Guildford Prevention and Protection Plan

Service Priority Area	Aim	Area Lead				
Reduction in number and severity of Accidental Dwelling Fires (ADF)	Targeted community safety work to reduce the risk in people's homes and limit the impacts of fire on the community	Borough Manager				
Narrative	Objective	Objective	Performance	Out	put	Stratogia Outcomes
Narrauve	Objective	Lead	Indicator	Target	Actual	Strategic Outcomes
Free Home Fire Risk Checks (HFRC) provide an opportunity for service personnel to visit residents within the borough of Guildford, providing tailored home fire safety advice, appropriate to the individual residents specific domestic risks. Our targeted campaigns will ensure that we visit the most vulnerable members of the community to ensure the risk of fire is reduced and that they are safer in their homes.	We will carry out 2 targeted campaigns in the locations detailed below. 80% of the targeted premises will include 'high-risk' properties: Westborough Bushy Hill [Enter Location & Date]	Ff Edwards CM Moran Ff Cubit Ff Pinto [Insert Individual(s) Name] [Insert Individual(s)	BVPI 142ii – Number of primary fires (Annual Target [Insert Annual Target]) BVPI 142iii – Number of accidental fires in dwellings (ADF) (Annual Target [Insert Annual Target])	80 [Insert Number] [Insert Number]		Sustainable Community Strategy (SCS) – Children & Young People (Priority B): Improve the safeguarding of Surrey's most vulnerable children and young people. SCS – Health & Well- being (Priority B): Promote healthy lifestyles, particularly targeting the most vulnerable.

People are more aware of the dangers of fire when one has recently occurred in their neighbourhood. We will use this unfortunate event to give targeted	Carry out a 'Hot Strike' campaign, consisting of a minimum of 25 targeted premises, following every domestic dwelling fire in the borough, where appropriate.	Ff R Mitchell	BVPI 143ii – Number of injuries arising from ADFs (Annual Target	1 'Hot Strike' per dwelling fire	SCS – Health & Well- being (Priority C): Support more people to live independently and to exercise greater choice
fire safety advice through a 'Hot Strike' based response, enabling us to reduce the likelihood of other local residents suffering from a similar fire.	We will maintain a local, borough based record of completed 'Hot Strike' campaigns, detailing the targeted premises and any subsequent Home Fire Risk Check (HFRC)/fire safety advice requests.	Ff R Mitchell	[Insert Annual Target] BVPI 144 – Number of ADFs confined to room of origin (Annual Target [Insert	1 complete local record	over their health and support arrangements. SCS – Housing, Infrastructure and Environment (Priority G): Help people in Surrey to achieve more sustainable
Where required we will develop meaningful and effective partnerships that enable us to reach, educate and ultimately improve the safety and welfare amongst those members of our community whom we, or our partners, consider to be at a higher risk.	We will work with the following local partners to provide fire safety advice via our HFRC service; the fire safety advice will either be delivered by ourselves or our partners on our behalf: Services for Families PCSO's Guildford	Ff Uwins Ff Smith	Annual Target]) NI 33 – Arson incidents NI 49 – Number of primary fires and related fatalities and nonfatal casualties, excluding precautionary checks NI 4 – Percentage of people who feel they can influence decisions in their locality	10 10	lifestyles. SCS – Safer and Stronger Communities (Priority I): Improve public confidence in the ability of public services to keep Surrey safe, prepare for emergencies, and reduce crime and anti-social behaviour. SCS – Safer and Stronger Communities (Priority J): Strengthen local communities through targeted public and voluntary sector activity, active citizenships and work to tackle equalities.

We will support additional requests for home fire risk checks, generated as a result of completed local, service and National campaigns.	We will carry out a Home Fire Risk Check (HFRC) upon each adhoc request, following a locally applied risk based priority process, as soon as reasonably possible.	Ff K Mitchell	NI 5 – Overall/general satisfaction with local area NI 7 –	120	Local Area Agreement (LAA) Priorities – Safer and Stronger Communities: NI 4, 5, 7 and 141.
These requests will be completed on a locally applied risk based priority process, ensuring that those residents/premises that need assistance/advice most are completed as soon as reasonably possible.	We will maintain a local, borough based record of completed HFRCs, whether as a result of targeted campaigns, through partnership working or as a result of adhoc requests, detailing the premise information and any subsequent outcomes.	Ff Root	Environment for a thriving third sector NI 140 – Fair treatment by local services NI 141 – Number of vulnerable people achieving independent living NI 142 – Number of vulnerable people who are supported to maintain independent living IRMP Returns – FP 1-4 & OP1	1 complete local record	Customer and Communities Directorate Strategy. Surrey County Council (SCC) Corporate Plan 2009-2013. Public Safety Plan (PSP) – Improvement Programme 2 – Reducing Preventable Incidents. PSP – Improvement Programme 8 – Information Management. Equality and Diversity (E&D) Strategy 2008-2011. Training and Development (T&D) Strategy 2006-2010. Service Plan (SP): Objectives 1a, 2 (all) and 4 (all).

