whether at home, traveling on our roads or at whilst at work or leisure.

Our risk reduction activity will focus on these groups of people / places in order to provide maximum benefit to the community with the resources we have available. This approach to the management of safety through design, management and emergency planning forms the blueprint for further plans for other high profile premises in the county.

Our work with various partnership agencies has highlighted the link between anti social behavior, deliberate fire setting and road traffic collisions. Together we will work with young people will provide education in the consequences of their actions and our aim is to further reduce the number of deliberate fires and vehicle accidents through a variety of youth engagement activities. As a new theme we will focus resources to help prevent fires in thatched properties in the area.

Our Fire Safety Regulation team will Audit premises within our built environment to ensure compliance with relevant Fire Safety legislation and use enforcement techniques to reduce risk where necessary. We will also pay particular attention to reduce the amount of incidents that could have be prevented, such as Lift Rescues and Acetylene incidents.

## Environmental risk profile

The environmental risk profile for Basingstoke and Deane Group has been reviewed and audited showing the following strengths and weaknesses. Risk reduction measures and performance improvements will be identified and detailed separately within Station action plans. For the carbon footprint of Basingstoke and Deane Group please visit [www.hantsfire.gov.uk/environment-station-carbon-footprint](http://www.hantsfire.gov.uk/environment-station-carbon-footprint)

Station	Weakness	Strength
Basingstoke and Deane Group HQ	Age of building Insufficient insulation in walls and roof Lack of low energy light bulbs	Staff Awareness of environment initiatives e.g. reduce use of fossil fuels, lighting, heating New energy efficient heating system fitted 2008
Basingstoke fire station	Age of building Windows not double glazed Insufficient insulation in walls and roof Non fuel efficient heating System Lack of low energy light bulbs	initial planning for new station commenced November 09 Staff Awareness of environment initiatives e.g. reduce use of fossil fuels, lighting, heating Turnout lights automatic turn off after call out process
Whitchurch fire station	Age of building Single glazed metal framed windows Insufficient insulation in walls and roof Non fuel efficient heating System Lack of low energy light bulbs	Staff Awareness of environment initiatives e.g. reduce use of fossil fuels, lighting, heating Turnout lights automatic turn off after call out process
Kingsclere fire station	Age of building Single glazed metal framed windows Insufficient insulation in walls and roof Non fuel efficient heating System Lack of low energy light bulbs	Staff Awareness of environment initiatives e.g. reduce use of fossil fuels, lighting, heating Turnout lights automatic turn off after call out process
Overton fire station	Age of building Single glazed metal framed windows Insufficient insulation in walls and roof Non fuel efficient heating System Lack of low energy light bulbs	Staff Awareness of environment initiatives e.g. reduce use of fossil fuels, lighting, heating Turnout lights automatic turn off after call out process
Tadley fire station	Age of building Single glazed metal framed windows Insufficient insulation in walls and roof Non fuel efficient heating System Lack of low energy light bulbs	Staff Awareness of environment initiatives e.g. reduce use of fossil fuels, lighting, heating Turnout lights automatic turn off after call out process

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## Community risk reduction measures

### Proposed objective:

Ref: **01**

Short title: **Improving safety in the home**

#### **What and Why?**

We will provide Home Safety Visits (HSVs) to 'at risk' occupiers within the Basingstoke and Deane Group area and to those required as a result of post incident protocols. This will underpin and contribute towards the service corporate priority of People and corporate target of reducing fire deaths, injuries and fires in buildings, through fire safety education and the installation of working smoke detectors.

#### **How and When?**

We will determine and trial initiatives that increase Group capacity to undertake more targeted HSVs whilst pursuing referral schemes with stakeholder agencies. The generation of HSV referrals will be directed at target groups considered to be most at risk from fire deaths and injury within the Basingstoke and Deane area using the Mosaic risk profiling: These groups are:

1. Older people with high care needs.
2. People living in deprived areas.
3. Low income families.
4. BME Groups.

We will also seek to establish a formal partnership locally as an effective mechanism for generation of HFSV referrals for other at risk groups.

<b>Which of our corporate priorities does this objective support, and how?</b>		
<b>People</b>	✓	Home Fire Safety visits help protect the most vulnerable people in our communities.
<b>Property</b>	✓	Improved awareness and understanding help to prevent accidental property fires occurring.
<b>Environment</b>	✓	Reduced numbers of fires occurring will reduce carbon emissions from the incidents themselves and our attendance.
<b>Community</b>	✓	Less fires occurring will contribute to safer and stronger communities.
<b>Resources</b>	✓	Resources and finance diverted into community safety activity will mean a reduction in operational response activity and better use of resources.
<b>How will we measure and evaluate success?</b>		
<b>Outputs</b>		
Year one - the Group has completed 750 for the year April 09 to March 10 – average of one per pumping appliance per day.		
Year two - the Group will complete an average of 750 for the year April 09 to March 10 – average of one per pumping appliance per day.		
Year three - the Group will complete an average of 750 for the year April 09 to March 10 – average of one per pumping appliance per day.		
<b>Outcomes</b>		
These home safety visits will contribute to the overall reduction in fires, deaths and injuries across Hampshire in pursuance of our target of a 25% reduction by 2012.		
<b>Any other background information or comments? Links to partner organisations?</b>		
Links to: HFRS Community Safety Strategy, Service Delivery Risk Register, Primary Care Trust Partnership and Basingstoke and Deane Community Safety Forum.		
<b>Indicator / Target (eg, LAA, LPI, BVPI)</b>		
LPI 1 – HFSV's conducted BVPI 142 –Number of fires; BVPI 143 Number of deaths and injuries; Service Delivery Risk Register 01 and 02 LAA – NI 49 Number of primary fires and related fatalities and non-fatal casualties excluding precautionary check ups. NI Sanctuary Schemes		
<b>People Impact Assessment:</b>		
PIA of Home Safety Visits completed centrally and available from HQ.		



