

Surrey Fire and Rescue Service

Public Safety Plan 2011-2020

With you, making Surrey safer

**DRAFT FOR COMMUNITIES SELECT
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Foreword

We have the pleasure of presenting our Public Safety Plan for 2011-20. The plan describes our vision for Surrey Fire and Rescue Service and establishes a framework for future development, setting out the improvements we intend to make to fire and rescue services in Surrey during this period. This plan incorporates important work that we will implement to reduce the risk in our communities and to make Surrey safer for all those who live, work, travel in or visit our county. We continue to deliver a Service that is valued by you but we do not take this for granted.

It is important to understand that we are determined to become a more flexible organisation; able to respond to changing risk and not constrained by some of the ways we currently operate. This means that we will continually review the way we deliver our services to you and will therefore want to consult with you regularly on further proposed changes. The proposals in this plan are akin to steps on a journey; some of those steps can be difficult and may take some time to achieve. Change is rarely easy, especially as we enter a period of unprecedented cuts in public spending, but that does not mean it should not happen. It is essential that we continue to challenge how we deliver our services to ensure that they are fit for purpose and provide value for money.

Our proposals are now described in terms of the outcomes we aim to have achieved by 2020. These are to have;

- Outcome 1: Revised and achieved our response standard.**
- Outcome 2: Matched resource provision to predicted demand levels.**
- Outcome 3: Improved the balance of service provision across Surrey.**
- Outcome 4: Crewed all fire engines with five firefighters.**
- Outcome 5: Created capacity to improve firefighter and community safety.**
- Outcome 6: Implemented more appropriate working arrangements for staff.**
- Outcome 7: Increased the use of volunteers.**
- Outcome 8: Appropriate response arrangements for all calls for assistance.**
- Outcome 9: Effective income generation and cost recovery arrangements.**
- Outcome 10: The most efficient governance arrangements.**
- Outcome 11: Improved the provision and use of property.**
- Outcome 12: Effective community safety activity.**

The detail required to support the achievement of our outcomes are contained in action plans that we will publish on a regular basis. We will report on our progress and be subject to a robust scrutiny process.

This plan has been developed through an extensive consultation period. In December 2010 we issued our draft plan for consultation and in the following twelve weeks we received a wide range of feedback from the public, staff, partner agencies and key stakeholders. We have presented to every Local Committee and publicised the plan in all forms of the media.

We have produced a consultation report which provides the detail of all the response received, including an analysis of the 643 completed questionnaires. Within the consultation report you will clearly see what people have said to us, our response and if there has been any change to our plan as a consequence.

We are grateful to all those who have responded to the consultation, the quantity and quality of the responses have revealed a genuine, informed and widespread interest in our Service. We have listened and consequently are able to indicate several areas where detailed elements of the plan have changed. What have remained broadly similar, however, are the concepts that the draft plan described; we are still convinced that the challenges we have outlined are those that we must address as priorities.

We know prevention is better than cure, and want in particular to reduce the risks to those we can identify as being more vulnerable to the risk of fire or road traffic collisions. We provide free home fire safety visits helping you to be safer in your home. We also play our part in improving road safety, focussing on young drivers through our award winning Safe Drive, Stay Alive programme.

We continue to develop our ability to respond to large scale incidents and to prepare for the effects of climate change, population growth and terrorism. In 2012 London hosts the Olympic and Paralympic Games and we have our part to play in supporting the delivery of a successful event for the country.

A vital element of this plan is the part that you have to play and we want you to join us on our journey. We recognise that accidents happen, no matter how careful people are, but we are also sure that if we work together we can continue to reduce the occurrence of all types of incident and limit the impact when they do happen. We will continue to listen to what you think of your fire and rescue service and how we can improve but we also want you to listen to us when we provide advice and information to increase your safety and that of those around you.

This is the Fire and Rescue Authority's plan and provides the Officers responsible with the mandate for reform. We are determined to deliver a quality fire and rescue service for the County and we believe that by working with the community we can continue to improve your safety.

That is why our mission is: **'with you, making Surrey safer'**.



