



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

Purpose: Approved

Date: 4 OCTOBER 2017

Title: **HFRS ACADEMY FUNDING – PRINCE PHILIP BARRACKS AND  
DECENTRALISED TRAINING**

Report of: Chief Officer

### EXECUTIVE SUMMARY

1. The success of community safety activity has seen a 50% fall in incidents, therefore training in realistic environments for all staff is vital in improving firefighter and public safety whilst delivering the highest level of service to the public of Hampshire.
2. HFRS has introduced a pioneering approach nationally to firefighting known as SAVE (Scan, Attack, Ventilate, Enter and Extinguish) through the use of new equipment technology and techniques.
3. Prince Philip Barracks (PPB) in Bordon provides a unique training facility in the north of Hampshire to enable firefighters to receive initial acquisition/ongoing training and to practice SAVE in the most realistic environment using live fires and UHPL.
4. Financial investment is required by Hampshire Fire and Rescue Authority to ensure the continued successful delivery of high quality training to our operational crews at the Prince Philip Barracks site, and through a decentralised delivery model across the county of Hampshire.
5. The purpose of this paper is to seek formal approval to continue to fund realistic, live fire training, delivered through the HFRS Academy until March 2022. A total of £499,521.40 is required to achieve this.

### BACKGROUND

6. Hampshire Fire and Rescue Service has a justifiably excellent reputation (nationally and internationally), with regard to its operational and specialist response capabilities. HFRS aims for operational excellence in all of our response activities and is committed to supporting and enabling our staff to

perform as highly as possible, both individually and collectively as part of our twin aims of making Hampshire safer and being the best fire and rescue service, we can be.

7. In order to achieve this, our priority is to strengthen our drive for operational effectiveness by improving the way we respond to and support incidents. We also seek to improve the way we train and develop the skills, knowledge and experience of all response staff. We focus on how we train and prepare incident commanders and firefighters for the potentially complex task of firefighting, and the range of firefighting strategy and tactics available for an incident commander to deploy.
8. This approach will integrate with and inform the Service Delivery Redesign programme ensuring that our priority and objectives remain central to our approach.
9. We have identified a number of key objectives in the coming years concentrating on these will help to ensure our communities and staff are safer in the future. One example is the development and utilisation of our satellite training facility at Prince Philip Barracks (PPB) in Bordon, Hampshire.
10. PPB has also been used for training exercises by London Fire Brigade, Kent Fire and Rescue Service and South Central Ambulance Service with interest also shown by Royal Berkshire and West Sussex Fire and Rescue Services in buying time and facilities on site.
11. As part of the HFRS Academy business plan we will seek to 'sell' on any spare capacity as a source of income to HFRS, whilst ensuring all HFRS requirements are met first. A typical example with one partner would see full cost recovery arrangements generating approximately £34,000 per annum.

#### AIMS AND OBJECTIVES

12. HFRS works hard to keep our communities safe through education and safety measures. However, we accept incidents will still occur and in the event of a call to an emergency, we must have effective strategies in place to respond to numerous types of incidents.
13. Risks around Hampshire are changing constantly which means we must be smart in adapting to these. Our goal is for all of our resources to be safe, flexible, adaptable and state-of-the-art in order to minimise the impact of incidents and the number of deaths and injuries across the county. Our people should be multi-skilled and our equipment, vehicles and procedures multi-purpose.

14. To achieve this, we have introduced a new capability-based response to incidents, targeting our resources in the most responsive and cost-efficient way. We will also make the best possible use of new technologies, such as cold-cut technology, which uses ultra-high pressure water that lowers temperatures in fires from 600 to 60 degrees Celsius in less than 40 seconds, and improves firefighter and public safety.

#### SUPPORTING OUR SERVICE PLAN AND PRIORITIES

15. Continuation of initial acquisition and ongoing maintenance of competence of ultra-high pressure lance (UHPL), breathing apparatus, positive pressure ventilation, marauding terrorist firearms attack (MTFA) and command decision making is integral to HFRS's Community Response Delivery Plan 2015-2020. The identified priorities within the Response Delivery Plan integrate with the overall key priorities for the Service of "Making Life Safer" and "Making our Service Stronger" and our overall aim to "make Hampshire safer".
16. By further developing and embedding firefighting strategies and tactics using UHPL, compressed air foam systems (CAFS) and positive pressure ventilation (PPV) based on the SAVE system our firefighters will be more effective and safer. We aim to have fully developed live fire training for all operational Groups through Prince Phillip Barracks and other satellite sites by March 2018.
17. In developing this strategy, many factors have been considered in order to ensure the Service continues to provide the best possible emergency response to the communities of Hampshire and to complement the Service's plan and pathway towards 2020.
18. The end state for Community Response is that all of our resources, people, equipment, fleet, procedures being multi-skilled and multi-purpose, flexible and adaptable and 'state of the art'; to maximise impact and minimise the number of people killed and injured. We will have made the maximum use of technology to improve our operational effectiveness and will have built on the Risk Review outcomes and have implemented a new approach to firefighting and rescue (SAVE).
19. We are seen by our staff, our communities, our partners and other FRS' as the leading operational service in the UK protecting people, property and the environment using all of our resources as efficiently and effectively as possible.