## Group Plan 2009 - 2012

### Proposed objective:

Ref: **02**

Short title: **Reducing arson in our area**

#### **What and Why?**

Environmental Visual Audits are designed to support activity around community safety and cohesion. The audit identifies areas and materials that are vulnerable from risk of anti social behaviour including deliberate fire setting. The audit raises the profile of a risk that needs to be addressed to improve life and well being in the local area

We have developed Environmental Visual Audits working with the Local Authority, Community Wardens and Police to reduce incidents of anti social behaviour and more especially arson. We have developed a Vulnerability Awareness Form in partnership with Basingstoke and Deane Community Safety Team to identify vulnerable buildings, materials and people.

#### **How and When?**

Working in partnership with Basingstoke and Deane Borough Council we have provided Environmental Visual Audit forms and guidance documents to all front line fire engines at both wholetime and retained fire stations. The audit is to alleviate fire and anti-social behaviour to make our neighbourhoods a safe place to live and work. During the audit we will identify and report on:

- vulnerable premises;
- vulnerable vehicles;
- vulnerable people.

We aim to conduct Environmental Visual Audits in the Basingstoke and Deane area in the most economic and effective manner by using our station based personnel and Protection staff reporting our findings to the Borough Council or Enforcement Agencies on return to our fire station. We will monitor the success of the audits against the service's target of reducing the number of deliberate fires.

**Which of our corporate priorities does this objective support, and how?**

<b>People</b>	✓	Environmental Visual Audits help in identifying vulnerable people and areas where the likelihood of deliberate fire-setting is high.
<b>Property</b>	✓	Identifying vulnerable premises that are most likely to be accessed and set on fire.
<b>Environment</b>	✓	Reduced numbers of fires occurring will reduce carbon emissions from the incidents themselves and our attendance.
<b>Community</b>	✓	A reduction in arson will contribute to safer and stronger communities.
<b>Resources</b>	✓	Resources and finance diverted into community safety activity will mean a reduction in operational response activity and better use of resources.

**How will we measure and evaluate success?****Outputs**

Year one - 20 Environmental Visual Audits completed per month, 2 LIFE Youth Engagement courses and 2 Princes Trust courses.  
Year two - 25 Environmental Visual Audits per month. 2 LIFE Youth Engagement courses and 2 Princes Trust courses.  
Year three - 30 Environmental Visual Audits per month.

**Outcomes**

- Reduce the number of deliberate fires by 20% by 2012.

**Any other background information or comments? Links to partner organisations?**

- Basingstoke and Deane Community Safety Forum.
- Basingstoke Community Intelligence Team.
- Arson Task Force.
- HFRS Protection staff

**Indicator / Target (eg, LAA, LPI, BVPI)**

BVPI 142 iii; BVPI 143i and ii; NI 49;  
LAA - NI 17 Perceptions of anti social behaviour; NI 33 (Arson Incidents) Number of deliberate primary and secondary fires.  
Service Delivery Risk Register 01

**People Impact Assessment:**

Group Manager – PIA TC9/09.

## Proposed objective:

Ref: **03**

Short title: **Engaging with our community**

### What and Why?

We will direct our resources towards the people most at risk, across the spectrum of our diverse community, within the Basingstoke and Deane area to reduce accidents and injuries within our built environment and on our roads. We will engage with all groups to ensure they are able to access our community safety and response services.

We recognise that identified vulnerable groups are at a greater risk to incidents of fire and road traffic collisions. We will target our resources to engage with these groups.

We recognise the links between anti social behaviour and deliberate fire setting and as a consequence we will work with young people to develop them, improve their opportunities and help reduce anti social behaviour in the community.

Engaging with targeted vulnerable groups will ensure that we use our resources in the most effective and efficient manner, in doing this we will make their life safer.

### How and When?

We will continue to develop partnerships with agencies that have regular contact with our identified vulnerable groups of people, this will assist us in engaging with identified persons for community safety education.

We will continue to support and develop young people within the Young Firefighters Association (YFA) scheme currently in Basingstoke. This will be done by providing direction and guidance through a structured programme which will provide them with the knowledge and attributes to become responsible adults.

We will endeavour to deliver two Local Intervention Fire Education (LIFE) courses each year and actively seek funding from Basingstoke and Deane Borough Council in order to deliver this initiative We will support Prince's Trust team by obtaining referrals for vulnerable young people in our area so that they may seek opportunities through this alternative learning programme. We will work with HCC Road Safety council to engage in initiatives to reduce the number of accidents causing death or serious injury.