***Kay Hammond,
Cabinet Member for Community Safety***



***Russell Pearson
Chief Fire Officer***

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1 Our Vision

- 1.1 In previous Public Safety Plans we have described our 2020 Vision based upon a set of planning assumptions. These have been broadly correct; however more recently these have needed revision in view of the reduced finances available to deliver our services. This ten year plan now gives us the opportunity to be clear as to how we think this service should look in 2020 having assessed the potential developments and challenges that Surrey will face over this period.
- 1.2 **Our Vision for Surrey Fire and Rescue Service as:**
- a) A high performing, low cost and valued organisation that contributes to making Surrey a safe place.
 - b) An employer of choice, providing career opportunities within a motivated workforce who are competent and confident, healthy and safe, and who are representative of their community.
 - c) Managing our resources based on risk analysis, matching resources to demand and providing a balanced level of emergency response across Surrey.
 - d) Ensuring that we are sufficiently resilient to be able to provide an emergency response under all foreseeable circumstances.
- 1.3 **Our Vision for you** is that you are fully informed about the part you can play in making Surrey safer. This personal responsibility will empower you as individuals, families, communities and employers to help yourselves and enhance your neighbourhood. It will help to prevent some emergencies from occurring and also reduce the impact on you and those around you if they do occur.
- 1.4 Our vision, which has not changed with regard to reducing finances, supports the objectives of Surrey County Council as described in the Surrey County Council Corporate Strategy for 2011.

Residents: To provide excellent value for money.

Costs: To have costs as low as the most efficient of other councils.

Performance: To outperform other councils.

Staff: To ensure that we have highly skilled people who are proud to work for Surrey County Council.

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2 Our Values

Our Commitment to Our Customers

- 2.1 To achieve our aim to make Surrey safer, Surrey Fire and Rescue Service recognises the importance of delivering quality services to the people of Surrey that not only meet the needs of our diverse communities, but also represent efficiency and value for money for the Surrey taxpayer.
- 2.2 Our values set out the beliefs and behaviours at the heart of our organisation:

Improvement

- 2.3 We value improvement at all levels of the Service by:
- a) Accepting responsibility for our performance
 - b) Being open-minded
 - c) Considering criticism thoughtfully
 - d) Learning from our experiences
 - e) Consulting others

People

- 2.4 We value our employees by practicing and promoting:
- a) Fairness and respect
 - b) Recognition of merit
 - c) Honesty, integrity and mutual trust
 - d) Personal development
 - e) Co-operative and inclusive working

Diversity

- 2.5 We value diversity in the service and the community by:
- a) Treating everyone fairly and with respect
 - b) Providing varying solutions for different needs and expectations
 - c) Promoting equal opportunities in employment and progression within the fire and rescue service
 - d) Challenging prejudice and discrimination

Service to the Community

- 2.6 We value the service to the community by:
- a) Working with all groups to reduce risk
 - b) Treating everyone fairly and with respect
 - c) Being answerable to those we serve
 - d) Striving for excellence in all we do
- 2.7 In practice this means that we will provide the same high quality of service to everyone, whether we are responding to an incident, providing safety advice or working with our partners.
- 2.8 We expect our staff to display the values described through their actions, their appearance and their performance. This means always ensuring that we have delivered a high quality service and that we have done everything possible to achieve this. It also means every individual understands the performance expected from them and that they strive to deliver this performance.
- 2.9 We continually monitor our performance and the progress we have made to change our organisation and will take the necessary action to improve the service we provide. The feedback we receive from you is essential in helping us to manage our Service effectively.

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3 Putting Surrey Fire and Rescue Service into Context

