

MAKING HAMPSHIRE SAFER

Hampshire Fire and Rescue Authority Integrated Risk Management Plan 2007/10





Welcome to our updated Integrated Risk Management Plan (IRMP), which identifies the risks in this county and how we intend to focus on reducing these risks to make Hampshire a safer place to work, live and visit. Our three-

year rolling plan, which covers the period of 2007 to 2010, allows us to be a progressive Service, adapting our objectives by looking ahead, and to incorporate the wider national challenges for the modern Service into our planning process. Our three-year plan gives us time to implement, adapt and evaluate our activity, whilst sharing our best practice and progress to date.

This year we have reviewed and updated our corporate aims, which are at the heart of our planning process. These updated aims shape our work and objectives in the key areas of Prevention, Protection and Response. In order to achieve these aims, we also need to ensure we have the right structure in place. During the last six months we have been reviewing our management structure to ensure that we can continue to meet new challenges and to bring together the different elements of service delivery to the local community.

Our vision to Make Hampshire Safer can only be achieved through the successful development and continued delivery of projects in the areas of Prevention, Protection and Response. The following gives you an insight into our vision for the future.

In 2010, we will be preventing emergencies in Hampshire by proactively targeting and educating people most at risk from fire and accidents, reducing deliberate fire setting and working in partnership with local authorities and other agencies to reduce deaths and injuries from road and water incidents. Through our Home Fire Safety Visit programme, we will have fitted every home in Hampshire with a smoke detector and will be working with local authorities, housing associations and planners to fit domestic sprinklers as a fire protection alternative. We will be undertaking a robust risk management process that identifies the areas of high priority within Hampshire. Greatest risk premises will be targeted according to seasonal and demographic changes and we will be using formal legislation enforcement powers when necessary. We will be taking a risk based approach to responding to emergencies to ensure the most efficient and effective use of our resources. Fire stations will be located across the county, with some larger ones at strategic locations to provide support to smaller remote stations, and a range of crewing arrangements will be used. We will be recognised for our leading approach to emergency response and for our prevention and protection work in the local community. We will continue to have our own identity but will work in collaboration with other fire and rescue services on a regional level. Our workforce and the services we deliver will be strengthened by the employment of people that reflect the diversity of our communities.

We can only achieve our vision through the continued support of our staff, for which we thank them all. We remain proud of the progress they have delivered during the last year. Finally, this plan shows how we intend to move the Service into the top 10 of high performing fire and rescue services in the country and establish us as a great Service.

Chairman Michael Cartwright and Chief Officer John Bonney

Foreword	2
Our corporate aims and vision	4
The risks in Hampshire	5
Valuing our Service	6
Managing our performance	7
Celebrating success	8
Our consultation	12
Service delivery	13
Preventing	15
Protecting	21
Responding	25
Managing resources	29
Our Group risk profiles	33

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Our vision is to **Make Hampshire Safer**. Our aims focus on the protection of people, property, the environment and our heritage by preventing fires and other emergencies; responding to environmental emergencies, terrorist attacks and major flooding incidents, and of course, responding to fires in the most appropriate way.

The demands on the modern fire and rescue service are very different than they were 10 years ago and they are continuing to change. All fire and rescue services now have a responsibility to identify the risks in their local communities and make sure they allocate resources to lowering those risks. During the last six months, we have been undertaking a review of our structure to ensure that we can effectively respond to community risks and achieve our corporate aims, whilst also taking account of other emerging national projects that impact upon our work, such as the introduction of Regional Control Centres. Through the review, we wanted to ensure we had enough of the right people doing the right jobs. The review therefore looked at creating greater 'capacity' to deliver the corporate aims and also considered the importance of supporting our staff through professional and strategic Human Resources activity. As a result, a new management structure was developed and implemented in April 2007. Four new directorates have been created, which include Service Delivery, Strategic Projects and Specialist Response, Corporate Services and Human Resources. Within the area of Service Delivery, the key areas of Prevention, Protection and Response will be coordinated and integrated to reduce community risk and through the Strategic Projects and Specialist Response directorate, we will have a dedicated resource to manage the national projects that are part of the modernisation of the Service.

Our corporate aims

At the end of 2006, one of our corporate aims was due to come to an end. We therefore took the opportunity, through our annual planning process, to review our progress and to refresh the corporate aims to make sure they were still relevant and focussed on the areas they

needed to be. By focussing our work on Prevention and Protection during the last three years, our aim 'To reduce the number of fires in buildings by 3% by the end of 2006' has been achieved with a reduction of well over 30%. In 2005/06 we had our lowest ever number of calls to fires in buildings, almost 300 less than in 2001/02.

We are also able to remove the aim 'To divert 2% of our current resources to Prevention activities by 2008' two years ahead of the target. We have already made this change by putting more resources towards our lifesaving Home Fire Safety Visit programme. These visits are free of charge and target vulnerable people in our local communities.

As a result, the following new corporate aims have been agreed to help us to achieve our vision, to **Make Hampshire Safer**.

Our corporate aims 2007/2010

Reduce deaths and injuries from accidental fires by 20% by 2010 (from 5 year average 2001-2006)

Reduce the number of deliberate fires by 20% by 2010 (from 5 year average 1994-1999)

Reduce the number of fires by 20% by 2010 (from 5 year average 1994-1999)

Work with others to reduce deaths and serious injuries on the road by 40% by 2010 (from 5 year average 1994-1999)

Be in the top 10 fire and rescue services in the country by 2010 (measured by 10 key Performance Indicators)

The county of Hampshire contains a wide range of risks. This plan tells you what those risks are, how we have identified these risks and how we intend to reduce these risks to make the county a safer place to live, visit and work.

The Authority serves a population of 1,653,500 and covers an area of 3770 km² making it the seventh largest fire and rescue authority in the United Kingdom. It is the largest of all the county and combined fire authorities. The county of Hampshire is large and relatively prosperous with a mix of rural and urban areas, there are however areas of significant deprivation. The majority of the population live in the main towns and cities, which cover about 10% of Hampshire. The remainder of the county is rural, with large areas of natural beauty. Protecting our environment and heritage is of key importance to us.

There is a wide range of industry throughout the county, which is served by a network of motorways, major and minor roads and a railway system. We have a large expanse of coastline, including three major ports, civilian and military airports and private airfields.

The built environment within the county consists of a wide variety of risks including major shopping centres and leisure and sporting facilities; national heritage sites such as Winchester Cathedral and Portsmouth Dockyard, and buildings that serve as workplaces. The risks that these premises present are recognised by our Protection objectives, outlined later in this plan.

On average we attend 25,000 incidents every year, ranging from minor accidents and fires to major chemical spills and fires involving industrial processes. There is an upward trend in the total number of incidents, but the rate of the increase varies for different categories of incident. Fires involving rubbish and forest/undergrowth account for over 20% of our emergency calls - the majority of these are

started deliberately. These calls divert our operational resources from being available for more serious incidents. This is why the Responding objectives later in this plan introduce a more flexible approach to these types of secondary fires.

The county's age structure is very similar to the national average, with the largest percentage increase being in persons of 85 years and over. As people get older they sadly become more vulnerable to the risks of fire. We therefore focus our safety campaigns to inform these older age groups, as well as other vulnerable groups. Ethnic minority groups account for 3.27% of the population in Hampshire - this is less than half that of the national average (estimated at 7.77%). Nevertheless, we continue to work hard to make our public information accessible to all minority groups and as an employer we want our workforce to be more representative of the community we serve. The greatest proportion of people in Hampshire travel to work by car or van. This increasing volume of traffic has resulted in an increase in the number of road traffic collisions that we attend and as a result you will see we have introduced a new corporate aim to help to reduce this risk.

To manage the risks in Hampshire we have...

- 52 fire stations and 783 wholetime firefighters, 713 retained firefighters, 41 control room staff and 306 other support personnel
- A headquarters complex that incorporates the fire control suite, central stores and training centre
- A fleet of 235 vehicles, including 77 frontline fire engines, and a comprehensive range of specialist fire vehicles and equipment to deal with complex and wide ranging incidents
- A team of skilled technicians and engineers in our workshops to ensure our fleet of vehicles are always ready to respond

PRIDE in our Service

Our values are essential in helping us to become an excellent organisation and making our Service an even better place to work, but they are not just words on paper or something for us to talk about. All of our staff need to take action and our current 'Count Me In' campaign aims to encourage all members of staff, whatever their level or role in the organisation, to take action and live our values.