Service Priority Area	Aim	Area Lead				
Reduction in number of Road Traffic Collisions (RTC)	Targeted work to reduce the number and risk of road traffic collisions and the number of associated injuries	Borough Manager				
Narrative	Initiative	Initiative	Performance	Output		Strategic Outcomes
Nurrative	inidative	Lead	Indicator	Target	Actual	Otrategie Outcomes
The people of Surrey are more likely to be killed or injured on our roads than they are from any	We will ensure that one of the themes of the Guildford Open Day (County Show) is in relation to RTC reduction.	WM Roberts	NI 5 – Overall/general satisfaction with	1		SCS – Housing, Infrastructure and Environment (Priority G):
involvement with fire. Surrey Fire and Rescue Service can help reduce RTCs through targeted education and prevention work.	We will practically demonstrate our role at RTCs, along with providing associated advice on driving safety, at the following events: REEDS event PAD's TBA Guildford CS Partnership "Speedwatch"	CM Harrison Ff Panton Ff Neizer	NI 47 – People killed or seriously injured in road traffic accidents NI 48 – Children killed or seriously injured in road traffic accidents NI 70 – Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people	1		Help people in Surrey to achieve more sustainable lifestyles. SCS – Safer and Stronger Communities (Priority I): Improve public confidence in the ability of public services to keep Surrey safe, prepare for emergencies, and reduce crime and anti-social behaviour. SCS – Safer and Stronger Communities (Priority J): Strengthen local communities through targeted public and voluntary sector activity, active citizenships and work to tackle equalities.

Supporting service and joint countywide campaigns will help raise awareness and reduce the number and impact of RTCs when they occur. Through our partners, i.e. the	We will support the following local events, targeting 16-24 year old car drivers, engaging in the areas of speed, distraction, seatbelts, impaired driving through drink/drugs and mobile phones:		NI 140 – Fair treatment by local services IRMP Returns – FP1, 2, OP1& 6			LAA Priorities – Safer and Stronger Communities: NI 5. Customer and Communities Directorate Strategy.
police and other agencies who lead on RTC reduction priorities, we will help target RTC reduction	Surrey University "Freshers Week"	Ff Jukes Ff Philipson		1	;	SCC Corporate Plan 2009- 2013.
relevant to our local need. For further information in relation to	■ PAD's TBA	Ff Silver		4		PSP – Improvement Programme 2 – Reducing Preventable Incidents.
the Safe Drive Stay Alive events refer to the West Area Plan 2010-11.	We will support the service road safety community campaign to be held throughout the months of October to December 2010 by, as a minimum:					PSP – Improvement Programme 8 – Information Management. E&D Strategy 2008-2011.
	 Undertaking a single community event. TBA Ensuring that the centrally provided station banner is displayed by the 15 October 2010 	Ff Durrant Ff Holt		Banner displayed by 15 October 2010	;	T&D Strategy 2006-2010. SP: Objectives 1a, 2 (all) and 4 (all).

	We will support the Safe Drive Stay Alive (SDSA) events in April and November 2010 by ensuring that all schools and colleges, etc. with pupils within the 'target groups' are aware of the benefits of the event; particularly those that have not previously attended.	Ff Macdermott	1		
	We will support the Safe Drive Stay Alive (SDSA) events in April and November 2010 through the use of borough resources/personnel.	Ff Payne	1		
Training jointly with our partners will improve both the competency of our firefighters and the effectiveness of the overall response to any given RTC, ultimately improving the quality of the service we provide to the communities of Surrey, including	We will train jointly with Surrey police, in relation to our RTC procedures, techniques and skills, on the following occasions: Guildford Fire Stn, dates TBA [Enter Name of Service, Location & Date]	Ff Maycock [Insert Individual(s)	4 [Insert		
those merely passing through our County.	Date]	Name]	Number]		