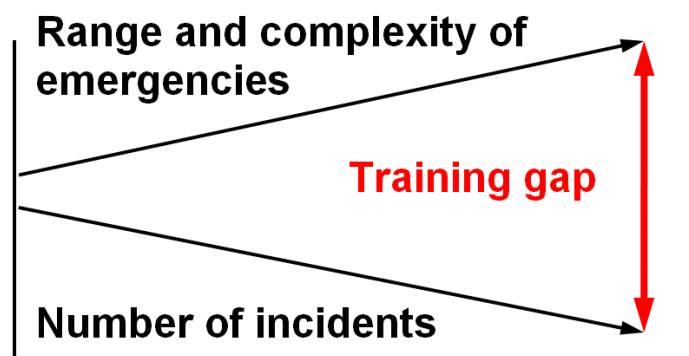
- 3.1 The provision of the Fire and Rescue Service in Surrey is the responsibility of the County Council as the Fire and Rescue Authority. This responsibility includes ensuring that the duties as laid out in the Fire and Rescue Services Act (2004) are complied with and that the Fire and Rescue Service is efficient, effective and provides value for money.
- 3.2 The Cabinet of Surrey County Council is the Fire and Rescue Authority for Surrey. Democratically elected, the county councillors who form the Cabinet are answerable to you, the public, when ensuring that they meet their statutory duties. The Cabinet Member for Community Safety has specific responsibility for fire and rescue.
- 3.3 Surrey Fire and Rescue Service is part of the Customers and Communities Directorate of Surrey County Council, which is managed by the Strategic Director. The other services in this directorate are Trading Standards, Cultural Services, Customer Services and the Local Partnership Team. The Chief Fire Officer for Surrey is responsible for delivering the fire and rescue service on behalf of the County Council.
- 3.4 The county fire and rescue authority is one of the four governance models (the way that fire and rescue services are managed) that exists in England (see Appendix 1). Although we compare ourselves to other fire and rescue services across the country it can be difficult to ensure the comparisons are appropriate. Therefore we need to ensure that what we are doing is right for Surrey, whilst also learning from the experiences of other fire and rescue services.
- 3.5 Nationally fire and rescue services work to the Fire, Resilience and Emergencies Directorate of the Department for Communities and Local Government. The Fire Minister has indicated a change in policy for fire and rescue that is more sector led in approach to support the localism agenda. The [Fire Futures](#) review enabled practitioners to influence policy that has been captured in the [Government response](#), which is summarised below:
- 3.6 Government is clear, *“The Fire and Rescue Service needs to be able to adapt to meet the demands of a continually evolving delivery environment; it needs to respond to the challenges of greater expectations from citizens of public services and to do so with reduced public funding. To meet these challenges the Service needs strong local leadership and the ability to work effectively in collaboration at different spatial levels and with a wide range of other public services.”*
- 3.7 Government policy will be based on four key guiding principles:
 - a) Restoring a focus on local communities instead of national targets.
 - b) Ensuring local decision making and accountability on local services.
 - c) Letting the Service and wider sector – not Whitehall – manage its’ cross sector functions collaboratively.
 - d) Providing clarity on national and local roles in resilience and ensuring the right structure is there to support it.

- 3.8 The next phase of Governmental action will occur through the [local government resource review](#) and the development of a revised [National Framework](#) for fire and rescue services by 2012.
- 3.9 The [HM Treasury Spending Review](#) in October 2010 set out Government's strategy for public finance until March 2015. This is designed to reduce the level of borrowing that has occurred as State spending exceeds the monies raised through taxation; in 2010 the UK national debt was estimated to be £4.8 trillion¹. The Comprehensive Spending Review decisions have been prioritised to support growth, fairness and public sector reform.
- 3.10 The impact on Fire and Rescue Authorities will be a 25% reduction in formula grant funding over the Spending Review period. To give Fire and Rescue Authorities time to make the necessary changes without affecting the quality and breadth of services to communities, the main reduction will be applied in 2013/14 and 2014/15.
- 3.11 Government expectation is that these savings will be delivered at a local level but also highlighted the importance of collaborative action. Seven specific areas where potential savings could be achieved have been suggested:
- a) Flexible staffing arrangements
 - b) Improved sickness management
 - c) Pay restraint and recruitment freezes
 - d) Shared services/back office functions
 - e) Improved procurement
 - f) Sharing Chief Officers and other senior staff
 - g) Voluntary amalgamations between Fire and Rescue Authorities.
- 3.12 As you read through this plan we will explain how we have been successful in achieving many of the savings described and how we will continue to increase our efficiency.
- 3.13 As a county fire and rescue service, we are also affected by the financial situation of Surrey County Council. This is managed through a rolling four year medium term financial plan; the current plan has identified £4.2 million in revenue savings for fire and rescue between April 2011 and March 2015. This includes savings that were identified through the Surrey County Council [Public Value Review](#) of the Fire and Rescue Service in 2009. This plan has been devised to provide a strategic framework for the future, providing flexibility and the ability to react to further funding restrictions should they arise. However, the ability to make these savings is dependent on a range of factors including support from other County Council services and the achievement of operational assurance in emergency response performance.