People & Recognition	Improvement	Diversity	Excellence and equality
We value all of our employees by practising and promoting...	We value improvement at all levels of our Service by...	We value diversity in our Service and the community by...	We value the service we provide to the community by...
<ul style="list-style-type: none"> ■ Fairness and respect ■ Recognition of merit ■ Honesty, integrity and mutual trust ■ Personal development ■ Co-operative and inclusive working 	<ul style="list-style-type: none"> ■ Accepting responsibility for our performance ■ Being open minded ■ Considering criticism thoughtfully ■ Learning from our experiences ■ Consulting others 	<ul style="list-style-type: none"> ■ Treating everyone with respect ■ Providing varying solutions ■ Promoting equal opportunities ■ Challenging prejudice and discrimination 	<ul style="list-style-type: none"> ■ Working with all groups to reduce risk ■ Treating everyone fairly and with respect ■ Being answerable to those we serve ■ Striving for excellence in all we do



Performing strongly

Managing our performance is very important to us. It helps us to develop the most efficient and effective service that we can and that makes for a safer Hampshire.

As you read through this plan you will see numerous references to targets and performance standards. Measurement and good management go hand in hand. We use this principle to underpin our performance management strategy. We use a number of Performance Indicators (PIs), some of which are driven from Central Government but many have been developed within our Service to address local concerns. Our Performance Indicators cover a wide range of issues from monitoring the number of fire deaths and injuries, to the percentage of children given fire safety education at school. They can all be seen on our website www.hantsfire.gov.uk.

External performance assessment

Each year, the Service is subject to external assessment to confirm that the Fire Authority's governance and management arrangements are meeting the required standards. Areas reviewed during this year have included payroll operations, creditors, commercial services, training school, corporate governance, emergency catering, fuel issues and community fire safety. The audit reports we receive that make recommendations for improvement(s) are monitored by the Performance Review Team and quarterly reports are submitted to the Performance Review Committee. The reports can be viewed on our website www.hantsfire.gov.uk/hfracommittees.

Performance framework 2006/07

Through the Comprehensive Performance Assessment (CPA) 2005 Hampshire was rated as a 'good' Fire and Rescue Authority. Building on this process, in 2006 the Government introduced the Performance Framework Assessment. This assessment was split in three principle areas of review:

- Service assessment – incorporating an Operational Assessment of Service Delivery and comparison of Key Performance Indicators.
- Use of resources (including value for money).
- Direction of travel - meaning where we were and where we are now.

This assessment is still being undertaken, but in the first area - Operational Assessment of Service Delivery and Key Performance Indicators, we are pleased to confirm that Hampshire Fire and Rescue Service was rated as "Performing Strongly," the highest category.

Key Performance Indicators

Description	Actual to Jan 2006/07	Target to Jan 2006/07	On target?
Number of calls to primary fires per 10,000 pop	15.87 (2669)	17.49 (2927)	Good
Number of calls to accidental fires per 10,000 dwellings	10.83 (753)	10.22 (711)	Caution
Number of deaths arising from accidental fires in dwellings per 100,000 pop	0.3 (5)	0.40 (7)	Good
Number of deliberate primary fires (excluding deliberate primary fires in vehicles) per 10,000 pop	1.81 (304)	2.96 (498)	Good
Number of Home Fire Safety Visits (HFSVs) conducted	15,253	16,667	Caution
Speed of response to all incidents (% within 8 minutes)	71.44% (11,853)	80%	Caution

Celebrating success

We are proud of what we have achieved since last year's IRMP was published. Listed below are just a few of the objectives we achieved in the areas of Preventing, Protecting, Responding and Resourcing. If you wish to see how we are performing you can look on our website, www.hantsfire.gov.uk for the most up-to-date information.

Preventing

In April 2007 we achieved our aim of undertaking 20,000 Home Fire Safety Visits. These homes are now much safer from the risk of fire. Plans are underway to refocus this activity to

ensure more resources are directed to the most vulnerable people in our local communities, such as elderly people, families with young children and people with disabilities.

To reach a much larger number of older people, who are sadly more at risk from the dangers of fire, we have successfully set up partnerships with Primary Care Trusts in Basingstoke and Southampton. A similar partnership has also been set up in Portsmouth with Adult Services. Rather than employing an older persons' advocate, as outlined in last year's IRMP, we are investigating ways of working with the voluntary sector and Hampshire County Council Older Persons Well-Being Team to achieve the work of an advocate, but on a much larger scale.

Engaging with young people is a core part of our strategy and our Schools

Education Team has delivered our safety programme in mainstream schools to 95% of Key Stage 1, 2 and 3 pupils. In addition to the traditional fire safety messages, the schools team has also incorporated lifesaving road safety and water safety messages into lesson plans. Young people outside of school are also an important target audience for us. Through the Prince's Trust we have delivered three programmes in Southampton, Basingstoke and the New Forest. During the last year we established the LIFE (Local Intervention Fire Education) programme as a core Service activity and have run nine courses.

The reduction of deliberately started fires has continued to be a main focus for us. We formed the Arson Reduction Team which pulls together the work of a dedicated Police and Fire Arson Task Force, Fire Investigation Team, Fire and Arson Intelligence Analyst, Fire and Arson Support Unit, Fire Setters Intervention Team and all other youth engagement activity. This tiered approach to the investigation of deliberate fires has improved the joint capability of our Fire Investigation Officers and Hampshire Police Crime Scene Investigators and as a direct result has led to a vastly improved detection rate of arsonists. From July to October 2006 our specialist Fire Investigation Team completed a total of 75 joint investigations resulting in 19 arrests. As you will have seen earlier in this plan, we now have a new corporate aim focussing on road safety. During the last year we started to build the foundations in the Service to enable this aim to be achieved and as a result our Group Managers now sit on their local Road Safety Councils.

While smoke detectors continue to be recommended and trusted for alerting householders, domestic sprinklers are recommended for higher risk members of the public. In partnership with Sentinel Housing and Ultrasafe Fire Solutions, we carried out a highly successful demonstration of the effectiveness of domestic sprinklers, helping to raise awareness with a range of important stakeholders.



Protecting

We successfully introduced a number of measures to reduce fire risks in a range of workplace and public buildings during the last year. This included significantly improving our risk information, making the business self assessment tool easily accessible through ours and the fire gateway website and we now send fire safety officers to larger fires to gain important quality information on those properties to reduce future risks. This area remains a focus for our work and we will expand and refine the methods we introduced last year and will continue to work in partnership with organisations to protect higher risk buildings, such as Houses in Multiple Occupation (HMOs).

At certain times of the year, some buildings and areas become more at risk due to increased volumes of people, for example, shopping centres during the Christmas period. As a result, we set out to proactively audit these higher risk premises, through 'thematic' audits. These proactive audits are now effectively used by Station Managers in determining the local community risks and have allowed us to start to identify annual patterns of risk and audits.

A great deal of work was undertaken well in advance of the new Regulatory Reform (Fire Safety) Order, introduced on 1 October 2006, which resulted in a smooth transition into the Service. It was successfully launched externally through media events and we have completed a comprehensive range of information activities aimed at the business community. This work has reached over 2500 key stakeholders and is ongoing through our Business Education Team.

Our Business Education Team is now established and it has ensured that our work with businesses, in terms of education, training and advice, has become core activity in the Service. Through this new team, we have undertaken ground breaking work in engaging with sections of the business community who may find the issues surrounding legal compliance confusing and have introduced



innovative positive action initiatives with black and minority ethnic groups in the business community.

Our dedicated campaigning of the benefits of fire protection initiatives, particularly automatic water suppression systems (AWSS), including sprinkler systems, has shown positive results and we have contributed to new CFOA (Chief Fire Officers' Association) national guidance on sprinklers and other water suppression systems. We have lobbied strongly during consultation for sprinklers to be more comprehensively included in the fire safety requirements of building regulations and we now have a strategy for introducing sprinkler demonstration facilities in high risk multiple occupied houses. Through our successful partnership with Hampshire County Council, we have successfully introduced sprinkler systems to almost 30 residential care homes in Hampshire.





Responding

Being flexible in the way we use our resources to improve our operational response times and to increase our capacity to deliver fire safety advice to the local community continues to be a main focus of our work in the area of Responding. During the last year, our changes to day-crewed fire stations progressed well and we are on target to implement continuous crewing at our fire stations in Andover, Winchester and Havant. Building work commenced at Andover Fire Station to provide the additional facilities required for a diverse workforce operating a continuously crewed duty system. An integral element of the changes at Andover Fire Station involves the redeployment of some of our firefighters from Eastleigh Fire Station, whilst ensuring there is no reduction in the number of fire engines available from this busy fire station. We are pleased that the members of staff who are being redeployed have been identified and the arrangements for increasing the number of Retained Duty System (RDS) firefighters at Eastleigh is well under way. To improve our RDS response times from Eastleigh during the day we are moving

one fire engine to our headquarters site between 0900 and 1700 hours, as we have a number of RDS personnel based there. This was successfully implemented in April 2007, in line with the changes at Andover Fire Station.