<b>Which of our corporate priorities does this objective support, and how?</b>		
<b>People</b>	✓	Education of people to improve safety in the home and on our roads to reduce accidents and injuries.
<b>Property</b>	✓	Improved awareness and understanding help to prevent accidents in buildings and vehicles.
<b>Environment</b>	✓	Reduced numbers of fires and vehicle accidents occurring which will reduce carbon emissions from the incidents themselves and our attendance.
<b>Community</b>	✓	Less fires and road accidents occurring will contribute to safer and stronger communities.
<b>Resources</b>	✓	Resources and finance diverted into community safety activity will mean a reduction in operational response activity and better use of resources.
<b>How will we measure and evaluate success?</b>		
<b>Outputs</b>		
Year one - 750 HFSV, 2 LIFE courses, 18 RTC reduction programmes 2 Princes Trust courses completed.		
Year two - 750 HFSV, 2 LIFE courses, 20 RTC reduction programmes. 2 Princes Trust Team Programmes.		
Year three - 750 HFSV, 2 LIFE courses, 22 RTC reduction programmes.		
<b>Outcomes</b>		
<ul style="list-style-type: none"> <li>• Community Engagement will contribute to the overall reduction in fires, deaths and injuries across Hampshire in pursuance of our target of a 25% reduction by 2012.</li> <li>• A reduction in road deaths and serious injuries by 40% by 2012.</li> <li>• Reduce the number of deliberate fires by 20% by 2012.</li> </ul>		
<b>Any other background information or comments? Links to partner organisations?</b>		
Links to HFRS Community Safety Strategy and Hampshire County Council Road Safety Strategy.		
<b>Indicator / Target (eg, LAA, LPI, BVPI)</b>		
LPI 1 – HFSV's conducted; BVPI 142 –Number of fires; BVPI 143 Number of deaths and injuries;		
LAA – NI 49 Number of primary fires and related fatalities and non fatal casualties; NI 47 People killed or seriously injured in road traffic accidents; NI 48 Children killed or seriously injured in road traffic accidents; NI 17 Perceptions of anti social behaviour; NI 33 (Arson Incidents) Number of deliberate primary and secondary fires; NI 6 Participation in regular volunteering.		
Service delivery Risk Register 01,02,05		
<b>People Impact Assessment:</b>		
PIA of Community Engagement completed by Group Manager and available from HQ.		

## Proposed objective:

Ref: **04** Short title: **Reducing our impact on the environment**

### What and Why?

We recognise the need to reduce the impact on our environment in everything we do.

We know that burning fossil fuels in our vehicles and workplaces releases carbon emissions which cause climate change. This will also make the conservation of water more important in the coming years. We will therefore in the performance of our activities consider our impact on the environment.

We also recognise that fires in buildings and vehicles also have an impact on the environment and reducing these fires will assist in the effect on the environment.

### How and When?

The energy we use at our workplaces is likely to be our biggest contribution to climate change. The majority of our consumption is used for heating, hot water, lighting and the use of electrical devices. We will therefore identify where reductions can be made and encourage our workforce to use resources in a more thoughtful and efficient manner to reduce our carbon emissions.

We will consider the impact of our operational activities on the environment by ensuring the efficient use of water for fire fighting, and being aware of the harmful long term effect fire water run off can have on soil, rivers and groundwater.

By identifying and delivering effective training to our personnel we will embed consideration for the environment into our actions when dealing with fires and other incidents.

We will monitor this on a quarterly basis and advise our employees of best practice in considering the best environmental solutions. Protection Officers will continue to improve their energy savings by working remotely using mobile technology.

<b>Which of our corporate priorities does this objective support, and how?</b>		
<b>People</b>	✓	Reducing carbon emissions will provide a better environment for people to live.
<b>Property</b>	✓	Improved awareness of environmental issues will ensure of buildings are well managed.
<b>Environment</b>	✓	Reducing carbon emissions and re-cycling will ensure our environment is maintained to benefit all.
<b>Community</b>	✓	By taking this approach will benefit our community in the short, medium and long term.
<b>Resources</b>	✓	Using our resources in an efficient and effective manner will provide a better environment and make financial savings.
<b>How will we measure and evaluate success?</b>		
<b>Outputs</b>		
Year one - We have reduced our carbon footprint by 5% and our energy used within the group has been reduced by 5%.		
Year two - We will further reduce our carbon footprint by 5% and further our energy used within the group will be reduced by 5%.		
Year three - By 2012 will have reduced our carbon footprint by 20% and our energy used within the group by 20% to achieve our corporate target.		
<b>Outcomes</b>		
Our energy reduction and recycling methods will in our places of work and vehicles will be carried out in pursuance of our target of a 20% reduction by 2012.		
<b>Any other background information or comments? Links to partner organisations?</b>		
Links to HFRS Community Safety Strategy and Hampshire County Council Road Safety Strategy.		
<b>Indicator / Target (eg, LAA, LPI, BVPI)</b>		
BVPI 142 –Number of fires; LAA – NI 185 CO <sub>2</sub> reduction from Local Authority operations; NI 186 Per capita CO <sub>2</sub> emissions in the LA area; NI 188 Adapting to climate change; NI 194 Level of air quality.		
<b>People Impact Assessment:</b>		
PIA Mobile working Protection Officers. Lone Working Service Policy.		

## Proposed objective:

Ref: **05** Short title: **Community response**

### What and Why

The Basingstoke and Deane Group is served by five fire stations one at Basingstoke which is continuously crewed 24 hours per day 365 days a year with a retained support crew and four stations at Kingsclere, Overton, Tadley and Whitchurch solely crewed by firefighters employed on a Retained Duty System (RDS) contract responding from their home or place of work by alerter contact should they be required for an emergency.

Our staff employed on an RDS contract live and work within their communities and we must ensure they have mechanism's in place to ensure the fire engine is available 24 hours a day 365 days a year. We will strive to deliver the necessary resources, support and training so that they are available and competent in their role should they be called upon if an emergency requires their assistance.

### How and When

During 2010 we will continue to identify recruitment initiatives in order to attract people to join our Fire and Rescue Service from our local towns and villages that reflect the diversity of the local community.