¹ Institute of Economic Affairs: [A Bankruptcy Foretold 2010: Post-Financial-Crisis Update](#)

Our Challenges

- 3.14 The county of Surrey continues to change, with increases in population, a changing age profile, significant property development and rising traffic levels. The threat of terrorism and the effects of climate change also contribute to the challenges that Surrey faces.
- 3.15 As a fire and rescue service it is essential that we adapt to these changes and this also means overcoming our own challenges.
- 3.16 Our fire stations are not necessarily in the right places, located where they are as a consequence of history, administrative boundary changes and the needs of the community at that time.
- 3.17 The shift systems that we operate do not provide the flexibility and reliability needed.
- 3.18 The Retained Duty System of 'on-call' firefighters faces a number of challenges, affected by changes in legislation and the way people live and work.
- 3.19 Whilst the number of incidents that we attend continues to fall, the range and complexity of emergencies that we respond to, or must be prepared to respond to, is increasing. This creates a training gap that must be filled to ensure the competence and confidence of our staff.
- 3.20 We are a people based organisation, it is our staff who deliver the service, responding to incidents, providing education and advice and enforcing fire safety legislation. The selection, training and development of our staff is crucial to our success and as the demands upon us increase, so does the requirement for appropriate and effective training.
- 3.21 Effective fire and rescue response is based upon having appropriate information. Our mobile data systems enable firefighters to have this information at the scene of an incident, but this information must be collected, validated and available at the scene.
- 3.22 There are many factors that contribute to Surrey being a relatively safe county, which experiences relatively low numbers of fatalities and injuries from fire. Our challenge is to continue to reduce these numbers and this means the accurate targeting of those who are most vulnerable².

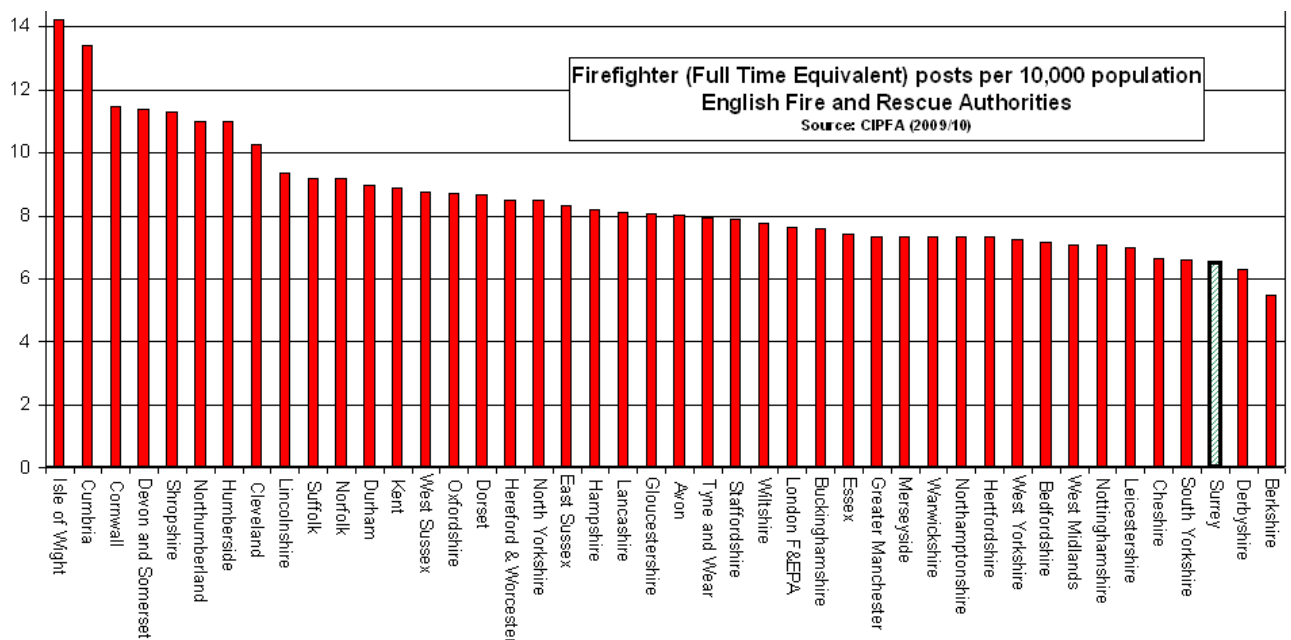


What we have done so far.

- 3.23 The detailed progress against the last Public Safety Plan 2008 – 11 is outlined in Appendix 5; however it is important to understand where we have come from over the last decade.

