

## Summary of previous objectives

Below is the update for each of the outstanding previous corporate objectives, detailing which year of the plan they originated from:

### 2011 – 2014 plan objectives

<b>We will have community facilities at our stations</b>	
What and why?	We will identify community facilities which people consider to be 'essential'. We will work with Hampshire County Council and others to introduce a community facility in at least one of our retained (on-call) stations
How and when?	From April 2011 we will look for ways of identifying stations so we can share our facilities.
Year 2	This 2011 objective has not yet started due to another project that is looking at how we can work jointly with others. When we know the outcomes of this other project, this aim will start as part of a wider project to work more effectively with partners such as Hampshire County Council and Hampshire Constabulary, among others.
Year 3	This project has developed beyond it's original scope and now includes partnership work with Hampshire Constabulary (HC) and South Central Ambulance Service (SCAS). To date our fire stations at Stockbridge and Alresford have been modified to provide shared community facilities with Hampshire Constabulary. Additional stations have been identified for development in 2013. In addition, ten fires stations have been identified as resorting points for use by SCAS.  Status – closed.
<b>We will respond to small fires more effectively in rural areas</b>	
What and why?	In rural areas we will respond to small-fires in the open using a crew of two firefighters in a Land Rover or a small-fires vehicle.
How and when?	We plan to test this idea with a small-fire vehicle in Waterlooville and a Land Rover in Ringwood and Fleet using our retained firefighters. We will run the trial from May 2011 to October 2011 and use the results to decide whether it would be possible and effective to introduce this idea at other stations.
Year 2	In November 2011 we successfully completed a six-month trial, responding to small fires in the open in Fleet, Waterlooville and Ringwood, using smaller vehicles and a crew of two firefighters. We are now evaluating the range of incidents attended and the experience of the crews during the trial. We will identify the benefits of this approach and how, when, and where we can implement this way of responding on a permanent basis.
Year 3	Following the evaluation of the initial pilot we had to consider how this proposal would work alongside Co-responder mobilisations on those stations with both vehicles. Following extensive analysis and

	<p>consultation we have implemented the use of Landover's for small fires across the service from January 2013. Whilst we will continue to monitor these mobilisations as we do with all operational incidents this is now business as usual.</p> <p>Status – closed.</p>
	<p><b>We will respond differently to automatic fire alarms which are in non-domestic properties</b></p>
What and why?	<p>In city areas, an incident commander will respond in a small vehicle to certain AFAs at specific times of the day, according to the risk and need. We will send the normal resources to incidents that are a risk to life. In rural areas an incident commander from a retained station will respond in a small vehicle to certain AFAs.</p>
How and when?	<p>We will run a trial in Portsmouth and Southampton using staff and resources from elsewhere in the service. In rural areas we will trial a scheme at Botley and Romsey. We will start the trial in a city by April 2011, and in rural areas by October 2011. We will evaluate how effective they have been after 12 months.</p>
Year 2	<p>Most automatic fire alarms are false alarms. This means they take up the time of our firefighters and equipment unnecessarily.</p> <p>We have started our trial of responding to unwanted fire-alarm calls differently in the cities of Portsmouth and Southampton. We are now responding in a small vehicle as a non-emergency response to automatic fire alarms in business premises during normal working hours. We will evaluate this when the trial is finished to see if it is the best way to respond to these incidents in the future.</p> <p>Alongside our objective to 'respond to road-traffic accidents in rural areas more effectively', we have worked with station personnel at Romsey and Botley to develop a trial to respond differently to these types of calls. From working with retained (on-call) staff we have learnt that our proposed trial would not operate effectively or deliver the necessary benefits. We will now monitor the outcomes of the trial in the cities of Portsmouth and Southampton to see if we can adopt a similar approach in rural areas in the future.</p>
Year 3	<p>We have conducted a trial of responding to unwanted fire signals in certain non-domestic premises during business hours with our Business Fire Safety Officers. In order to broaden the data set available for evaluation and to assess our future strategy we have decided to continue this trial until December 2013. Following this trial and fully considering the outcomes of national work we will develop a new strategy for responding to this type of incident in the future. The development of this strategy will be very closely linked to the operational functionality and flexibility that will be afforded by our new Command and Control system.</p> <p>Status – open.</p>