Service Priority Area	Aim	Area Lead				
Reduction in number of Unwanted Calls	Targeted work to reduce the number of unwanted calls, including both Automatic Fire Alarm (AFA) and malicious calls	Borough Manager				
Narrative	Initiative	Initiative	Performance	Output		Strategic Outcomes
Narrauve	iiiiiative	Lead	Indicator	Target	Actual	Strategic Outcomes
The vast majority of calls to AFAs are subsequently proven not to have required an emergency response, i.e. as a result of steam, cooking, fumes, deliberate misuse of the system or poor design, often together with a lack of maintenance. Unnecessary activations can also	We will monitor AFAs in Guildford identifying the top 'offending' premises. Once identified, we will work with the borough management team, particularly our Fire Safety Inspecting Officers, to ensure that these premises are targeted in line with service policy and hence reduce the number of AFAs.	WM Gooding	BVPI 146ii – Number of calls to malicious false alarms attended (Annual Target [Insert Annual Target]) BVPI 149i – Number of false	[Insert Annual Borough AFA (BVPI 149i) Incident Number]		SCS – Safer and Stronger Communities (Priority I): Improve public confidence in the ability of public services to keep Surrey safe, prepare for emergencies, and reduce crime and anti-social behaviour.
result in the feeling of complacency amongst occupants of premises; with the subsequent potential of those individuals involvement should a fire incident occur. These AFA calls, along with malicious (hoax) calls, take front line services away from more essential work and can have a negative effect on both local business and community	We will monitor all malicious calls in Guildford identifying the top 'offending' locations/individuals. Where a problem is identified we will work with the borough management team and the Arson Task Force (ATF), to ensure that, in each instance, these premises/individuals are targeted in line with service policy and hence reduce the number of malicious calls.	Ff Hobbs	alarms caused by automatic fire detection (Annual Target [Insert Annual Target]) NI 4 — Percentage of people who feel they can influence decisions in their	[Insert Annual Borough BVPI 146ii Incident Number]		SCS – Safer and Stronger Communities (Priority J): Strengthen local communities through targeted public and voluntary sector activity, active citizenships and work to tackle equalities. LAA Priorities – Safer and Stronger Communities: NI 4, 5 and 21.

continuity/cohesion.	We will work with the local press, etc. and service resources to produce media articles/presentations, subject to local need, linked to reducing AFAs and/or malicious calls.	WM Moulds	locality NI 5 — Overall/general satisfaction with local area	6	Customer and Communities Directorate Strategy. SCC Corporate Plan 2009- 2013.
	Where necessary, we will work in partnership to facilitate a reduction of unwanted calls within a specific locations, i.e. Royal Surrey County Hospital Surrey University	CM Larner CM Readings	NI 21 – Dealing with local concerns about anti-social behaviour and crime by the local council and police NI 140 – Fair treatment by local services IRMP Returns – FP1, 2 & OP1	2 2	PSP – Improvement Programme 2 – Reducing Preventable Incidents. PSP – Improvement Programme 3 – Protecting Our Communities. PSP – Improvement Programme 8 – Information Management. E&D Strategy 2008-2011. T&D Strategy 2006-2010. Community Fire Protection Strategy 2010-2013. SP: Objectives 1a, 2 (all) and 4 (all).

Service Priority Area	Aim	Area Lead				
Reduction in Incidents of Arson	Targeted work to reduce the number of deliberately set fires in Guildford	Borough Manager				
Narrative	Initiative	Initiative	Performance	Output		Strategic Outcomes
Natiative	initiative	Lead	Indicator	Target	Actual	Strategic Outcomes
Deliberately set fires are an indication of anti-social behaviour within a given area. They can lead to injury or loss of life, damage to businesses and the environment, even causing the unnecessary loss of community amenities.	We will work with the Guildford Council waste management team and our Protection team Fire Safety Inspecting Officers, to reduce the number of refuse fires and container fires in the borough by visiting businesses in known 'hotspot' areas, namely those areas detailed below, to provide education/advice: High St and North St, dates TBA Furopa Park, dates TBA Where necessary, the above will include the completion of joint inspections to specific premises.	WM Moulds Ff Jones Ff May	BVPI 206i + 206iii – Number of deliberate fires (excluding deliberate fires in vehicles) (Annual Target [Insert Annual Target]) BVPI 206ii + 206iv – Number of deliberate fires in vehicles (Annual Target [Insert Annual Target]) NI 33 – Arson incidents	4		Sustainable Community Strategy (SCS) – Children & Young People (Priority B): Improve the safeguarding of Surrey's most vulnerable children and young people. SCS – Health & Well- being (Priority C): Support more people to live independently and to exercise greater choice over their health and support arrangements. SCS – Housing, Infrastructure and Environment (Priority G): Help people in Surrey to achieve more sustainable lifestyles.