² Vulnerable people are identified in the Community Risk Profile of Surrey (Appendix 3)

3.24 There has already been a significant reduction in firefighter posts within Surrey; in 2003 there were 712 wholetime staff posts and currently there are 635. We have also reduced the number of fire engines by removing the 2nd vehicle from Chertsey fire station in 2005. These changes have created year on year savings resulting in the 3rd lowest numbers of operational staff per 10,000 population in England³. We have also reduced the amount of directly employed support staff. Surrey Fire and Rescue Service has already delivered significant efficiency savings and the net effect on the revenue budget between 2003/4 and 2010/11 is a reduction of nearly £6.5 million.



3.25 Surrey has also been at the forefront of innovation with the creation of a variable crewing system that allows fire station staff dedicated time to engage with the community on prevention and protection issues. This has been operating at Walton and Haslemere Fire Stations since 2005 and has produced some significant areas of good practice that have now been mainstreamed across the Service. We want to build on the experience gained from this innovation to develop systems with our staff to meet organisational and individual needs.

3.26 Firefighting and rescue are complex, technical activities that require highly trained people equipped with the best equipment and with the latest information available to them when required. Surrey has led the way in this area by providing computers in all of our fire engines that we call Mobile Data Terminals (MDT). The MDTs are toughened laptop computers that can be removed from the fire engine to be used wherever required. These computers enable our firefighters to access the latest information that we have on the building or area involved in the incident, with detailed plans, aerial photographs and a description of the numbers and type of people likely to be involved. From this information we are able to develop the most appropriate tactics to resolve any incident that confronts us. The MDTs also provide information on vehicles, pipelines and drainage systems, flood prediction maps and access to all of our procedures and risk assessments. The system that we have implemented has won national awards and is rightly viewed as the model for other FRS to adopt.

³ Chartered Institute of Public Finance and Accounting (CIPFA) statistics 2010.

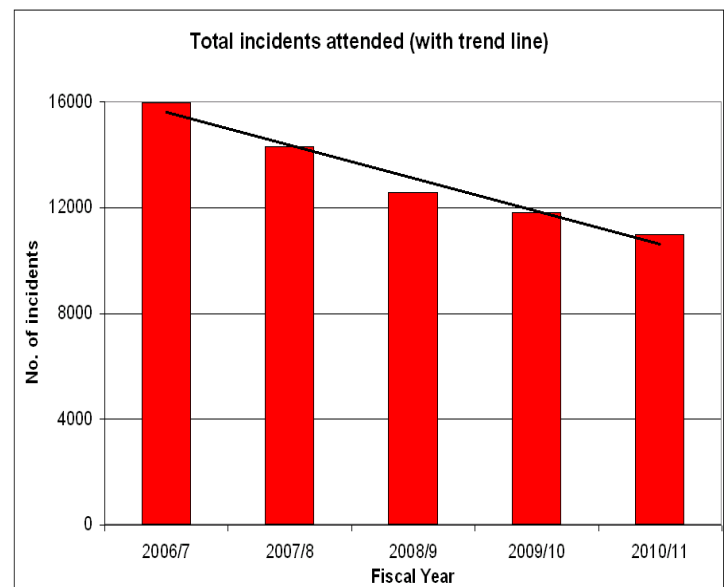
- 3.27 Similarly, our call handling and mobilising arrangements use the latest technology so that we can provide the best service to you. In 2008 we upgraded our mobilising system as it was nearing the end of its serviceable life and installed a dynamic system that integrates with our MDTs, which have automatic vehicle location system capability. This means that we know where our fire engines are when they are out in the community and, when combined with our property database, our mobilising system calculates which one should be able to provide the quickest response to your incident. Previously, we mobilised our fire engines from assumed locations based on districts, so there could have been times where the quickest response was not sent. Some other fire and rescue services have not yet upgraded their mobilising arrangements due to the impacts of Government's FiReControl project, which has now been cancelled. Currently this can create difficulties in mobilising the quickest fire engine where it is predicted to come from another fire and rescue authority; however we are working to address this issue as a matter of urgency.
- 3.28 We work closely with our colleagues from other fire and rescue services to become more efficient where appropriate and we have had considerable success through joint procurement opportunities. We have recently agreed contracts to replace our personal protective equipment (fire kit) and respiratory protective equipment (breathing apparatus), generating cost savings and improving the way we can work together at incidents. Our day to day uniform has recently changed, from royal blue to navy / black. You may question why we have purchased new uniform when we continue to seek efficiency savings. The contract with our previous supplier had expired and a national fire and rescue service contract did not provide the value for money we were looking for. The current contract will eventually see a common fire and rescue service uniform across the south east; to a higher specification than we had previously and delivering savings of approximately £24,000 over the four year term. To demonstrate the point, our new shirts are better quality and less than half the cost of our previous ones.
- 3.29 Surrey Fire and Rescue Service has statutory duties to respond to fires and road traffic collisions, as well as other emergencies and to also promote fire safety. As a Category 1 responder under the Civil Contingencies Act (2004) we are at the core of the response to most emergencies. Category 1 responders are subject to the full set of civil protection duties, including, amongst other duties the need to "assess the risk of emergencies occurring and use this to inform contingency planning". We are a member of the Surrey Local Resilience Forum and contribute to the planning and exercising for major emergencies.
- 3.30 Surrey FRS is working with eight other fire and rescue services in the southeast on joint procurement and the development of standardised operational procedures to enhance interoperability. A specific example of this is the close working arrangements we have developed with the Isle of Wight Fire and Rescue Service. We provide and manage their mobile data systems and will be developing arrangements to undertake emergency call handling and mobilising functions on their behalf. This will utilise irreducible spare capacity in our mobilising control that was identified during the Public Value Review, as well as generating income for the Service and efficiency savings for the Isle of Wight. It is intended that this closer collaboration will continue to expand where mutual benefits are identified.