<b>We will respond to road-traffic accidents (RTAs) in rural areas more effectively</b>	
What and why?	In rural areas, as well as the normal PDA, we will send an incident commander from the local retained station who will respond in a suitable small vehicle directly to RTAs. This will allow us to reach accidents earlier. The responder will gather information, carry out a risk assessment and decide what resources we need to deal with the accident. This will only operate in areas where we have co-responders. We will also send a co-responder as well as the PDA .
How and when?	We will carry out a trial at Botley and Romsey, as these are the most suitable locations, based on our risk information. We will introduce this scheme by October 2011 and evaluate it after 12 months. If the scheme is successful, we will introduce this way of working in other suitable rural areas across the county.
Year 2	We know that in parts of our county we are not currently meeting our target of getting to road-traffic accidents within eight minutes. To improve this we developed a trial with local staff at Botley and Romsey. We respond to road accidents with the usual attendance, as well as sending direct to the incident an incident commander from the local retained (on-call) fire station in a suitable small vehicle. As a result of this action, we found that the proposed trial would be challenging for retained staff to maintain effectively. This has been an important process. The combination of learning from other trials, such as responding in a different way to small fires in rural areas, as well as developments in other fire and rescue services, shows us there are better ways of responding more effectively to road-traffic accidents. We are now considering other ways of improving our response to road-traffic accidents.
Year 3	We continually review how we respond to different types of incidents. As we found out, the initial concept of the objective would have been too challenging. This work will now be incorporated in to our new priority of 'responding to incidents'.  Status – closed.
<b>We will use energy more efficiently at our buildings</b>	
What and why?	We know we can do more to reduce the negative effect we are having on the environment. This includes reducing the amount of energy and water we use in all of our buildings.
How and when?	From April 2011 we will use some of our current income to pay for energy saving schemes, and find new funding where possible. We will use the money we save to carry out further work which will help us to reduce the effect we are having on the environment.
Year 2	We have made good progress by prioritising building improvements which also reduce maintenance costs, such as installing double glazing in many of our buildings. As well as reducing heat loss, this reduces our ongoing costs for window maintenance and redecoration

	<p>outside. As a result, we can use more of the budget on energy-efficiency measures. During 2012 we will be publishing a five-year plan for managing carbon. This shows what other energy-saving schemes we will be doing and how we will be paying for these.</p>
Year 3	<p>The Service's Carbon Management Plan was approved in July 2012 with its target that:</p> <p>"Hampshire Fire and Rescue Service will reduce the carbon emissions from its buildings and business travel by 30%, from a 2010-2011 baseline of 4670 tonnes CO<sub>2</sub>, by the end of March 2016".</p> <p>This included a commitment to investment of £1.17 million; with the majority of that investment being in energy efficiency. The Carbon Management Programme puts the Plan into action; providing a clear mechanism to deliver the corporate objective and strong governance for monitoring progress. We are carefully integrating our maintenance and energy efficiency work and the first phase of energy efficiency measures is well underway. Continued work and commitment to achieving this will be incorporated in to our new priority of 'assets and money' and reporting of progress will be done through the Finance and General Purposes Committee.</p> <p>Status – open.</p>
	<p><b>We will improve 'Operational Diversity' to help reduce the different risks people face in the community</b></p>
What and why?	<p>We will be looking for ways to better communicate with people in Hampshire. We want to improve the way we work with other organisations who work in the community, and we will improve the way we collect and use information to help make sure our services better meet people's needs.</p>
How and when?	<p>We will start collecting our information from April 2011, and we will use it to help us make our plans for April 2012.</p>
Year 2	<p>We continue to work with our partners and involve various groups to help improve our understanding of the different risks people face, how to better involve various people in the community, and where we can best focus our resources to provide the best service we possibly can. We are developing a more sophisticated understanding of how to involve diverse groups and gather information that will help us to better understand the risks they may face. Our emphasis is moving towards using information we can get easy access to and where we can use information gathered by others and our partners.</p>
Year 3	<p>By accessing data and building relationships with others, such as adult social services, we continue to improve our understanding of vulnerability and our ability to access those who are vulnerable. We are exploiting opportunities to collaborate with others, share data and improve understanding through a number of routes . These include signing up to the Hampshire Hub and supporting academic</p>

	<p>research.</p> <p>Whilst we will not gather data unnecessarily we also do not want to miss opportunities to gain insight from the public. We are currently running workshops with internal and external groups to consider opportunities for gathering information from those who use our services. We will have a clear set of tests to confirm that any question we intend to ask is valid and valuable and will improve our understanding of risk and targeting of resources. We will seek to avoid adding additional processes and align the gathering of any such data with work already being undertaken - such as the complete a Home Safety Visit or, where appropriate, during the process of a Fire Investigation.</p> <p>We have a number of potential work packages that may follow the above work shops. Subject to the findings from the work shops any work packages to be progressed will be moved within the business of either our Community Risk Intelligence Team and Community Safety Prevention Team.</p> <p>Status – open.</p>
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### 2010 – 2013 plan objectives