The trial to simulate the permanent relocation of emergency response resources from Copnor Fire Station to Southsea and Cosham Fire Stations is well underway. It is still very early in the trial to start drawing any conclusions about the impact on our emergency response provision in the Portsmouth area. However, the early indications are that there has been no detrimental impact and we may have seen some improvements in our higher risk areas.

In April 2006 we successfully changed the crewing arrangements at Waterloo Fire Station. The station is now crewed by Retained Duty System firefighters with two full-time personnel remaining on the station to undertake local community safety and arson reduction work. The two firefighters on the station have, for the first time in our Service, been issued with bicycles to assist them in quickly getting around the area to identify potential arson hot spots. The approach has proved successful during the last year, with the development of many local partnerships to reduce community risk. The trial of an innovative new piece of firefighting equipment took place for six months in 2006 and the results showed the potential for the Service to respond to small fires using a much smaller fire appliance than the traditional fire engine. As a result, work is now well underway to develop a 'First Response' vehicle to respond to small fires. This approach will ensure that we maximise the availability of our resources for larger emergency incidents.

In conjunction with South Central Ambulance Service we are now successfully operating six Co-Responding schemes in New Milton, Romsey, Bordon, Horndean, Liphook and Hartley Wintney. These schemes are providing essential emergency medical care until an

ambulance arrives and have had a very positive impact on saving life and improving the chances of recovery for members of our communities.

Managing resources

The Service now has, for the first time, a comprehensive Workforce Strategy. This is not just a glossy publication, it is a practical and important guide that illustrates our commitment to investing in all members of staff. The strategy outlines a range of important areas, including leader development, building better skills, the recruitment and retention of our employees, establishing appropriate pay and rewards to correctly recognise the contribution of all members of staff and in developing cultural change. Our Values Group has successfully started to raise awareness and understanding of the Service values and they are becoming embedded in the organisation.

The development of our staff could only happen with an effective system and process. We are pleased that the development and introduction of the Integrated Personal Development System (IPDS) is now complete. This was a four year project for the Service which has real benefits for all staff. Systems are now also in place to ensure that the skills, ability and potential of all our staff are recognised and developed.

For the first time, we have introduced the Personal Development Review System that links staff objectives with the IRMP. This system helps all staff to see where they contribute to the improvement of the Service, whilst also improving their own personal development.

We continue to provide a range of development opportunities for staff ranging from specialist roles to management and leadership courses. Partnerships with colleges, universities, and training providers means more staff are now gaining qualifications. During

the last year we have also invested heavily in new 'state of the art' practical training facilities at our headquarters. The recently completed facilities will ensure that staff are provided with modern realistic training to ensure they can respond safely and effectively to emergency incidents.

Engaging with our staff and members of our communities remains a priority for us. Our quarterly staff magazine, Exchange, has now been running for a year and is a useful way of not only keeping our staff informed, but also their families and our external partners. A number of highly successful campaigns have been run during the year focussing on important safety messages, including a Summer Safety Awareness Week and our Celebrate Safely campaign starting on 5 November for Bonfire Night through to the end of January to cover the Chinese New Year.

We successfully completed our Best Value Review of our vehicle workshops, based at Winnall in Winchester, during 2006. The review found that our team of in-house skilled technicians and engineers offer the best arrangement for fleet maintenance and repair to ensure our vehicles are always fit for purpose and ready to respond to emergencies.



Your thoughts on our proposals are important to us. That is why during the last year we undertook our first ever 'Ideas Day' to give all members of our staff the opportunity to tell us how they think we can achieve our corporate objectives. We also ran 14 different events across the county speaking with over 250 people from the local community and we distributed over 1000 copies of our IRMP extra publication, which outlined the new proposals for this plan.

The importance of trials and accurate evidence

During the last IRMP year, a number of trials were conducted. For the first time we used a computer modelling programme to help us fully understand the impact of these trials and to see if there is sufficient evidence to proceed with a proposal, or not. We used a computer simulation model which accurately replays the response of the fire appliances to incidents by using three years of actual incident information from our own control room and runs a 'base case' model, thus showing the current performance of the Service before any changes are modelled. Using this real data, lots of different scenarios can work out the performance of stations and appliances based on the scenarios and risks. We can then see what effect it has on our ability to respond.

Our corporate aims

During the consultation the revised aims received wide support. The review was carried out because some of the existing aims had been achieved and we also wanted to respond to the suggestion made last year that we should include an aim on road safety. We received useful comments about putting the targets in context, so we have now included the baseline figures for them.

Introduction of First Response Vehicle (FRV)

We proposed the introduction of a First Response Vehicle (FRV) to deal with small fires so that we can respond in a way which better reflects the nature of the incident. The trials have already

provided conclusive evidence that for certain types of fires, this type of response is wholly suitable. However, we recognise there have been a number of concerns around specific types of incidents and for that reason a working group, which includes those members of staff operating the vehicle, has been established. The working group will complete the necessary risk assessment to ensure safe systems of working. By introducing this new response option, we can make better use of our staff and take advantage of new technology.

Crewing adjustment at St Mary's and Redbridge Stations

The proposal for adjusting the number of firefighters at St Mary's and Redbridge Fire Stations is intended to ensure a consistent approach to staffing levels across the Service. We intend to proceed with this proposal because we know this staffing model works at a comparable fire station. However, in response to concerns from staff, the movement of personnel will be coordinated to take account of existing transfer requests, predicted retirements and other vacancies. We appreciate this will impact upon the community safety work undertaken from the station so we will dedicate a member of staff within the Group to undertake this work. In recognition of the concerns raised on the potential impact on crewing levels we will review how we maintain staffing levels at the station over the next 12 months so that we can support continued flexibility for our staff.

Introduction of a Retained Duty System at St Mary's

We put forward a proposal to introduce a Retained Duty System (RDS) section at St Mary's Fire Station. Feedback through the consultation suggested that an RDS section could be set up at Redbridge instead. Having considered this feedback, we have continued to progress the proposal to proceed at St Mary's based on operational resilience; the reduction of the number of standby moves and the benefits an RDS section will give to community safety activities in the heart of Southampton city. In addition, it will also provide an opportunity to recruit from the local community.

We are committed to delivering a service that goes far beyond our traditional role of responding to and fighting fires. This involves all of us using Prevention, Protection and Response to reduce the risks in our local communities from fire, as well as road traffic collisions and water accidents, to **Make Hampshire Safer**. As you will have read earlier in this plan, the new Service Delivery structure combines the key work strands of Prevention, Protection and Response at every level of service delivery to ensure a completely integrated approach is taken to reduce risk in our local communities. We intend to achieve this by strengthening the process shown below:





Improving the safety of people in their homes, on the roads and at leisure will be achieved by delivering safety education to all members of our communities. We will work in partnership with local authorities and other agencies to identify those people most at risk - children, young people and the elderly - and target them with risk reduction campaigns.

Arson is the largest single cause of fire in the UK and can lead to loss of life, serious injury and financial hardship in our communities. We will work with the police, local authorities and other agencies to reduce the number of arson fires in Hampshire, specifically focussing on the engagement of young people to divert them away from fire setting and anti-social behaviour.

We will work with other fire and rescue services across the region and the country to share knowledge and learn from experiences to develop community safety initiatives and campaigns that bring the most benefit to our communities.

The objectives on the following pages outline how we intend to achieve this.

PR1 Safety at Home

What and why?

We attend approximately 1 000 fires in people's homes every year. These are major events in people's lives that can lead to serious injury or death. We will therefore continue to provide Home Fire Safety Visits free of charge - installing free smoke detectors where necessary to residents of Hampshire, as this programme has undoubtedly saved lives.

We are committed to reducing the number of fires we attend and making the people who reside in them safer from the effects of fire. Working smoke detectors and an effective escape plan will save lives and reduce injuries. We will target our resources to carry out Home Fire Safety Visits in our six target groups: People over 60 years old, children under five years old, people with disabilities, people suffering disadvantage (income/other), homes where English is not the first spoken language and people who live alone.

How and when?

We will target our resources to carry out Home Fire Safety Visits in our six target groups. We will carry out 25,000 Home Fire Safety Visits during 2007/08 and 25,000 in 2008/09. We will continue to promote the ownership and maintenance of smoke alarms through our annual campaigns.

We will work with our partner agencies within Local Area Agreements and will establish effective partnerships with all the Primary Care Trusts and Adult Services departments in Hampshire by April 2008. We will generate referrals for Home Fire Safety Visits for households occupied by vulnerable and older people from these partnerships.

PR2 Schools Education

What and why?

We will continue to develop our Schools Education programme and increase the number of children we provide safety learning to in Key Stages 1, 2 and 3. Education of children is the foundation of our community safety activity and is a major long-term investment for improving fire and road safety in the community.

How and when?