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4 Building on Success

4.1 In 2009 the Audit Commission inspected⁴ Surrey Fire and Rescue Service and judged us as “performing well. In arriving at the overall assessment, we [Audit Commission] have given special emphasis to the good results the service has achieved in meeting its priorities and serving the communities across Surrey.”

4.2 This can be seen through a reduction to the number of incidents that we attend. Five years ago we were regularly attending more than 15,000 incidents a year; in 2010/11 we attended approximately 11000 incidents. This follows a trend in reducing demand for our services at incidents, which is replicated in many fire and rescues services around the UK. However, whilst we recognise that this trend is correct, the total number of incidents attended would be affected by environmental and climatic conditions, such as a sustained period of low rainfall.



What are Surrey Residents Saying?

4.3 The Service remains one of the top performing services within the Joint Neighbourhood Survey (JNS) achieving approximately 76% satisfaction every quarter. A survey of people who we have assisted at an incident highlights 100% of domestic respondents were either satisfied or fairly satisfied with the service they received. This is an improvement of 2% on last year’s results. Non-domestic respondents indicated a 99% satisfaction rate. This is the same percentage as last year. The Regional Perception Survey highlights that on the basis of general impression 77% of respondents were satisfied with the fire service and 86% felt the service acted in their best interest.

Development of the Public Safety Plan

4.4 In order to build on our success and deal with the challenges we face, we are required by statute to produce and consult on an Integrated Risk Management Plan. In Surrey we call this our Public Safety Plan and the draft for consultation was developed with extensive engagement with stakeholders, elected Members, staff and public representatives. This included regular meetings with staff by the Chief Fire Officer, who met with every fire station watch and team within the Service. Surrey County Council as the Fire and Rescue Authority approved the draft Public Safety Plan for consultation at the Cabinet Meeting on 30th November 2010.

⁴ Surrey Fire and Rescue Service Organisational Assessment – Audit Commission 2009

- 4.5 A comprehensive consultation process was undertaken on the draft PSP between December 2010 and March 2011. Views were sought from staff, partners and the public through dedicated meetings, surveying and an extensive publicity and e-mail campaign.
- 4.6 Although there was a positive response to most of the proposals, particularly those relating to preventative and community safety activity, there was a strong negative view about the three relating to the emergency response standard and emergency response arrangements. Further detail on the consultation process and the response received is available in the evaluation report (**LINK TO BE INSERTED**).
- 4.7 This plan has been reviewed and revised in light of the feedback received and contains a framework for change agreed by the Fire and Rescue Authority.
- 4.8 We have listened carefully to the responses to the consultation and have assessed the alternative proposals that we have received. Some of the changes contained within this plan remain challenging; however it is considered that the decisions are being made in the best interests of Surrey, including staff, the public and the Service.
- 4.9 We need to change to address the range of challenges outlined above in section 3 and we are convinced that it is the right thing to be doing. Financial pressure is just one of the challenges; we would need to make some of these changes even if the budget was not an issue because we must provide public value and be accountable and responsible.
- 4.10 It is important to recognise that this is a vision for 2020 and not a blueprint for delivery. We intend to work with staff and other stakeholders to develop the detail of how the vision will be delivered over the next decade. However, the outcomes required are clear and are supported by an initial two-year action plan. The plan is flexible to allow us to adapt to the learning that will be generated during implementation and any new challenges that may arise over the period.
- 4.11 This Public Safety Plan now supersedes the previous integrated Risk Management Plans and any associated commitments.