We will support local and National Neighbourhood Watch events. In particular, the National Neighbourhood Watch week on [Enter Dates - via police] running a targeted campaign with police and local neighbourhood teams. The main focus of Fire Service involvement will be to support a reduction in deliberate car, shed, and refuse containers fires.	Ff Amos	NI 49 – Number of primary fires and related fatalities and non- fatal casualties, excluding precautionary checks NI 21 – Dealing with local	2	SCS – Safer and Stronger Communities (Priority I): Improve public confidence in the ability of public services to keep Surrey safe, prepare for emergencies, and reduce crime and anti-social behaviour. SCS – Safer and Stronger
We will invite all eligible schools within the borough to participate within the Schools Fire Watch Scheme.	[Insert Individual(s) Name]	concerns about anti-social behaviour and crime by the local council and	[Insert Number]	Communities (Priority J): Strengthen local communities through targeted public and
We will provide ongoing support to the schools, currently participating within the Schools Fire Watch Scheme, which are not yet self-sufficient with the principles.	[Insert Individual(s) Name]	police NI 70 – Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people	[Insert Number]	voluntary sector activity, active citizenships and work to tackle equalities. LAA Priorities – Children and Young People: NI 111. LAA Priorities – Safer and Stronger Communities: NI 21.

	We will undertake the following local initiatives aimed at reducing instances of arson: PCSO arson awareness Work with Guildford CS team in Westborough.	Ff Christmas CM Reynolds	NI 111 – First time entrants to the Youth Justice System aged 10- 17 NI 140 – Fair treatment by local services	3 TBA	Customer and Communities Directorate Strategy. SCC Corporate Plan 2009- 2013. PSP – Improvement Programme 2 – Reducing Preventable Incidents.
Deliberate vehicle fires are often as a result of anti-social behaviour, theft and other deliberate acts. They can be difficult to combat, especially where vehicles are being dumped within Surrey following theft from other areas.	We will work with our partners to ensure that all known abandoned vehicles are reported, in an effort to ensure that they are removed before they become a target of arson.	Ff Sutlief	IRMP Returns – FP1, 2 & OP1	100%	PSP – Improvement Programme 8 – Information Management. E&D Strategy 2008-2011. T&D Strategy 2006-2010. SP: Objectives 1a, 2 (all)

Derelict or unoccupied buildings cause the Fire Service and the community a number of problems. Firstly, is the major issue in relation to the safety of our personnel attending incidents involving a deliberate or accidental fire in these premises, where the inherent state of repair and contents can be of a precarious nature.	We will work closely with the Local Authority (LA), our Arson Task Force (ATF) and private landlords to ensure that all known derelict properties, or those in danger of becoming derelict, are identified and boarded up to reduce the risk of their subsequent involvement in deliberate fire setting.	Ff Nathalie	100%	and 4 (all).
Secondly they become a centre for anti-social behaviour that can expand out into other parts of the community, leading to an increase of arson involving other property/premises.				