We will deliver our Safety Education programme to 95% of our Key Stage 1, 2 and 3 pupils each year for the next three years. We will deliver our Safety Education programme in 30% of non-mainstream schools in 2007/08 and 2008/09.

PR3 Youth Engagement

We will continue our successful Prince's Trust Volunteers (PTV) programme and our Local Intervention Fire Education (LIFE) programme and expand these to other areas of the county. As a fire and rescue service we have the skills and standing in the community to positively influence the behaviour of young people. We will work with young people to develop them, improve their opportunities and help reduce anti-social behaviour in our communities.

What and why?

We will run a total of six PTV Teams in Southampton, Basingstoke or the New Forest and achieve an average 75% retention rate for each course in 2007/08. We will deliver eight Local Intervention Fire Education (LIFE) programmes in areas identified as having particular problems with deliberate fires and/or anti-social behaviour.

How and when?

PR4 Arson Reduction

We will work with the police, local authorities, and Community Wardens/Police Community Safety Officers to develop and implement our arson reduction strategies. We will work with youth organisations to accept referrals for individuals identified as requiring support to change their behaviour. Arson is destructive to property, is a blight on our communities and causes millions of pounds of damage every year. Reducing the number and severity of arson attacks will lessen the negative impact on the local economy as well as the harmful social and environmental consequences of fire in communities.

What and why?

We will provide training for Community Wardens/Police Community Safety Officers in arson reduction techniques.

Group and Station Managers will work with the police and local authorities to deliver the reduction of deliberate fires targets within the Local Public Service Agreements and Local Area Agreements. They will carry out 'environmental audits' to identify potential arson hotspots and arson reduction initiatives to meet local needs.

How and when?

We will provide fire investigation training to all operational officers (Crew Managers and Watch Managers) to Level 1 standard. We will use the 12 trained Flexible Duty System (FDS) officers to undertake Level 2 and Level 3 investigations throughout the year.

We will evaluate the effectiveness of the Community Safety Liaison Officer role at Waterlooville Fire Station by October 2007.

PR5 Road Safety

What and why?

We will deliver road safety messages as a mainstream element of our Schools Education programme at Key Stage 2 and 3. Educating children in Key Stage 2 and 3 age groups on road safety will help reduce the pedestrian accident rate.

We will deliver an intervention programme, aimed at young people in the 14-17 age group who steal cars and drive illegally, and an education programme aimed at 17 - 25 year olds in the early years of driving. Working with teenagers who place themselves and others at risk will help reduce road traffic collisions and make the roads safer for all users.

We will continue our active membership of the Hampshire Road Safety Partnership and work with Hampshire Constabulary, local authorities and other organisations to improve road safety.

How and when?

We will develop our Key Stage 2 and 3 education packages to include specific content on road safety for inclusion in the academic year beginning September 2007.

We will develop and deliver an interactive 'Young Drivers Road Safety Awareness' education programme designed to improve the driving behaviour of the the 17–25 age group. Delivery of this will commence in October 2007.

We will develop and deliver an interactive intervention programme focussing on the consequences of vehicle related crimes, such as 'Taking Without Consent', to be delivered to identified groups and individuals in the 14-19 age group commencing in September 2007.

PR6 Domestic Sprinklers

What and why?

We will, in conjunction with our Protection objectives and the HFRS sprinkler strategy, proactively promote the installation of domestic sprinklers with building developers, local authorities and housing associations. Domestic sprinklers have an important role to play in reducing risk of death and injury from fire.

How and when?

Group Managers will promote the installation of domestic sprinklers with builders, architects, Housing Associations and local authorities. We aim to secure agreement for one housing development to be fitted with domestic sprinklers in 2007/08.

PR7 Water Safety

We will raise awareness of the importance of water safety with our at risk groups. 70% of people who drown do so in the sea, rivers or lakes. Given that Hampshire has a large number of inland rivers/waterways, lakes and a significant area of coastline that present drowning risks, we need to play an active part in helping to prevent accidents.

What and why?

We will identify our 'at risk groups' and will work with ROSPA, RNLI and the Maritime and Coastguard Agency to develop a water safety package for those high risk groups during 2007/08.

How and when?

PR8 Voluntary Services

We will target our community safety resources towards the older population and vulnerable groups and improve our methods of reaching them through the use of the voluntary sector. The number and proportion of older people living in Hampshire will continue to increase and this group is particularly vulnerable to fire and other incidents in their homes.

What and why?

We will work with voluntary agencies within Hampshire to establish and evaluate two volunteer programme pilots to generate Home Fire Safety Visit (HFSV) referrals and deliver HFSVs in our Groups during 2007/08. We will use this information to evaluate the potential long term benefit of developing a HFRS volunteer group to improve delivery of safety information to older people and other vulnerable groups. The evaluation will be completed by March 2008.

How and when?



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Waterfront

Our protection activities have continually improved throughout 2006 to provide a comprehensive risk reduction service. In 2007 we aim to concentrate on improvement in the quality and efficiency of these services.

Innovative techniques such as mobile working will be supported by investment in high quality technology. This technology, coupled with new and innovative management regimes, will increase the capacity of our frontline staff.

We take our obligations as an enforcing authority very seriously and aim to provide a fair and consistent level of both formal and informal enforcement of fire safety standards. Our overriding principle is to safeguard the public who use the many varied building designs. We are committed to the principles of good enforcement practice and recognise that quality, in terms of technical expertise of our staff, is fundamental to reach new levels of excellence.

We will also extend our range of risk reduction activities to include environmental risks. We see the protection of the environment from the impact of fires to be an important next step in our activities. This is an area where our partners can contribute to the process and will engage in new joint working activities to achieve this new objective.

The objectives on the following pages outline how we intend to achieve this.

PRO1 Premises Risk Reduction

What and why?	<i>We will continue to expand and refine the methods we use to achieve risk reduction. Our activities will focus on combining risk information sources resulting from both actual response data and data from our regulatory activities. This will enable us to integrate Response and Protection activities to address highest risk premises.</i>
How and when?	<i>We will continue our joint working initiatives by forming partnerships with organisations that have influence over high-risk occupancies. We will introduce a combined Response and Protection approach to managing the highest risks by 2009.</i>

PRO2 Environmental Risk Reduction

What and why?	<i>We want to ensure that we protect Hampshire from risks posed by fire not only to life but also to our heritage and environment. We have introduced initiatives aimed at heritage risks to supplement our well-established analysis of life risks. Risk reduction strategies are in place for both of these key risks. We will develop methods of assessing environmental risk so that we can introduce additional strategies aimed at minimising the environmental impact of fires and also to target fire prevention activities in higher risk areas.</i>
How and when?	<i>We recognise that the analysis of environmental risk is a complex discipline and therefore we will work with our partner organisations to create models that enable us to assess environmental risks and build these into our mainstream risk reduction activities. We will have an appropriate balance between life, heritage and environmental risks reduction plans by April 2008.</i>

PRO3 Excellence in Service Delivery

What and why?	<i>We recognise that the Service has an obligation to ensure that the spirit and intent of the new fire safety order is implemented correctly. We fully support the aim of minimising the burden on business due to regulation and we want to improve upon our already high technical and legal standards to a level where the business community of Hampshire can be confident that our regulation process is fair, appropriate and transparent.</i>
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We will provide our staff with enhanced training aimed at service delivery standards and technical excellence through professional engineering registration schemes. In particular we will explore opportunities for joint working with other regulators to coordinate regulatory activities so that disruption caused by inspection and regulatory audits is minimised. We will seek to participate in the DTI retail enforcement scheme throughout 2007/08 in conjunction with other local authority regulators across Hampshire.

How and when?

PRO4 Business Education

We will educate and support businesses on the key requirements of new fire safety legislation and the consequences of non-compliance and the need to reduce unwanted fire alarms. This will support other community protection objectives to improve business awareness and reduce risk to the community.

What and why?

Our Business Education Team will refocus its activities as a training provider to the provision of targeted assistance to our recognised partners and will also, in conjunction with the Marketing and Communications department, develop an annual programme of education and promotional activity that will integrate risk reduction strategies with our Prevention activity for 2007/08.

How and when?

PRO5 E-Fire Safety

We will continue to promote the use of electronic methods, including increased use of the Fire Gateway website, to deliver our regulatory services and to enable the public to communicate with us. The use of fast and efficient processes will enhance our ability to minimise the impact of regulation on business and also increase our capacity to actively reduce high risks.

What and why?

We will deliver enhanced levels of service at the point of contact with those we regulate. In particular, throughout 2007/08, we aim to fully integrate our mobile working initiatives with our risk management database to allow a more effective fire safety audit process. We will also ensure a prompt response to complaints and other urgent situations within one working day by April 2008.

How and when?