## TRAINING THROUGH A DECENTRALISED DELIVERY MODEL

20. The HFRS Academy has adopted a delivery model of training by providing to our operational crews through a more flexible model to ensure equal provision to all staff. Prince Philip Barracks being located at the north of Hampshire does limit the practical availability of the site to some teams, primarily those furthest away in the New Forest for example.
21. The funding requirements account for the provision of localised training equipment. These mobile burn boxes and cutting rigs will enable managers and HFRS Academy Associate Trainers to deliver this important instruction to crews locally and reduce travel time and costs.
22. The delivery of training in this manner is cost effective, particularly with respect to RDS teams, and builds local ownership to training provision, raising professional standards and embedding new ways of working.

## CONSULTATION

23. Although there was no statutory duty to consult, the Fire Brigade's Union have been engaged with and are fully supportive of the continued presence of their members at Prince Philip Barracks. The FBU like HFRS is keen to ensure its members are fully prepared and trained when dealing with operational incidents and in the light of falling call rates they feel realistic, live fire training is vital in keeping firefighters safe.
24. No further consultation was necessary beyond that stated above as this request is to continue an existing practice.

## COLLABORATION

25. Prince Philip Barracks has been used to facilitate and promote collaborative training and multi-agency exercise. It is the aim of HFRS to continue to use PPB for this purpose until the end of the lease. This has improved the ability for all agencies involved to respond more effectively to a range of emergency incidents under the Joint Emergency Services Interoperability Principles (JESIP).
26. The HFRS Academy will always seek to promote Prince Philip Barracks, its facilities and our Trainers as a sellable asset. Where appropriate we have, and continue to work with blue light partners and other agencies to facilitate and support their own training needs on a full costs recovery basis.

## RESOURCE IMPLICATIONS

27. A total of £499,521.40 is required to deliver the outcomes presented in this paper and would come from a combination of transformation funding, ongoing revenue budgeting and capital expenditure.
28. A summary of costs for the five-year period until 2021-22 is presented in Appendix A and shows the required equipment, consumables and human resources.
29. The associated costs have been verified and are supported by Heads of Service, the Director of Finance and HFRS Directors.

## ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

30. Current assessment of environmental impacts are constantly reviewed by the HFRS Academy through existing work practices to minimise the impact on the local environment from smoke and fumes. No additional impacts have been identified other than the duration of the five-year lease that this funding will secure.

## LEGAL IMPLICATIONS

31. There are no additional legal implications above the existing agreed lease arrangements with Whitehall and Bordon Regeneration Company (WBRC), who are the site developers
32. HFRS are able, under the terms of the lease to withdraw after six months from the original date of signing (July 2017), with three months' notice, if a building is not available for live fire purposes. Use of other buildings is on a case by case agreement.
33. The WBRC have a break out clause at the end of the second year (2018-19), to allow for changes in the demolition schedule. This may lead to a loss in investment in building works to building 51A, and will be in the region of £60,000.
34. There are no known cost implications if HFRS withdraw for any other reason.

## PEOPLE IMPACT ASSESSMENT

35. The proposals in this report must be considered compatible with the provisions of equality and human rights legislation.

36. No other People Impact Assessments have been carried out as this is a continuation of current working practices which have previously been subject to a PIA.

## RISK ANALYSIS

37. HFRS Academy has a dedicated Station Manager whose role is to manage the effective and efficient use of the site. The role is also a liaison role with WBRC. Maintaining clear and open communications with their counterpart in WRBC will mitigate any adverse reputational or relationship risks associated with this partnership.
38. Live-fire training will maximise the opportunity or benefit to our operational staff and is part of our strategy to combat firefighters having less experience of dealing with fires and introduce the new ways of working and equipment FRS agreed under Risk Review/Service Delivery Redesign. If we are not able to invest in this opportunity, we will need to find other alternatives to achieve our aims.

## CONCLUSION

39. Since August 2016 Hampshire Fire and Rescue Service, via the HFRS Academy have used the Prince Philip Barracks (PPB) site in Bordon for realistic, live-fire training. This is under an established and agreed lease arrangement with the site developers until the end of March 2022.
40. PPB is integral to the ongoing training programme which underpins the introduction of Ultra-High Pressure Lance (UHPL) technology and the SAVE principle when responding to operational incidents. The venue also enables crews to train with other firefighting media (water, CAFS), breathing apparatus and positive pressure ventilation fans. The site is also used by other agencies, blue light partners and for joint training (MTFA).
41. The initial acquisition period for training with UHPL will continue until the end of March 2018 however the site will remain available for maintenance of competence and other training courses, both internally (HFRS) and externally to third parties until March 2022.
42. Allocated money (£499,521.40) will fund the training team, equipment and site facilities (lease payments and the development of Building 51A) which will improve the safety and operational effectiveness of our firefighters, and the command decision making of our incident commanders

RECOMMENDATION

43. That £499,521.40 is approved by Hampshire Fire and Rescue Authority to enable the HFRS Academy to deliver realistic, live fire training through Prince Philip Barracks and locally at station level over a five-year period, until 2021-22.

APPENDICES ATTACHED

44. Appendix A – Summary of funding request HFRS Academy - Prince Philip Barracks and Delivery of Decentralised Training

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