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5 Managing Risk

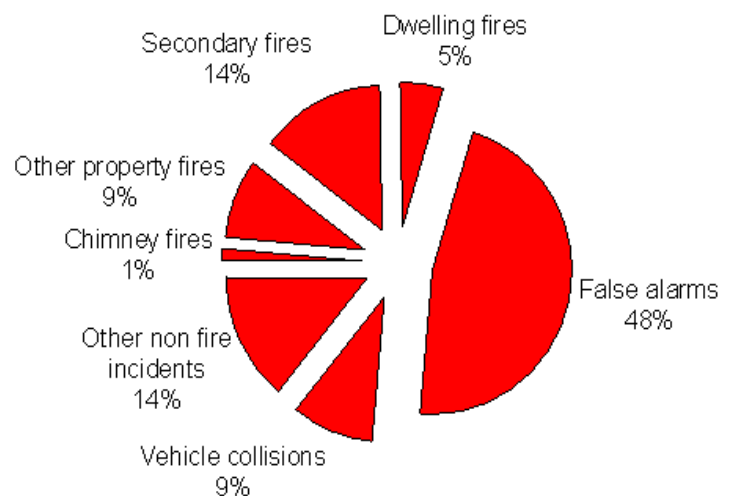
- 5.1 Throughout the Public Safety Plan we will talk about risk and it is important that you are clear on what we mean by this term. Risk is the assessment of the likelihood of an event occurring coupled with the potential severity if that event occurs. The impact of incidents is often wider than just those directly involved, consider the road traffic collision on the M25 that causes a ten mile tailback, or the fire involving gas cylinders that may explode resulting in hundreds of people being evacuated from their homes or businesses for a period of twenty four hours.
- Fire and Rescue fact**
A fire in Staines involving gas cylinders resulted in the evacuation of hundreds of people, closed a school during exam week and caused traffic chaos during the Friday afternoon rush hour.
- 5.2 We understand that our role is about reducing the risk; the likelihood and the consequence, for all those who may be affected by an incident.
- 5.3 As a foundation for our own risk analysis we use both the [National](#) and [Surrey](#) Community Risk registers. These are described in further detail in our Community Risk Profile, which contains a more detailed assessment of risk within the County (see Appendix 3).
- 5.4 To assess the risk within Surrey we analyse historical data, which gives us an indication of patterns and trends as well as providing our professional judgement and experience on the severity of incident types. We also undertake predictive analysis that uses our professional knowledge combined with that of partners and Government to predict the risk from incidents that do not occur often, such as terrorist attacks or widespread flooding. It is essential that we combine all of this information to create a risk profile for Surrey as this allows us to establish where and when we require our resources. It also provides us with a focus for preventative activity.
- 5.5 The incident data used to inform this plan is from 2009-11. This is additional data to that used in the draft plan and provides the latest picture of our emergency response activity. At the time of analysis national performance information for comparison purposes was not available and due to this, comparisons with other fire and rescue services are based upon data available to the end of the fiscal year 2008/09.
- 5.6 Government have provided a modelling tool to assist fire and rescue services with the assessment of risk in their area, know as Fire Service Emergency Cover (FSEC) model. We have used this previously and the vast majority of Surrey (some 98+% of the population) is assessed as low or very low risk. It also uses 2001 census data; therefore we do not believe that solely using the FSEC model is appropriate for planning changes to emergency response cover in Surrey.
- 5.7 So to support our planning we have used the services of an independent company (ORH) who provide computer modelling for emergency response cover. They have used Surrey data for 2009-11 from Government's new Fire and Rescue Incident Reporting System (IRS), which is not easily comparable with the data sets previously collected. This data has been used for modelling purposes and has been used to replicate the demand placed on SFRS and is not used to compare performance of the Service against other fire and rescue services.