We will continue to maximise the opportunities of using web based risk assessments in conjunction with our platinum service provider status for web based services.

PRO6 Fire Protection Systems

What and why?	<i>We will continue to champion the benefits of fire protection initiatives, particularly automatic water suppression systems (AWSS), including sprinkler systems, for both business and domestic premises to reduce loss of life and the impact of fire on the wider community.</i>
How and when?	<i>We will actively pursue involvement at regional and national forums to lobby for more widespread application of automatic water suppression systems. At local level we will seek opportunities at the building design stage to explain the benefits of such systems. This will be supported by establishing partnership agreements with Southampton and Portsmouth City Councils in April 2007 and we will produce a cohesive sprinkler strategy for all types of risk by 2008.</i>

PRO7 Reduction of False Alarm Calls

What and why?	<i>We will continue activities to reduce false alarm calls, currently in excess of 6000 a year, which are generated by automatic fire detection equipment. We will firstly focus on working with the business community and when there is still no reduction, we will investigate alternative methods of responding. The impact of these calls is a significant risk because they divert our frontline resources from being available to respond to real emergencies.</i>
How and when?	<i>Our firefighters who respond to the false alarm calls will continue to generate referrals to specialists within our Business Education Team, who will provide support and training to business managers. Where we deem it appropriate, we will deal with continual poor performers by legal enforcement action. A strategy and action plan to reduce false alarm calls was introduced in September 2006. We will trial alternative methods of responding to help to ensure that fully crewed frontline appliances are available for real emergencies. We will use the powers of the Fire Safety Order to assist in the management of unwanted calls through the introduction of formal enforcement measures by April 2008.</i>

We aim to deploy our resources throughout Hampshire to target specific local community risks. Our frontline fire engines will continue to respond to the full range of emergencies. They will be supported by a specialised fleet of vehicles that carry the necessary equipment to deal with the range of emergencies that now confront a modern fire and rescue service.

All of these resources will be available for emergencies within Hampshire as well as providing support to the regional and national resilience plans in the event of large scale emergencies.

In 2010 all of our emergency response resources will be mobilised and coordinated through the new regional command and control centre at Fareham. This new command and control facility will be a part of the overall national resilience strategy which is designed to not only protect communities in Hampshire but will improve and enhance the regional and national response to large scale emergencies.

The objectives on the following pages outline how we intend to achieve this.

REIa Changes to Day Crewed Fire Stations

What and why?	<i>We will change our two remaining day crewed fire stations at Winchester and Havant to continuously crewed fire stations. This will improve our response times to emergencies in these areas as well as increasing our capacity to deliver community safety initiatives.</i>
How and when?	<i>We will release full-time personnel resources from other locations within the Service without losing any fire appliances. These personnel will be redeployed to these two remaining day crewed stations to provide the extra personnel requirements for continuous crewing. The changes will take place at Winchester and Havant from October 2007 to April 2008.</i>

REIb Trial at Copnor Fire Station

What and why?	<i>We will continue the trial at Copnor Fire Station, and modify it if necessary, to simulate the permanent relocation of our emergency response resources to Cosham and Southsea fire stations. This will provide evidence to determine if there is a need to continue to provide premises for fire appliances in the Copnor area.</i>
How and when?	<i>We will maintain the same number of fire appliances in Portsmouth. The firefighting appliance at Copnor will move to Southsea fire station and the Special Equipment Unit will move to Cosham fire station. These moves simulate the permanent relocation of emergency response resources, such as fire engines and firefighters. Computer modelling will also be used to provide evidence to support the trial outcomes. The trial will finish on 31 August 2007.</i>

REIc Introduction of a First Response Vehicle at Redbridge

What and why?	<i>We will introduce a First Response Vehicle (FRV) crewed by two persons at Redbridge Fire Station. This vehicle will respond to a range of emergency incidents which do not require the attendance of a conventional fire engine with up to six personnel. This will allow us to relocate firefighters from Redbridge Fire Station to other areas of the Service to improve emergency response and delivery of community safety.</i>
How and when?	<i>We will continue to work with the FRV project team, which includes dedicated Health and Safety specialists and station personnel, to develop safe systems of work for this new approach to incident response. As a result we plan to commence this from June 2007. The FRV will be dual-crewed with the Aerial Ladder Platform, meaning one crew will be available for the two vehicles.</i>

RE1d Changed Crewing at Redbridge and St Mary's Fire Stations

We will reduce the number of firefighter posts at Redbridge and St Mary's. This will release existing resources enabling them to be used more effectively within the Service. We will create a new post dedicated to the Southampton Group to support community safety activity.

What and why?

We will reduce the watch strength at each station by one post releasing a total of eight firefighters. This process will be managed during April - October 2007. The transfer of these posts will take account of normal staff movements during this period. The implementation of the dedicated community safety resource will be managed in line with the reduction of the watch strengths.

How and when?

RE1e Relocation of Water Tender and Introduction of a Retained Duty System at St Mary's Fire Station

We will relocate one water tender from Redbridge Fire Station to St Mary's Fire Station and this additional appliance at St Mary's will be crewed by a Retained Duty System (RDS) section. This move will take place to improve and increase the operational resilience in the city centre.

What and why?

We are able to relocate the water tender from Redbridge Fire Station because of the introduction of the FRV at Redbridge Fire Station. The water tender will move from Redbridge to St Mary's when the RDS section are trained and fully ready for operational response, until that time the water tender will remain at Redbridge Fire Station.

How and when?

RE2 Transition to Regional Control

We will maintain our existing Control Centre until the transition to the new Regional Control Centre has been successfully completed so as to provide a full and uninterrupted emergency call handling and response service in Hampshire. We will provide support to all the staff affected by the Regional Control Centre project, assisting them during the transition phase.

What and why?

We will continue to maintain and replace risk critical elements of the mobilising system. We will continue to recruit personnel into our Control Centre when vacancies arise. We will provide support to all staff adversely affected by the transition to the Regional Control Centre, offering appropriate retraining, where requested, for new employment opportunities.

How and when?



Managing our resources and assets in the most flexible and cost-effective way is important to us. Our members of staff are our most valuable resource and we recognise that they are critical to the delivery of a professional service to our community and in achieving our vision to Make Hampshire Safer.

We are committed to the training and development of members of our staff and by 2009 we will have implemented our Workforce Strategy to help us have the right people in the right place, with the appropriate skills, level of competence and motivation.

We will continue to invest in our supporting infrastructure, including vehicles, property and information and communications technology to ensure that we can respond to emergencies in the most appropriate, flexible and efficient way.

The objectives on the following pages outline how we intend to achieve this.

MRI Achieving our Vision by Empowering our Workforce

Our Workforce Strategy and associated action plan is crucial to the successful delivery of our corporate aims and ultimately our IRMP over the next three years. The Human Resources function plays a key partner role in delivering the strategy, supporting all managers, and as a change agent in developing the workforce to ensure we have the right people, with the right skills in the right roles.

What and why?

The Human Resources function will lead on key strategic projects, including the review of our:

- *Retained Duty System*
- *Pay and rewards*
- *Working patterns and duty systems*
- *Workforce planning database*
- *Working time directive*
- *Workforce management information systems*

The Workforce Strategy also focuses on:

- *Developing leadership capacity*
- *Promoting cultural change through our values*
- *Increasing workforce skills and capacity*
- *Recruiting and retaining talented staff*
- *Ensuring legal compliance*
- *Developing sound industrial relations*
- *Training and development*

We will achieve this through a customer focussed and quality assured strategy which defines clear expectations for the Service. This in turn will underpin the Service's workforce planning strategies and support the effective delivery of our IRMP.

How and when?

The Workforce Strategy Steering Group will monitor and measure progress in achieving the priorities identified in the Workforce Strategy and associated action plan, through the regular reporting by the Workforce Strategy project groups.

MR2 Cultural Change and Living Our Values

We will continue to develop the culture of the Service towards our Values to reflect the community we serve and improve the quality of service delivery.

What and why?

We will implement our Corporate Equality Policy and Action Plan, improve our service delivery through Equality Impact Assessments and establish a working group to embed our Values into the Service. We will achieve the Equality Standard for Local Government Level 2 in April 2007 and Level 3 by October 2007.

How and when?

MR3 Engaging Staff and Stakeholders through Better Communication

The engagement of our staff and stakeholders continues to be a priority for the Service, particularly during times of change. We will continue to implement the three-year Corporate Marketing and Communications Strategy during 2007, with a focus on targeted internal communication, greater awareness building with external audiences and review and evaluation of current practices.

What and why?

The main areas of focus from the strategy for 2007 are:

- The review of the current internal communication practices, through an internal communications audit in April 2007 and review of external awareness levels by December 2007*
- Implementation of the new corporate identity guidelines to begin in September 2007*
- Planned and targeted marketing and communications activity through a range of awareness campaigns including summer safety week in July 07, road safety in October 07, targeted Home Fire Safety Visit campaigns throughout the year and celebrate safely in November 07 to January 08.*

How and when?