Service Priority Area	Aim	Area Lead				
Community Risk Reduction – Protection & Prevention	Targeted work to meet community needs and further reduce local risk within Guildford	Borough Manager				
Narrative	ve Initiative Lead	Initiative	Performance	Output		Strategic Outcomes
INALITATIVE		Indicator	Target	Actual	Strategic Outcomes	
An important part of reducing risk to both our personnel and the community is by ensuring all our risk information is up to date and by enforcing statutory fire safety	We will complete a minimum of 30 operational data gathering visits, per Wholetime station, on a risk based approach, as identified by the West Area Protection team.	WM Gooding	BVPI 146ii – Number of calls to malicious false alarms attended (Annual Target	A minimum of 30 visits per station		Sustainable Community Strategy (SCS) – Children & Young People (Priority A): Improve learning, health and employment outcomes
requirements through Fire Safety Inspecting Officers, with the aid of station based personnel.	We will complete the following number of operational data gathering visits, per Retained station, on a risk based approach, as identified by the		Target]) BVPI 149i – peopl vulne		for children and young people, particularly for the vulnerable and disadvantaged.	
	West Area Protection team:		alarms caused by automatic fire			Sustainable Community Strategy (SCS) – Children
	Guildford Fire Station	WM Stevens	detection (Annual Target [Insert Annual Target])			& Young People (Priority B): Improve the safeguarding of Surrey's
■ Gom	Gomshall Fire Station	WM Waterman	BVPI 206i + 206iii – Number			most vulnerable children and young people.
			of deliberate fires (excluding deliberate fires in vehicles) (Annual Target [Insert Annual Target])			SCS – Health & Well- being (Priority B): Promote healthy lifestyles, particularly targeting the most vulnerable.

We will seek to in borough's capacity Protection activity boroughs Station a minimum of 80 performance year	ty to undertake the by utilising the Managers (SM), for hours per	SM Porter SM Sirett	BVPI 206ii + 206iv – Number of deliberate fires in vehicles (Annual Target [Insert Annual	40	SCS – Health & Well- being (Priority C): Support more people to live independently and to exercise greater choice over their health and
events in the bord	censed major public ough and obtain risk rected by the Area	All Borough Station Managers	Target]) BVPI 207 – Number of fires in non-domestic premises (Annual	2	support arrangements. SCS – Economic Development (Priority F): Make Surrey's economy more inclusive.
audits at the followard for summer festive displays, in conjute Protection team, where the followard for summer festive displays, in conjute Protection team, where the followard for summer festive displays, in conjute Protection team, where the followard for summer festive displays, in conjute Protection team, where the followard for summer festive displays, in conjute Protection team, where the followard for summer festive displays, in conjute Protection team, where the followard for summer festive displays, in conjute Protection team, where the followard for summer festive displays, in conjute Protection team, where the followard for summer festive displays is the followard for summer festive displays and the followard for summer festive displays are the followard for summer festive displays and the followard for summer festive displays are the followard for summer festive displays and the followard for summer festive displays are the followard for summer festive displays and the followard for summer festive displays are the followard festive displays are the followard festive displays and the festive displays are the followard festive displays and the festive displays are the festive display and the festive displays are the festive displays and the festive displays are the festive displays are the festive displays and the festive displays are the festive displays and the festive displays are the festive displays are the festive displays and the festive displays are the festive displays and the festive displays are the	where appropriate:	All Borough Station Managers All Borough	Target [Insert Annual Target]) NI 33 – Arson incidents NI 49 – Number of primary fires and related fatalities and non- fatal casualties, excluding	1	SCS – Housing, Infrastructure and Environment (Priority G): Help people in Surrey to achieve more sustainable lifestyles. SCS – Safer and Stronger Communities (Priority I): Improve public confidence in the ability of public
■ Bonfire Ripley	Park	Station Managers	precautionary checks	1	services to keep Surrey safe, prepare for
	the months of	Ff Fyfe	NI 2 — Percentage of people who feel that they belong to their neighbourhood	100	emergencies, and reduce crime and anti-social behaviour.

We will provide targeted education to ensure that the young and the vulnerable are fully aware as to the hazards of fire and how to make themselves safer in their homes. For further information in relation to the Junior Citizens Scheme and Youth Engagement Scheme (YES) refer to the West Area Plan 2010-11.	We will run or support Youth Engagement Scheme (YES) courses through the use of borough resources/personnel, on the following occasions: • [Enter Location & Date] • [Enter Location & Date]	All Borough Station Managers All Borough Station Managers	NI 3 – Civic participation in the local area NI 4 – Percentage of people who feel they can influence decisions in their locality NI 5 – Overall/general satisfaction with	[Insert Number] [Insert Number]	SCS – Safer and Stronger Communities (Priority J): Strengthen local communities through targeted public and voluntary sector activity, active citizenships and work to tackle equalities. LAA Priorities – Safer and Stronger Communities: NI 4, 5, 7, 21 and 141. Customer and
	We will work with our partners to run or support the Junior Citizens Scheme, through the use of borough resources/personnel, on the following occasions: Guildford Fire Stn, June 10 [Enter Location & Date]	All Borough Station Managers All Borough Station Managers	NI 7 — Environment for a thriving third sector NI 21 — Dealing with local concerns about anti-social behaviour and crime by the local council and police	1 [Insert Number]	Communities Directorate Strategy. SCC Corporate Plan 2009-2013. PSP – Improvement Programme 2 – Reducing Preventable Incidents. PSP – Improvement Programme 3 – Protecting Our Communities. PSP – Improvement Programme 8 – Information Management. E&D Strategy 2008-2011. T&D Strategy 2006-2010.