We will deliver an annual Group campaign inviting members of the community including local businesses, residents and members of the District and Parish Councils to promote their local station with information on the benefits of allowing employees and family members to leave their place of work or home to respond and assist at an emergency.

With support from the Services Training Department we will ensure that our employees receive the appropriate training so that they achieve competency across a wide range of skills. This will be tested by regular multi station and Group exercises. The development needs for all staff will be identified and communicated through the service's Personal Development Review System which will be conducted each year. We will collect Site Specific Risk Information on identified buildings to aid fire fighters should incidents occur at these premises. In order to confirm the water supplies that may be needs during operational incidents we will undertake to review 50% of our hydrants in the group during the year and feed the information into the service HYDRA system.

**Which of our corporate priorities does this objective support, and how?**

<b>People</b>	✓	By ensuring our resources are available 24/7 we will be able to respond quickly to emergencies with appropriate assets.
<b>Property</b>	✓	Prevent and protect fires in buildings.
<b>Environment</b>	✓	Minimise detrimental impact on the environment of fires and other emergencies.
<b>Community</b>	✓	We are better able to contribute to a wide range of activities for safer and stronger communities.
<b>Resources</b>	✓	Maintaining our resources will provide a more effective and efficient response to our community.

**How will we measure and evaluate success?**

**Outputs**

Year one - Annual Area Recruitment Campaign / Continuous Local Recruitment – 100% availability.

Year two - Annual Area Recruitment Campaign / Continuous Local Recruitment – 100% availability. Four Group exercises, Eight SSRI inspections per month. 50% Hydrant inspection.

Year three - Annual Area Recruitment Campaign / Continuous Local Recruitment – 100% availability. Four Group exercises, Eight SSRI inspections per month. 50% Hydrant inspection.

**Outcomes**

- Reduce the number of deliberate fires by 20% by 2012.
- Achievement of Response standard.
- Corporate Target – Diverse Workforce to reflect local population.
- Achievement of work place assessments.

**Any other background information or comments? Links to partner organisations?**

- Gender Equality Scheme 2007 – 10.
- National Single Point Of Entry.
- HR Workforce Planning.
- Completion of Personnel Development Review System.

**Indicator / Target (eg, LAA, LPI, BVPI)**

BVPi Ethnic Staff; BVPi2a Equality Standard; BVPi2(10) Women Firefighters; BVP3 Public Satisfaction;  
LPi20a Speed of Response; LPi20b Average Response.  
Service Delivery Risk Register 02,03 and 04

**People Impact Assessment:**

Human Resources Department. / Training Department complied by SHQ.

## Proposed objective:

Ref: **06**

Short title: **Our built environment**

### What and Why?

We understand that our Built Environment consists of many different building uses. Our knowledge base shows our major risks as being, Residential/Care, Commercial/Retail, Heritage and Houses in Multiple occupation.

Persons visiting, working or making use of any of the above facilities have the right to be safe from the risk of injury from fire. Statutory legislation requires that fire safety standards are adequate and sufficiently maintained. Changes in legislation has meant that persons in charge of premises have a duty of care to employees and members of the public that visit their premises.

### How and When?

Using intelligence led data, a pre-determined inspection programme will be used to Audit premises identified as being high risk. In addition complaints or intelligence from response staff that must be dealt with urgently will be Audited within set timescales. Priorities for Audits will be given to those premises that are identified through local partnership agreements and as a result of our involvement within the Local Strategic and Crime and Disorder Reduction Partnerships.

To increase awareness of risk within our Built Environment all Response staff will receive additional training on how to identify and report on Fire Safety deficiencies.

To ensure all new builds and new licensable premises comply with current regulations, all statutory consultations will be assessed and comments made to the applicant to ensure compliance within set timescales.

## Which of our corporate priorities does this objective support, and how?

<b>People</b>	✓	Education of people to improve safety in the Built Environment will reduce accidents and injuries.
<b>Property</b>	✓	Improved awareness and understanding help to prevent accidents in buildings.
<b>Environment</b>	✓	Reduced numbers of fires will reduce carbon emissions from the incidents themselves and our attendance
<b>Community</b>	✓	Less fires will contribute to safer and stronger communities.
<b>Resources</b>	✓	Resources and finance diverted into community safety activity will mean a reduction in operational response activity and better use of resources.

## How will we measure and evaluate success?

### Outputs

Year one -

- Our fire safety regulation team will increase our annual target by 10% to 616 audits in the north east of Hampshire from April 2009 to March 2010.
- Urgent action requests resolved in 24 hours for High Life Risk – seven days for Medium to Low Risk.
- Give one specialised Fire Safety training input per year to all response staff.
- Identify Heritage risk during first year with a view to Audit all identified risks within a three year period.
- Return all Statutory Consultations to Responsible Authority within a 14 working period, 100% of the time.

Year two -

- Our Fire Safety regulation Team will carry out audits from April 2010 to March 2011.
- Urgent Action requests will be attended within 24 hrs for High Life Risk – seven days for medium to low risk.
- Our staff will continue to complete the specialised fire safety training input to all staff as stated in year one.
- Our staff will audit 50% of all heritage risk identified during year one which comes under the Fire Safety Order 2005.
- Our staff will return all statutory consultations to responsible authorities within a 14 day working period 100% of the time.

Year three -

- Our Fire Safety regulation Team will carry out audits from April 2010 to March 2011.
- Urgent Action requests will be attended within 24 hrs for High Life Risk – seven days for medium to low risk.
- Our staff will continue to complete the specialised fire safety training input to all staff as stated in year one.
- Our staff will audit 50% of all heritage risk identified during year one which comes under the Fire Safety Order 2005.
- Our staff will return all statutory consultations to responsible authorities within a 14 day working period 100% of the time.