MR4 Investors in People

We will achieve Investors In People accreditation. This will assist the Service to continuously improve through an analysis of how we currently invest in our staff. The standard will identify good practice and enable the Service to focus on key areas for future improvement.

What and why?

In partnership with Investors In People, the Service will complete an action plan designed to achieve the Standard by Autumn 2007.

How and when?

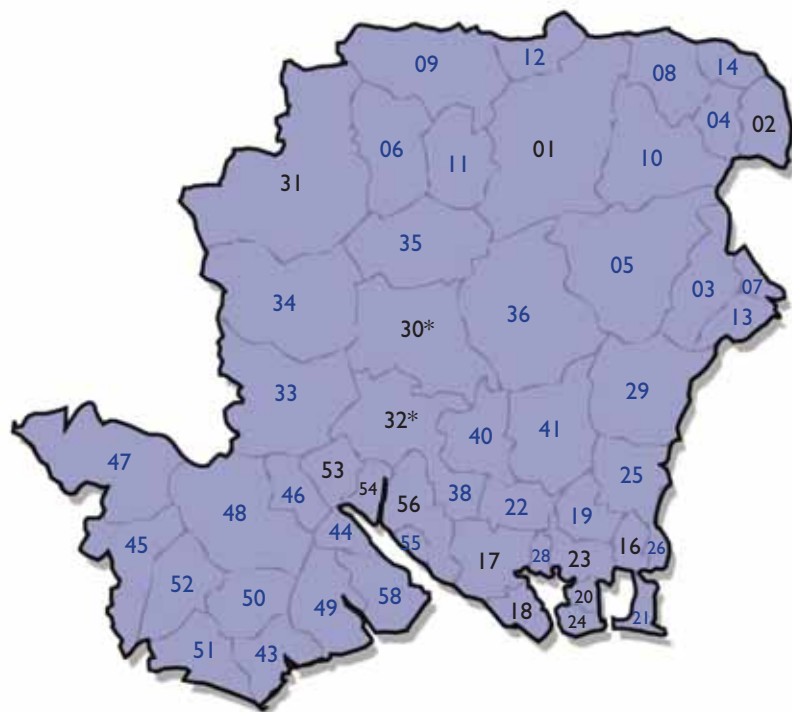
MR5 Collaboration and Partnerships - Local Public Sector Agreements (LPSAs)

What and why?	<i>We will continue to identify opportunities for collaborative and partnership working with other organisations that will help us deliver our own IRMP objectives and those of other agencies which seek to make Hampshire safer.</i>
How and when?	<i>We have set some stretching targets for reducing deliberate fires in the approved 'second generation' Hampshire LPSA running from 2006/07 to 2008/09. We have also commenced a further three Co-responder Schemes (adding to the three already in place) to assist South Central Ambulance Service meet its targets for responding to emergencies.</i>

MR6 Collaboration and Partnerships – Regional Collaboration

What and why?	<i>We will actively participate in the South-East Regional Management Board's six work-streams to identify opportunities for improving the quality and cost-effectiveness of delivering frontline and support services.</i>
How and when?	<i>We have been leading on the establishment and management of regional assessment and development centres – aiming to have the first in place by Spring 2007. From 2006/07 we have also been leading on the development of common policies and activities across the region to improve equality and diversity in the workforce. Together with Kent and the Isle of Wight, we have been active in co-ordinating and managing the Region's capacity building programme and fund. We will continue the allocation of some £450,000 of funding throughout 2007/08 and 2008/09.</i>

This Integrated Risk Management Plan outlines how we intend to **Make Hampshire Safer** by reducing risk throughout the county. Our Group Managers support the new service delivery structure, as outlined earlier in this plan, by focussing on the areas of Prevention, Protection and Response to provide an integrated approach to the reduction of risk in our local communities. Listed below are all of the fire stations in Hampshire. These are divided into the 10 Groups. Group and Station plans are prepared annually that support the corporate aims and objectives outlined in this plan. They contribute to reducing local risk through the prevention of fires and other emergencies, the protection of people in non-domestic buildings, and in the way they respond to new risks and challenges.



- | | | |
|--------------------|-------------------|--------------------|
| 01 Basingstoke | 20 Copnor | 38 Botley |
| 02 Rushmoor | 21 Hayling Island | 40 Bishops Waltham |
| 03 Bordon | 22 Wickham | 41 Droxford |
| 04 Fleet | 23 Cosham | 43 Lymington |
| 05 Alton | 24 Southsea | 44 Hythe |
| 06 Whitchurch | 25 Horndean | 45 Ringwood |
| 07 Grayshott | 26 Emsworth | 46 Totton |
| 08 Hartley Wintney | 28 Portchester | 47 Fordingbridge |
| 09 Kingsclere | 29 Petersfield | 48 Lyndhurst |
| 10 Odiham | 30 Winchester | 49 Beaulieu |
| 11 Overton | * Workshops | 50 Brockenhurst |
| 12 Tadley | 31 Andover | 51 New Milton |
| 13 Liphook | 32 Eastleigh | 52 Burley |
| 14 Yateley | * Headquarters | 53 Redbridge |
| 16 Havant | 33 Romsey | 54 St Mary's |
| 17 Fareham | 34 Stockbridge | 55 Hamble |
| 18 Gosport | 35 Sutton Scotney | 56 Hightown |
| 19 Waterlooville | 36 Alresford | 58 Hardley |

Stations shown in black are wholetime stations, those shown in blue are on the Retained Duty System (RDS). Some of the wholetime stations also have the RDS.

The following pages feature the risk profile for each of the 10 Group areas. These profiles were correct at the time of printing, however they may change. Please also check on our website www.hantsfire.gov.uk/lirmp for the most up-to-date profiles.



Basingstoke and Deane - Mark Wittcomb

The Basingstoke and Deane Group is situated in north Hampshire. It comprises of five fire stations: Basingstoke station, located in the South Ham area, is continuously crewed, whilst the stations at Overton, Whitchurch, Tadley and Kingsclere are all crewed by Retained Duty System personnel. A community fire station, located at the Popley Fields Community Centre, is crewed between 2pm and 9pm each day by an appliance from Basingstoke Fire Station. This

successfully strengthens the relationship with the local community, whilst ensuring response times are maintained.

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. 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, as well as specialised risks such as the Atomic Weapons Establishment and Lasham Airfield.

Basingstoke has already seen much regeneration, including Festival Place and the redevelopment of office buildings into high density residential units. Protection staff have produced a comprehensive Premises Risk Management Plan for the Festival Place shopping centre. 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.

Recognising the link between anti-social behaviour, deliberate fire setting and road traffic collisions, the Station and Group plans support the further development of the Young Firefighters Association (YFA) whilst developing youth engagement opportunities throughout the Borough. Partnership working has ensured that the number of deliberate fires in the Group has been steadily decreasing. Our partnership work with Sentinel Housing Association has helped us to demonstrate the effectiveness of domestic sprinklers, whilst other partnership agreements have allowed Home Fire Safety Visits to be prioritised and targeted to those most at risk.



Total Incidents	04/05	05/06
Primary Fires	299	260
Secondary Fires	341	399
Chimney Fires	32	30
False Alarms Good Intent	218	248
Automatic Fire Alarms	622	583
False Alarms Malicious	37	36
Road Traffic Collisions	171	158
Special Service Calls	159	197
Total	1879	1905

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Rushmoor and Hart - Paul Cater

The Rushmoor and Hart Group is located within the local authority boundaries of Rushmoor Borough Council and Hart District Council. There are five fire stations in the Group area, located in the towns of Farnborough, Yateley, Fleet, Hartley Wintney and Odiham. Our personnel working from these stations protect a residential population of 176,000 occupying 70,300 dwellings. Major transport facilities in the Group area include the M3 motorway, A30 and A331 roads, the main rail link between London and the south west, and Farnborough airport.

Rushmoor Borough includes the towns of Aldershot and Farnborough having a mainly urban environment, with Farnborough having the largest population centre in the Blackwater Valley. It is the largest employment centre within the Group with 50,000 people working in commerce, research, technology and communications. Protection teams from Rushmoor have been involved with the fire safety design of major commercial developments around Farnborough airfield that use leading design technologies, including one of the largest warehouse designs in Europe.

Aldershot has a population of 34,000 and incorporates the majority of the Aldershot Military Garrison Town. It is currently undergoing redevelopment of brown field sites to increase the number of residential properties in the area. Hart District has a total population of 85,000, with the towns of Fleet, Yateley, Odiham and Hartley Wintney being the main population centres. Hart is mainly rural and is fortunate to be the least deprived district in England, with 32 conservation areas and a widespread architectural heritage with approximately 1,000 buildings listed as being of special architectural interest.