<b>Tackling small fires in a better way</b>	
What and why?	We will introduce special team to prevent and deal with these non-critical incidents.
How and when?	We will introduce a small-fires vehicle to work across Southampton from April 2010. We will then introduce small-fires vehicles in Basingstoke and Portsmouth in 2011. In Southampton and Basingstoke the small-fires vehicles will work 24 hours a day. They will be crewed jointly with the aerial ladder platform. In Portsmouth, this team will come from second-line availability each day and will be crewed at times when most small fires occur.
Year 2	The small-fires vehicle in Southampton responds from Redbridge fire station to small fires in the areas covered by Redbridge and St Mary's fire stations. The Community Safety Liaison Officer is part of this vehicle's crew. After assessing the use of the SFV, SFVs will be introduced in Basingstoke and Portsmouth in 2011.
Year 3	After reviewing the success of the small-fires vehicle in Southampton, we will introduce the same in Portsmouth and Basingstoke during 2012. When we can do this depends on the time it takes to build these new vehicles. This allows us to deal more effectively with small fires that are not within buildings, so using our resources (fire appliances, equipment and staff) more effectively. This then means that front-line fire appliances are kept available for critical incidents.
Year 4	The Small Fires Vehicles have now been introduced in Southsea and Basingstoke and are operating very effectively. As expected they are attending the majority of small fires in their areas and this is leaving

	<p>the major appliances available for other incidents. We will continue to monitor these mobilisations as we do with all operational activity, and we will continue to assess whether other areas of the county would benefit from Small Fires Vehicles. This is now business as usual.</p> <p>Status – closed.</p>
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**2009 – 2012 plan objectives**

	<b>Develop efficient and flexible working (crewing) at our fire stations</b>
What and why?	<p>We will review working arrangements at fire stations to find more flexible and efficient ways of making the best use of our staff. In doing so, we will continue to make sure that we continue to respond effectively to emergencies.</p> <p>Our current arrangements do not make the best use of our staff. We want to improve this by providing more flexible ways of working. We will not be reducing the number of staff at this point.</p>
How and when?	<p>We will do the work in three stages:-</p> <p>Stage one: From June 2009 we will continue to reduce the number of staff available that are not needed on specific watches and move them to where they are needed. This is know as our 'personnel reserve' system. We will provide this 24 hours a day, seven days a week.</p> <p>Stage two: We will reduce the number of people needed on specific watches and give firefighters other roles. If we need more firefighters on a specific watch, we will use some from the personnel reserve and, in the longer term, from a 'staff bank' (a group of available staff). This stage will start in October 2009.</p> <p>Stage three: We will research and develop a yearly approach to planning shifts. This allows staff based at stations to be more flexible and make sure that the quality of our service is not reduced. We plan to introduce this in April 2010.</p>
Year 2	<p>We have reviewed the crewing arrangements at our full-time fire stations. This has helped us make the best use of our staff and move a number of staff on watches, who are not directly employed in crewing fire engines, to other important risk-reduction work.</p> <p>We have identified some longer-term opportunities to move our staff into other areas, which will reduce the number of firefighters on specific watches around the county and help to reduce the risks in Hampshire. This has allowed us to test our personnel reserve system and develop a staff bank for the future. This will make sure we can always crew our fire engines efficiently.</p> <p>Our firefighters at Fareham and Gosport have been a main part of our review of current shift patterns. We plan to carry out some flexible working trials. This will start in spring 2010. We believe that trialling different work patterns can improve the amount of flexibility that staff have.</p>
Year 3	<p>The Efficient and Flexible Crewing (EFC) project has been extremely effective at releasing our staff from fire stations to get involved in a wide variety of other important activities, as well as maintaining our fire engines so that they are ready when we need them. The EFC project continues to play a vital role in making sure we manage our front-line staff (those who are watch-based at fire stations), which is our most expensive and valuable resource, in an efficient way to meet future</p>

	<p>financial challenges.</p> <p>The final part of the EFC project is to allow watch-based staff to be more flexible. The trials of a new working pattern are scheduled to start at Fareham and Gosport fire stations in 2011. These trials will maintain the current duty system, but will allow staff to be more flexible.</p>
Year 4	<p>This objective to develop efficient and flexible crewing at our fire stations has been extremely effective since we put it into practice, managing to achieve over £800,000 worth of efficiencies and cash savings so far.</p> <p>We officially launched the final stage in April 2011, with trials of a new working pattern being carried out at both Fareham and Gosport fire stations. Although it is still early days, the feedback is extremely positive with a full evaluation planned by the end of December 2012. Current information gathered from the trial has already suggested various operational improvements which could be put into practice.</p>
Year 5	<p>This objective has exceeded expectations since its introduction. We have reported efficiency savings of over £800,000, alongside cash savings of £1.45m due to the removal of 40 firefighter posts.</p> <p>The final stage of the project, which is trialling new working patterns at some fire stations, is under way as previously reported. We are currently waiting for the full evaluation of these trials to be completed, however initial feedback looks extremely positive. Further reporting on the performance and development of this will be done throughout 2013.</p> <p>Status – open.</p>