## Outcomes

- Community Engagement will contribute to the overall reduction in fires, deaths and injuries across Hampshire in pursuance of our target of a 25% reduction by 2012.
- Inherent Risk of Built Environment reduced.

## Any other background information or comments? Links to partner organisations?

A trial is being planned for the North East of the county. This trial will assess the impact of having Prevention, Protection and Response activities coordinated by one Group Manager in each response group. The results from this trial will inform the future structure of the response groups in Hampshire. HFRS have supported the national guidance document being produced by CFOA which gives fire services direction on the use of Response staff to conduct low level fire safety audits. This document is expected to be published in the summer of 2010. Once received HFRS will consider its implications in the use of its staff and the ongoing trial taking place in the Group.

## Indicator / Target (eg, LAA, LPI, BVPI)

Service Delivery Risk Register 03 and 04;

BVPI 207 Fires in non domestic premises;

BVPI 142 Number of fires;

BVPI 143 Number of deaths and injuries;

LAA – NI 7 Environment for a thriving third sector; NI 49 Number of primary fires and related fatalities and non-fatal casualties excluding precautionary check ups; NI 33 (Arson Incidents) Number of deliberate primary and secondary fires; NI 160 Local Authority tenants satisfaction with landlord services; NI 183 Impact of Local Authority regulatory services on the fair trading environment.

## People Impact Assessment:

PIA Community Engagement completed by Group Manager and available from HQ.

PIA Review of all Fire Regulation Team activities being completed by CS Training and Development.

PIA Mobile working for Protection staff.



## Group Plan 2009 - 2012

### Proposed objective:

Ref: **07**

Short title: **Partnership working**

#### What and Why?

To ensure our intelligence is accurate and relevant to the Communities needs, close liaison with strategic partners is imperative. To achieve a more efficient and effective resolution regarding specific issues surrounding risk reduction, it is recognised that a joint approach is the quickest way to success.

The advantages of partnership working are already evident and we will further continue the work with our established partners to improve on previous achievements. We will identify new partners where it is thought that collaboration will support the communities needs and achieve effective risk reduction.

#### How and When?

Our partnerships within our Local Authority are especially important. Joint working with Environmental Health, Licensing, Building Control, Planning and Housing will continue. In particular our work with Housing promoting the LACORS guidance has meant all new applications for Houses in Multiple occupation are jointly assessed against these standards improving Fire Safety. Our commitment to assist in an annual seminar helps landlords in understanding these regulations.

Hampshire is actively participating in the Hampshire Better Regulation Scheme where Enforcing Authorities work together to reduce the legislative burden and achieve better regulation on businesses. Our Fire Safety Regulation Team support this principle and we are aiming to be "Hampton" compliant in all enforcement activities by 2012.

We will attend any request for a Safety Advisory Group (SAG) for a pre-planned event that involves large numbers of members of the public. This ensures that events are well planned and assist's event organizers in facilitating a safe event.

**Which of our corporate priorities does this objective support, and how?**

<b>People</b>	✓	Education of people to improve safety in the workplace to reduce accidents and injuries.
<b>Property</b>	✓	Improved awareness and understanding help to prevent accidents in buildings and vehicles.
<b>Environment</b>	✓	Reduced numbers of fires occurring which will reduce carbon emissions from the incidents themselves and our attendance.
<b>Community</b>	✓	Contribute wherever and whenever appropriate to partner organisations' community priorities and activities. Provide a safer and more sustainable community.
<b>Resources</b>	✓	Resources and finance diverted into community safety activity will mean a reduction in operational response activity and better use of resources.

**How will we measure and evaluate success?****Outputs**

- Year one - Review Partnership agreements with all Statutory Partners.  
Attend Safety Advisory Groups when requested.  
Attend annual Landlords Seminar.
- Year two - Review Partnership Agreements with all statutory partners.  
Attend Safety Advisory Groups when requested.  
Attend annual landlords seminar.  
Develop Hampton Compliant enforcement procedures.  
Develop Hampshire Better regulation Scheme inspecting protocols.
- Year three - As year two.

**Outcomes**

- Community Engagement will contribute to the overall reduction in fires, deaths and injuries across Hampshire in pursuance of our target of a 25% reduction by 2012.
- Reduce the number of deliberate fires by 20% by 2012.

**Any other background information or comments? Links to partner organisations?**

For partnerships within Local Authorities – Basingstoke Inspectors will manage Basingstoke and Deane and Hart District Council.  
Rushmoor Inspectors will manage Rushmoor Borough Council and East Hants District Council.

**Indicator / Target (eg, LAA, LPI, BVPI)**

Service Delivery Risk Register 04 and 05;

BVPI 207 Fires in non domestic premises; BVPI 142 –Number of fires; BVPI 143 Number of deaths and injuries;

LAA – NI 7 Environment for a thriving third sector; NI 49 Number of primary fires and related fatalities and non-fatal casualties excluding precautionary check ups; NI 33 (Arson Incidents) Number of deliberate primary and secondary fires; NI 183 Impact of Local Authority regulatory services on the fair trading environment.

**People Impact Assessment:**

PIA of Community Engagement completed by Group Manager and available from HQ.

PIA Review of all Fire Regulation Team activities being completed by CS Training and Development.

PIA Mobile working for Protection staff.