We will run or support Firefighter for a Day (FFFAD) courses through the use of borough resources/personnel, on the following occasions: Guildford Fire Stn Sept 10 [Enter Location & Date]	All Borough Station Managers All Borough Station Managers	NI 23 – Perceptions that people in the area treat one another with respect and consideration NI 70 – Reduce emergency hospital admissions caused by	1 [Insert Number]	Community Fire Protection Strategy 2010-2013. SP: Objectives 1a, 2 (all) and 4 (all).
We will visit residents associations and other local community groups to give advice on general fire safety.	Ff Coppinger	unintentional and deliberate injuries to children and	20	
We will facilitate visits to borough fire stations by youth and other local community groups giving advice on general fire safety.	Ff Armstrong	young people NI 111 – First time entrants to the Youth Justice System aged 10-	20	
We will visit nursery and reception year classes, using our purposely designed early year learning boxes, to engage with young children, teaching them about the dangers of fire.	Ff Beauchamp	17 NI 140 – Fair treatment by local services NI 141 – Number of vulnerable people achieving independent living	10	

The service has identified three fire safety community campaigns designed in line with the National 'Firekills' programme. The	We will support the following service fire safety community campaigns, within the local area context:		NI 142 – Number of vulnerable people who are supported to			
quarterly campaigns aim to contribute to a reduction in the	 Fire Safety for Vulnerable Groups April to June 2010 	Ff Fossett	maintain independent	1		
overall number of fires and associated injuries, within the	 Fire Safety Outdoors – July to September 2010 	CM Edwards	living NI 188 –	1		
community of Surrey.	 Fire Safety in the Home – January to March 2011 	Ff Hopwood	Planning to adapt to climate change NI 189 – Flood	1		
	We will support the 'Firekills' National campaign that promotes smoke alarm ownership and maintenance. This is expected to occur within the October to December 2010 period.	Ff Freestone	and coastal erosion risk management IRMP Returns – FP 1-4, FS1 & OP1	1		

Lives are lost each year in and around water, often needlessly. We will work to make people safer in and around water through carefully targeted education, on occasions when people are most likely to frequent Surrey's rivers and waterways.	We will organise the following events to promote water safety among members of the public, particularly those people less familiar with the inherent hazards posed by water, and familiarise our own staff with the local waterways and their unique evolving risks:				
For our staff familiarisation with our local waterways will ensure that they are better prepared and safer when required to deal with water related emergency situations. They will also become aware of the local impact(s) of climate change and be able to plan, adjust and overcome associated difficulties.	 Guildford Boat Festival [Enter Event Name, Location & Date] 	Ff Castle [Insert Individual(s) Name]	1 [Insert Number]		
Evaluation and review of our community activities is an excellent way in which to ensure that we focus our resources on local need and achieve best value for the people of Surrey.	We will evaluate each of our local prevention activities to ensure that they reach their target audience, optimise the use of the services and our partners' resources and provide value for money.	All Borough Station Managers	4		

Partnership working is an important part of making the community safer, provide access to previously difficult to meet groups and ensure value for money. We will continue to develop new meaningful partnerships and evaluate existing ones to ensure they bring value to both the community and the service.	We will maintain a partnership register and evaluate all partnerships on a regular basis, as directed by the Surrey County Council Partnership Governance Policy or other identified guidance. This register will be continually reviewed, as a minimum, at quarterly stages throughout the year.	All Borough Station Managers	1 complete local record		
Consultation on our borough plan will ensure that it both is understood by our staff, our partners and the public, reflecting the needs of the community we serve.	We will consult with a wide cross section of staff and the community, on our borough plan, maintaining a record of all activity and comments.	All Borough Station Managers	1 complete local record		