During 2005/06, partnership working and our support of the 'Crime Reduction and Environment Week' with the Rushmoor and Hart Community Safety Teams, Hampshire Police and Community Wardens has resulted in a reduction in overall arson incidents within the Group. Our ongoing partnership work with a Primary Care Trust, local authority and voluntary organisations has assisted us to complete over 1300 Home Fire Safety Visits within the Group during the last year. Our aim is to increase the number of these visits during this three-year Integrated Risk Management Plan.

Total Incidents	04/05	05/06
Primary Fires	262	300
Secondary Fires	577	552
Chimney Fires	8	21
False Alarms Good Intent	244	267
Automatic Fire Alarms	603	572
False Alarms Malicious	48	22
Road Traffic Collisions	149	157
Special Service Calls	194	197
Total	2085	2088

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East Hampshire - Dave Lock

East Hampshire is a rural district based around two thriving market towns of Alton and Petersfield with other major centres at Bordon and Horndean. The remaining district is characterised by attractive towns and villages and shares borders with West Sussex and Surrey, in which we provide some operational response support.

This rural district is renowned for its attractive countryside with approximately 40% of the district lying within the designated East Hampshire Area of Outstanding Natural Beauty. Principle amongst this is the South Downs, the Wey and Rother Valleys, and the Hangers, a wooded escarpment running centrally north-south which has international ecological landscape recognition.

East Hampshire enjoys a buoyant local economy encompassing agricultural industry, a range of small to medium sized companies, and provides many service industries with a sizeable public sector presence. The Ministry of Defence maintain several large establishments in the northern area.

Risks that these and associated activities in the district may represent include five major road links and a mainline rail service between London and the South Coast. There is also an airfield with service industries and gas/oil fuel storage. The major areas of conurbation are centred on Alton, Petersfield, Whitehill and Horndean.

We actively participate in the thriving East Hampshire Community Partnership and work with other partner organisations to deliver our core activities in the areas of prevention, protection and response. These include our Co-Responder partnership with South Central Ambulance Service operating out of our fire station in Bordon; the devlivery of free Home Fire Safety Visits in partnership with Hampshire Children Family Forum, Drum Housing, Primary Care Trusts and the WRVS and arson reduction initiatives with Hampshire Constabulary and local councils.

Protection staff have targeted local businesses which have poor records regarding unwanted fire alarm calls from automatic systems and also been engaged through a formal partnership agreement with housing officials to address high risk Houses in Multiple Occupation.



Total Incidents	04/05	05/06
<i>Primary Fires</i>	191	195
<i>Secondary Fires</i>	210	263
<i>Chimney Fires</i>	58	52
<i>False Alarms Good Intent</i>	148	153
<i>Automatic Fire Alarms</i>	345	347
<i>False Alarms Malicious</i>	4	11
<i>Road Traffic Collisions</i>	106	94
<i>Special Service Calls</i>	260	103
Total	1322	1218

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Portsmouth and Havant - Fred Brown



The Portsmouth and Havant Group comprises of six fire stations: Southsea, Copnor, Cosham, Havant, Hayling Island and Emsworth. The City of Portsmouth is the most densely populated city in Britain outside of London. The combined residential population of the Group is approximately 300,000, which fluctuates with a high influx of university students and tourists throughout the year. The Group also consists of some of the most socially deprived areas in the county and an ageing population.

Built risk environment includes two dockyards, historic buildings, large shopping centres, motorway interchanges, a prison, large and expanding hospital complexes, multiple numbers of high-rise buildings, industrial sites, marinas, a football stadium and a high density of Houses in Multiple Occupation.

Historically there have been a significant number of deliberate fires within both Portsmouth City and Havant Borough Council areas. Both authorities are fully engaged in partnership with us to reduce the number and impact of these fires. In particular, Portsmouth City Council has adopted the target of a 20% decrease in the number of fires started deliberately within Portsmouth City, as part of their Local Public Service Agreement.

The Group and Station plans reflect the emphasis on the reduction of deliberate fires combined with the delivery of Home Fire Safety Visits (HFSV) to vulnerable persons. The plans recognise the importance of engaging with partner agencies. In particular, protocols have been developed with both the Community Warden Service and Accredited Community Safety Officers to ensure the implementation of an Environmental Audit and HFSV referrals. Crucial to the success of both has been the recent introduction of a Fire Reduction Community Warden and Community Link Officers. Protection activities have seen the introduction of innovative positive action schemes to ensure certain black and minority ethnic groups within the commercial sector are able to achieve compliance with regulatory requirements. Work with local authority housing officers has also resulted in significant levels of risk reduction in high risk multiple occupancy houses through the use in over 20 cases of joint housing and fire regulation enforcement powers.

Total Incidents	04/05	05/06
Primary Fires	697	650
Secondary Fires	1305	1045
Chimney Fires	20	14
False Alarms Good Intent	483	498
Automatic Fire Alarms	1168	1273
False Alarms Malicious	170	187
Road Traffic Collisions	180	203
Special Service Calls	626	726
Total	4649	4596

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Fareham and Gosport - Dave Smith

Our Group covers an area west of Portsmouth up to the eastern border of Southampton and includes Portchester, Fareham, Gosport and Botley fire stations. The main risks are created by an arterial motorway, heavy and light industry, military establishments, an airfield, extensive agriculture and areas of dense housing predominantly within Fareham and Gosport.

The Group has a combined residential population of approximately 200,000 which increases during the summer. The majority of residents live in either Fareham or Gosport, with 21% at or above retirement age. Due to the increase in demand for housing, the area has seen a rise in the number of housing developments.

Large military establishments such as HMS Sultan, HMS Collingwood, Royal Hospital Hasler and the Institute of Naval Medicine are based within the Group and present specific risks, as do the Ministry of Defence Oil Fuel Depot in Gosport and the Defence Storage and Distribution Agency.

Along the M27 corridor there has been extensive commercial development comprising a large number of light and heavy industrial premises being built and commercial sector growth has resulted in the development of several industrial parks.

Within the last year, secondary arson within the Group has been reduced due to proactive initiatives undertaken in conjunction with Gosport and Fareham Community Safety Partnerships. Gosport Fire Station has successfully carried out a boat safety scheme, to help reduce water related incidents and Fareham Fire Station has implemented a road safety scheme called TRAPT (Teenagers Road Accident Prevention Training), to increase young people's road safety awareness, through practical and theoretical training.

Protection staff have achieved a significant reduction in unwanted fire alarm calls from automatic systems through joint working with those responsible for Crown Estate premises. This has seen unwanted calls reduced to zero in some key areas.



Total Incidents	04/05	05/06
Primary Fires	274	280
Secondary Fires	484	492
Chimney Fires	16	14
False Alarms Good Intent	223	252
Automatic Fire Alarms	581	680
False Alarms Malicious	48	42
Road Traffic Collisions	112	114
Special Service Calls	247	298
Total	1985	2172

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Winchester - Peter Watson

The Winchester Group includes the six stations of Winchester, Bishops Waltham, Droxford, Wickham, Alresford and Waterlooville. It has a population of 152,000 people, with 37,000 living in the City of Winchester, 41,000 in Waterlooville, and the rest living in the rural areas of the Group. Centred on the old capital city of England, the district extends to around 250 square miles. The district is set in the heart of the county and is extremely accessible with good strategic road and rail links with easy access to air and sea travel.

The Winchester City Council area has one of the most consistent low rates of unemployment in the UK. Employment is mainly in public administration, the service sector, agriculture and tourism. Due to the historical nature of the area there are many visitors throughout the year. Within the Group are some of the biggest sleeping risks in the county in Royal Hampshire County Hospital and Winchester prison. There is also the heritage risk of Winchester Cathedral and a major shopping precinct in the Brooks Centre.

Our protection staff have been involved in protecting key heritage sites throughout the county, including Winchester Cathedral. This work uses the principles of risk management planning to heritage sites, an area in which our formal partnership with the National Trust provides us with a new level of expertise in this area.

Through our Group and Station Plans we have achieved many outcomes to reduce risk and achieve IRMP objectives. During the last year we achieved a 49.9% delivery of Home Fire Safety Visits to people over 60 years of age and engaged with young people through the delivery of the 'First Gear' project, focussing on the promotion of road safety, and we ran a Local Intervention Fire Education (LIFE) programme, with a focus on arson reduction.

We have established some local partnerships with different areas of the Primary Care Trust (PCT) such as district nurses and Preventing Dependency teams. We are also working closely with all our partners in the Winchester Community Safety Partnership.