### Proposed objective:

Ref: **08** Short title: **Reducing preventable incidents**

#### What and Why?

Incidents that may have been prevented cause disruption to the community and financial burden to those affected. They also distract Hampshire Fire and Rescue Authority from performing core duties and concentrating our resources towards high risk premises. The two main preventable incidents that we will concentrate on are Acetylene and Lift rescues.

Whilst trying to prevent certain incidents from occurring it is also our aim to mitigate damage if incidents do occur. This year we will focus efforts on thatched premises which suffer a disproportionate impact from fire and use more fire service resources.

The installation of sprinklers whether commercial or domestic dramatically reduces the impact of fires and ensures our Firefighters are not faced with escalating and uncontrollable fires. Their safety is our paramount concern. Premises which we engage with when educating them on preventable incidents will benefit from smaller financial losses and improve their business continuity plans.

#### How and When?

Our Acetylene reduction visits are now in their third year and we have already had an effect in reducing this type of incident. We will continue to visit known premises and use our response teams to improve our intelligence for interventions. Our command and control database will be regularly updated to ensure responding crews are aware of potential dangers.

Our Fire Safety Regulation team will, whilst carrying out planned audits, discuss the issues surrounding lift maintenance and assist in driving down the amount of rescues that have to be performed. We will identify thatched properties throughout the group and provide our 'Thatched Information pack' to educate and reduce the risk of fire. Where appropriate, the use of sprinklers will be promoted and in some circumstances required. Building Regulation applications that fall under the Hampshire Act will be required to install suppression systems that our Fire Fighters will benefit from. Those premises that have previously been required to install such systems will be Audited to ensure that provisions are being maintained. Good use will be made of our Business Education Team to demonstrate the advantages of investing in such systems.

<b>Which of our corporate priorities does this objective support, and how?</b>		
<b>People</b>	✓	Education of people to improve safety in the workplace to reduce accidents and injuries.
<b>Property</b>	✓	Promote the use of Automatic Sprinkler Systems in High risk Buildings.
<b>Environment</b>	✓	Reduced numbers of fires occurring which will reduce carbon emissions from the incidents themselves and our attendance.
<b>Community</b>	✓	Contribute wherever and whenever appropriate to partner organisations' community priorities and activities.
<b>Resources</b>	✓	Resources and finance diverted into community safety activity will mean a reduction in operational response activity and better use of resources.

**How will we measure and evaluate success?**

**Outputs**

Year one -

- Complete two Acetylene Reduction Visits (ARV's) per month.
- Develop alongside the SHQ strategy a means of introducing Lift maintenance into Audit inspections.
- Deliver with Business Education a Sprinkler Seminar in the North East of Hampshire.
- Identify existing premises that have sprinklers already installed.

Year two

- Complete two Acetylene Reduction Visits (ARV's) per month.
- Deliver with Business Education a sprinkler seminar in the North East area of Hampshire.
- Continue to identify existing premises that have sprinklers already installed.
- Identify thatched premises within the Group .
- Deliver our thatched information pack to 50% of identified premises and include a HFSV as required.

Year three - As year two plus, inspect 50% of sprinklered buildings and deliver thatched information pack to remaining premises.

**Outcomes**

- Community Engagement will contribute to the overall reduction in fires, deaths and injuries across Hampshire in pursuance of our target of a 25% reduction by 2012.
- Reduction in time spent on preventable incidents.

**Any other background information or comments? Links to partner organisations?**

Inspectors in North Group will collaborate and deliver outputs on a risk analysis basis putting resources into high risk areas where necessary.

A trial is being planned for the North East of the county. This trial will assess the impact of having Prevention, Protection and Response activities coordinated by one Group Manager in each response group. The results from this trial will inform the future structure of the response groups in Hampshire.

**Indicator / Target (eg, LAA, LPI, BVPI)**

Service Delivery Risk Register 01,02,03,04 and 05;

BVPI 207 Fires in non domestic premises;

BVPI 142 –Number of fires;

BVPI 143 Number of deaths and injuries;

LAA – NI 7 Environment for a thriving third sector; NI 49 Number of primary fires and related fatalities and non-fatal casualties excluding precautionary check ups, NI 183 Impact of Local Authority regulatory services on the fair trading environment, NI 185 CO<sub>2</sub> reduction from Local Authority operations; NI 186 Per capita CO<sub>2</sub> emissions in the LA area; NI 194 Level of air quality.

**People Impact Assessment:**

PIA of Community Engagement completed by Group Manager and available from HQ.

PIA Review of all Fire Regulation Team activities being completed by CS Training and Development.

PIA Mobile working for Protection staff.

# **Internal Performance Improvements**

## **Group performance management targets**

### **Beacon station targets**

#### **Wholetime Duty System**

- Workplace assessments – on target for 100% completion of risk critical workplace assessments and 75% of other workplace assessments.
- Home Fire Safety visits – on target for 100% completion.
- Sickness absence (short term) – number of shift days lost per person (four, five days).
- Energy usage – Year one - below or equal to three year baseline average/Year two - 3% reduction on three year baseline average.
- Average speed of turnout.
- Personal development reviews – 95% completion.
- Loss/theft of Personal Protective Equipment (target to be agreed).
- Vehicle accidents – low speed and own fault (target = zero).
- Fitness assessments – 100% completion.
- Fire reports – 100% completed and returned within two weeks.
- Community Risk Reduction Initiatives (3).
- Compliance with Working Time Directive via personal development review process.

#### **Retained Duty System Staff**

- Workplace assessments – on target for 100% completion of risk critical workplace assessments and 75% of other workplace assessments.
- Energy usage – Year one - below or equal to three year baseline average/Year two - 3% reduction on 3 year baseline average.
- Average speed of turnout.
- Personal development reviews – 95% completion.
- Loss/theft of Personal Protective Equipment (target to be agreed).
- Vehicle accidents – low speed and own fault (target = zero).
- Fitness assessments – 100% completion.
- Appliance availability – (100% of establishment size).
- Compliance with Working Time Directive – via personal development review process.
- Fire reports – 100% completed and returned within two weeks.
- Community Risk Reduction Initiatives (1).

## **Other performance indicators**

- Number of Safety Events.
- Accuracy and currency of Statutory Workplace Health and Safety inspections.
- Accuracy and currency of Workplace Risk Assessments.
- Percentage of nominated training courses attended.
- Percentage of occasions Standard Crewing is achieved (Wholetime only).
- Percentage of Sickness Absence Return to Work Interviews completed.
- Percentage of Sickness Absence Trigger Point Interviews completed.
- Percentage of Home Fire Safety Visit referrals carried out within 42 days.
- Speed of Attendance at emergency incidents.
- Average time of attendance at incidents.

# Internal Performance Improvement



**2009**

## **Proposed objective:**

Ref: **09-2009** Short title: **Review the delivery of our services in the Kingsclere area**

### **What and Why?**

- Review the provision of service.
- Continued review of Service Delivery throughout Basingstoke and Deane.

### **How and When?**

- Establish project team on 01 04 09.
- Report submitted to Service Delivery by September 2009. Completed.

## Proposed objective:

Ref: **11-2009** Short title: **Review the delivery of our services in the Overton area**

### What and Why?

- Review the provision of service.
- Continued review of Service Delivery throughout Basingstoke and Deane.

### How and When?

- Establish project team on 01 04 10.
- Report submitted to Service Delivery by September 2010.

## Proposed Objective:

Ref: **12-2009** Short title: **Review the delivery of our services in the Tadley area**

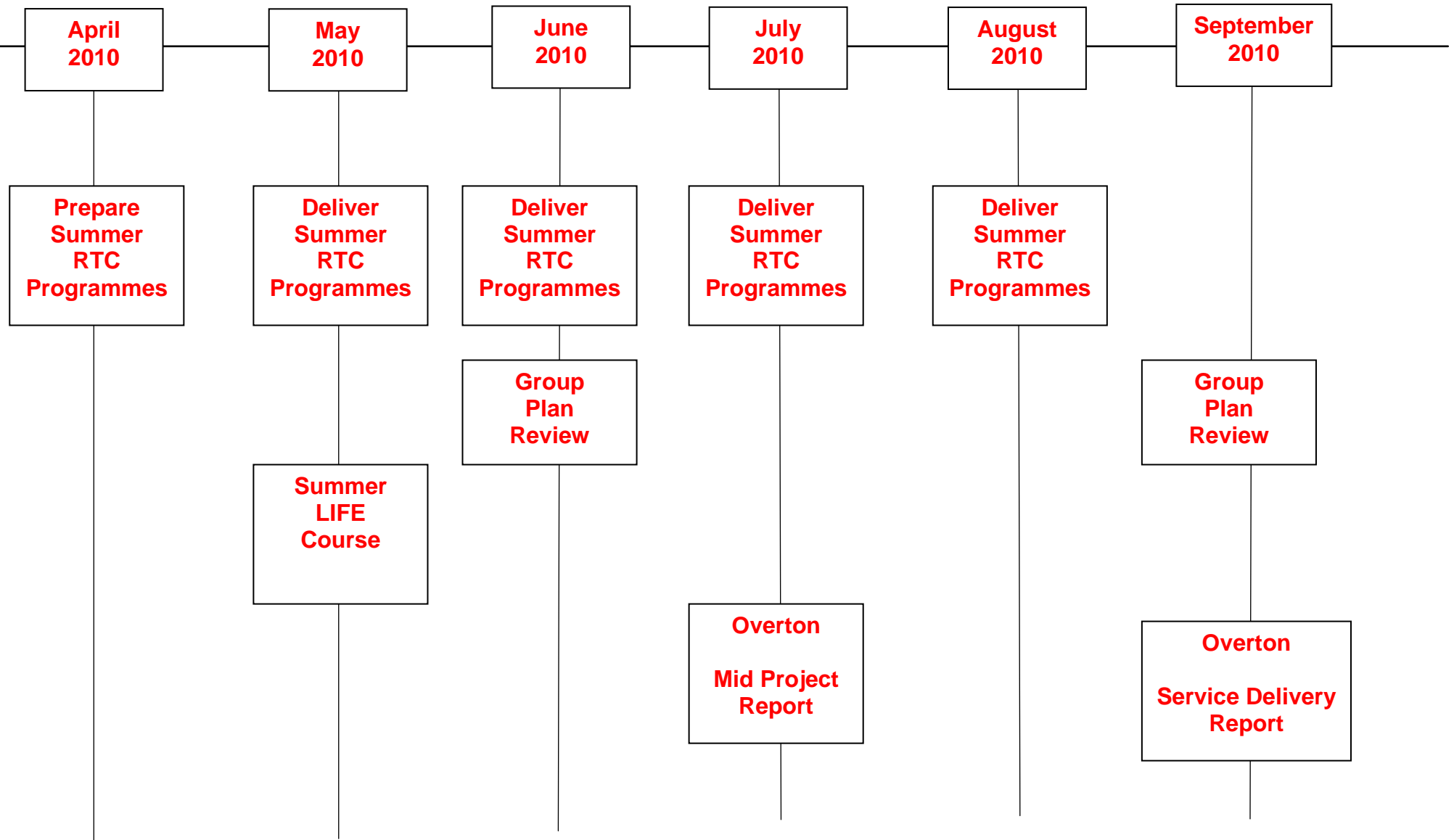
### What and Why?