Total Incidents	04/05	05/06
Primary Fires	240	250
Secondary Fires	287	216
Chimney Fires	44	44
False Alarms Good Intent	157	155
Automatic Fire Alarms	581	500
False Alarms Malicious	44	35
Road Traffic Collisions	100	141
Special Service Calls	178	181
Total	1631	1522

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Eastleigh and Test Valley - Kevin Evenett

The Eastleigh and Test Valley Group comprises of Eastleigh, Romsey, Stockbridge, Sutton Scotney and Andover Fire Stations. It has a combined population of 229,658. The Group is made up of a mix of older urban areas, modern suburban settlements, and historic villages with large areas of green landscape and farmland. It also contains more than 20 sites of special scientific interest and a proposed National Park.

The area is relatively prosperous with unemployment being lower than the national average and Eastleigh and Andover being the major area of employment. Whilst the economy is generally buoyant, the area has small areas of relative deprivation and low incomes. The infrastructure is well served by good communication links, with the M3 from London, A34 from the north and Midlands, and the A303 to the west. With the extensive rail links and expanding airport at Eastleigh a considerable number of people and freight travels through this area on a daily basis.

The Group and Station Plans enable us to identify local risks and focus resources on reducing them. We work closely with our partners to adopt a multi-agency approach to reduce risk. We have partnerships with the Primary Care Trusts (PCT) and other local agencies that work higher risk groups to provide us with referrals for HFSVs. Protection staff have also pioneered a joint approach with local authority staff to manage public safety at large open air events such as music concerts at venues in this area. Events with many thousands of people attending are now managed using a safety model that was developed with HFRS that can be applied to future events.

We have agreements to share intelligence with the Police and Crime and Disorder Reduction Partnerships (CDRP) to identify arson crimes and anti-social behaviour. Crews carry out environmental audits to identify potential arson risks, this information is passed to our partners who remove the risk before it becomes an arson incident.

Eastleigh has recently launched the YEAR (Youth Engagement Arson Reduction) Project based at the fire station. We are planning to run another five courses next year.



Total Incidents	04/05	05/06
<i>Primary Fires</i>	286	302
<i>Secondary Fires</i>	457	515
<i>Chimney Fires</i>	50	49
<i>False Alarms Good Intent</i>	247	275
<i>Automatic Fire Alarms</i>	741	783
<i>False Alarms Malicious</i>	23	40
<i>Road Traffic Collisions</i>	163	179
<i>Special Service Calls</i>	288	180
Total	2255	2323

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Total Incidents	04/05	05/06
Primary Fires	700	754
Secondary Fires	1250	1215
Chimney Fires	10	10
False Alarms Good Intent	496	509
Automatic Fire Alarms	1411	1393
False Alarms Malicious	212	197
Road Traffic Collisions	167	169
Special Service Calls	582	629
Total	4828	4876

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Southampton - Steve Pegler

The Southampton Group consists of the City of Southampton, which hosts a complex and vibrant shopping centre, leisure, tourism and industry. The Group extends outside of the city into areas such as Hamble, famous for its yachting connections. The population within the Group shows a mix of all ages, religions and cultural backgrounds with many ethnic minority communities located around the St Mary's area.

The areas of risk within the Group are many and varied. The Port of Southampton is one of the busiest docks in the Country. The container port handles a large amount of the UK's containerised trade. The Port of Southampton services around 200 cruise calls, with half a million passengers, increasing year on year. There are a number of different industries within the Group, with a predominance of 'light industry'. Although it comprises mostly of smaller manufacturers it also has some large producers. Being mainly a large city area, the Group area has a large and busy road system consisting of a number of motorways, complemented by a mainline rail system, which serves a high number of commuters into London and connects to all other locations within the Country.

Our Group plan has been instrumental in driving down risk within this area. One of the most successful areas of activity during the year has been the delivery of the free Home Fire Safety Visits. We have carried out over 14,000 visits in the Southampton Group. Reducing arson also featured heavily in our work last year. We were involved in a number of youth interaction initiatives ranging from our Motor Cycle Workshop to running specifically tailored courses in the New Forest, all aimed at engaging with young people. All these activities have been carried out in addition to our role in responding to fire incidents and other emergencies.

Protection staff have introduced a sprinkler strategy into Southampton aimed particularly at landlords of Houses in Multiple Occupation which has resulted in domestic sprinkler systems being provided as a practical alternative to more traditional methods of fire protection. The Southampton scheme will form the basis of an overall sprinkler strategy for the county, which includes workshops to demonstrate the advantages of sprinklers.



New Forest North - Carlton Kerr

The New Forest North Group covers a significant proportion of the New Forest National Park as well as Totton, Fordingbridge and Ringwood. These towns create risks similar to other large towns, such as high population density, old housing and light industrial units.

The National Park within the Group creates a unique and challenging risk profile. Large areas of plantations and heathland are at increased risk of fire during summer months. Tourists increase the population profile, with camping and barbecues, all increasing the risk of accidental fires. We are working with the Forestry Commission to reduce these risks and improve working practices in the event of an incident. Protection staff in the New Forest have also worked closely with our rural safety team to ensure potential hazards are identified and controlled in rural sites. The protection of our national heritage is important in the New Forest National Park and joint initiatives with Hampshire County Council aim to ensure suitable plans are in place to minimise the risks from fire.

The large number of dwellings within the National Park are of traditional construction, many with thatched roofs, and due to remote locations, many properties rely on more traditional heating methods. As a result the New Forest North Group has the highest number of chimney fires per head of population within Hampshire. Coupled with limited water supplies, this presents challenging conditions for firefighters. In partnership with the New Forest District Council and other agencies we provide guidance to local people and visitors to improve safety. We also support a Young Firefighters Association (YFA) based at Ringwood.

In order to reduce the significant number of road traffic collisions we are called to on the A31 and A35 we are engaging with a number of key agencies, including the New Forest Safer Roads Group and Road Safety Council and Hampshire County Council Road Safety Team. During the last year, we headed a successful multi-agency initiative to reduce the incidents of young people jumping from the Redbridge Causeway. This initiative was well received by both local residents and schools and has now formed the basis of a new multi-agency initiative in the Fordingbridge area of the River Avon.



Total Incidents	04/05	05/06
<i>Primary Fires</i>	154	133
<i>Secondary Fires</i>	140	139
<i>Chimney Fires</i>	30	49
<i>False Alarms Good Intent</i>	93	131
<i>Automatic Fire Alarms</i>	211	247
<i>False Alarms Malicious</i>	10	12
<i>Road Traffic Collisions</i>	77	112
<i>Special Service Calls</i>	72	88
Total	787	911

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Total Incidents	04/05	05/06
Primary Fires	138	154
Secondary Fires	286	213
Chimney Fires	32	20
False Alarms Good Intent	137	136
Automatic Fire Alarms	297	299
False Alarms Malicious	28	23
Road Traffic Collisions	66	67
Special Service Calls	349	105
Total	1333	1017

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New Forest South - Phil White

The New Forest South Group is situated in the south west of Hampshire and includes six fire stations positioned at Beaulieu, Brockenhurst, Hardley, Hythe, Lymington and New Milton.

The area is mainly covered by the New Forest National Park, with a diverse mixture of woodland, heathland, bogs and grassland, interspersed with towns and villages. It has a population of 100,500 people with the highest proportion of elderly in Hampshire (38.5% aged over 64) living in the south from Lymington to New Milton.

The Group is responsible for the coast from Marchwood to the county's principal military port. It also includes the major petro-chemical complexes and power station at Fawley and the harbours in the Solent.

In terms of risk, besides the industrial sites, there are major roads, a mainline railway and several marinas. Fire is the main risk to the forest, which increases during the summer months because of the weather and the large number of visitors, many of which stay in large campsites or holiday complexes near the coast. Lymington is a bustling market town with several marinas and is a popular place for yachtsman to visit. Protection staff in the New Forest have worked closely with our rural safety team to ensure potential hazards are identified and controlled in rural sites. The protection of our national heritage is particularly important in the New Forest National Park and joint initiatives with Hampshire County Council aim to ensure suitable plans are in place to minimise the risks from fire.

In the Waterside, the population has a higher than average teenage population and high rates of arson have been recorded near to large estates. Two schemes have been implemented to try and reduce the incidence of arson - '999 LIVE' in partnership with Hampshire Constabulary and the Arson Forum, to deal with a specific problem in Netley View. The forum includes several agencies working in partnership and successfully stopped the incidents of arson by the end of August. The forum has agreed to carry forward specified good practise and we are talking with landowners to develop proactive solutions next year.

**If you would like this plan in larger print, braille or another language, please contact
Marketing and Communications on 023 8062 6812 or
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If you have any comments about the content of this plan or would like to be kept informed of future fire and rescue service developments we would like to hear from you.

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Preventing
fires and other emergencies

Protecting
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Responding
to new risks and challenges



Making Hampshire Safer

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