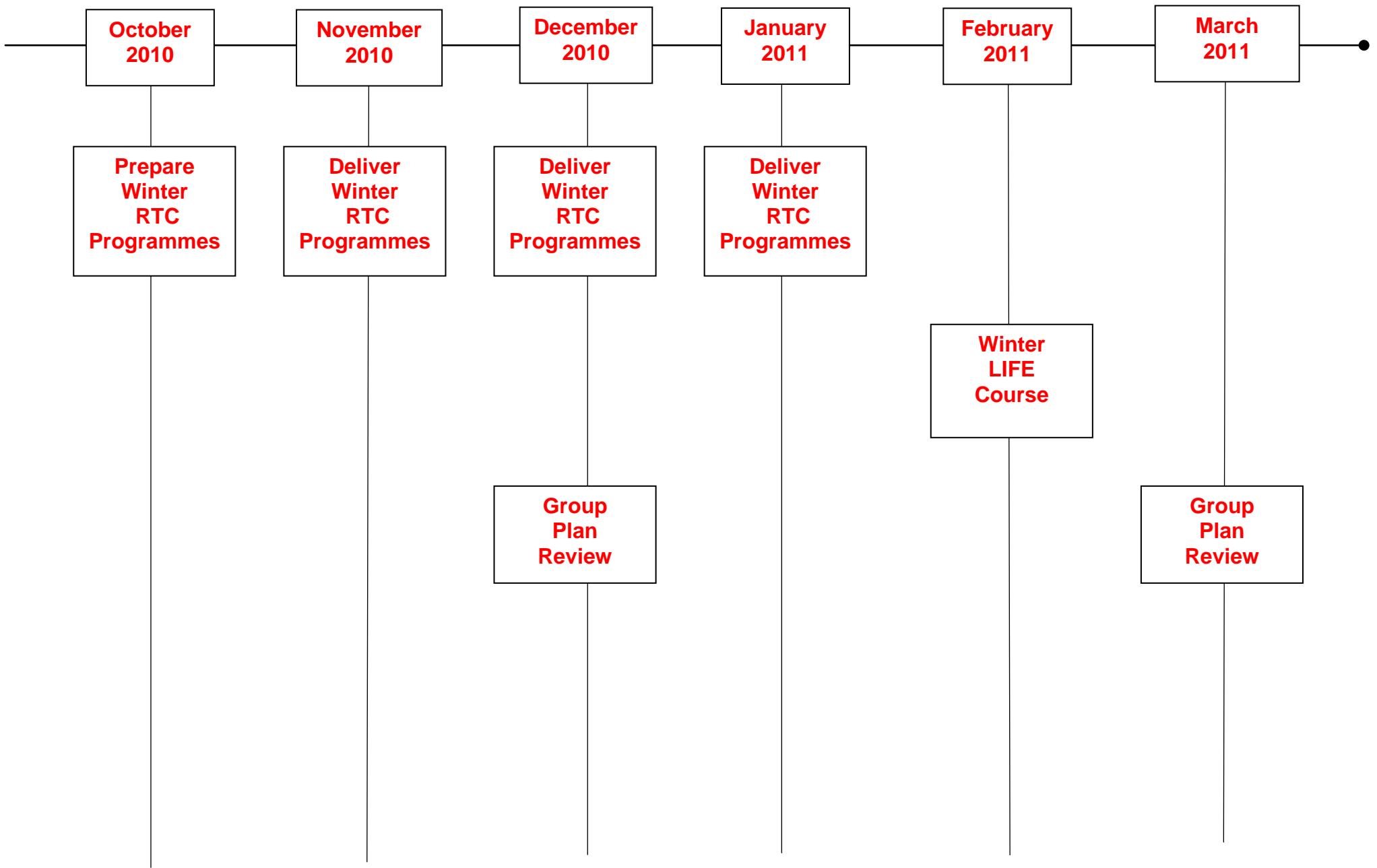
- Review the provision of service.
- Continued review of Service Delivery throughout Basingstoke and Deane.

### How and When?

- Establish project team on 01 04 11.
- Report submitted to Service Delivery by October 2011.

# Community Risk Reduction timeline





## Group risk management

Risk Description and impacts	Current score			Target score			Controls in place to reduce risk	Actions and Initiatives proposed to reduce risk
	Likelihood	Impact	Score	Likelihood	Impact	Score		
Recruitment Of RDS Personnel	4	4	16	3	4	12	Recommendations of local testing centres	Continuous recruitment campaigns
Availability of RDS Appliances	4	4	16	3	4	12	Use of Personnel Reserve	Continuous recruitment campaign
Arson post financial recession	3	4	12	2	3	6	Environmental Visual Audits Youth Engagement Community safety Forum	Community Engagement Arson Reduction Strategy Partnership working
Home Fire Safety Visits in vulnerable areas	3	4	12	2	3	6	Partnerships – Home Fire Safety Referrals	Safer Homes Strategy using Mosaic

Key		
L- likelihood (1 – 5)	X	I- impact (1 – 5) = S – score (1 to 25)
<b>Risk exposure score</b>	<b>Risk description</b>	<b>Colour code/score</b>
16 - 25	High/very high	Red
11-15	Medium	Amber
1-10	Very low/low	Green