5.8 Our analysis has shown that whilst Surrey is one of the safest places to be in the UK, there are always accidents and events that we must be able to respond to. What is less certain is the likely location of these incidents. We recognise that those incidents that involve a threat to life occur in a random fashion across the county.

An average day in Surrey

5.9 If there was such a thing as an average day for Surrey in 2009-11, we would have fewer than 32 incidents. There would be fewer than:

- a) fifteen false alarms, such as automated, hoax and 'good intent' calls;
- b) two dwelling fires;
- c) three other property fires;
- d) five non-property (secondary) fires, such as rubbish or grass alight;
- e) three vehicle collisions; and;
- f) five other incidents (special services), which could be flooding or animals trapped, etc.



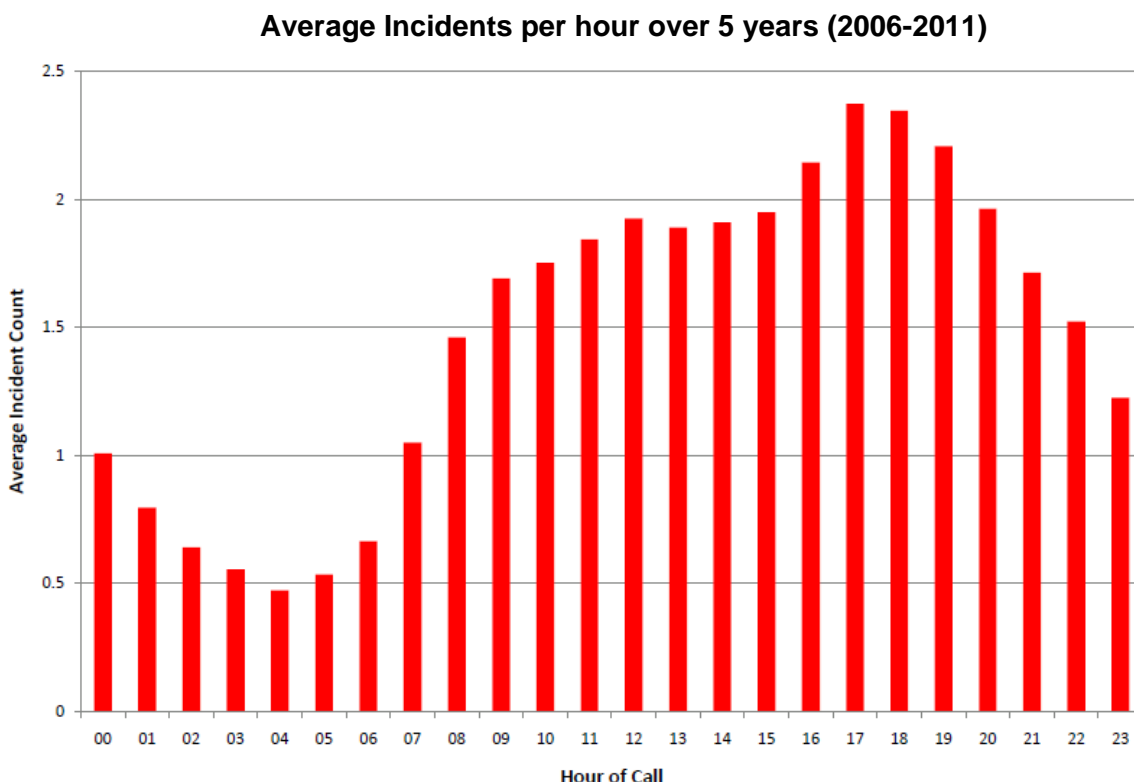
5.10 The fire engines will also be used to standby at other locations to maintain emergency response cover across the County as required.

5.11 As indicated in the chart, nearly half of all our incidents turn out to be false alarms as categorised by Government's Incident Recording System. What this means is that automatic fire alarm (AFA) systems account for 67% of all our false alarms, with 30% identified as good intent and 3% as hoax calls. We know that we will need to continue to attend the good intent calls as there was clearly a belief by the caller that the fire and rescue service was needed for an emergency. The number of AFAs in commercial premises is reducing due in part to the call challenge process we introduced in 2008; however the number of domestic AFAs is increasing.

5.12 Another important element of the pattern of activity is the differences during a 24 hour period. On average, we experience a predictable increase in demand from approximately 6 am, with peaks of activity during the morning and evening rush hours. From 10pm through until 6am the level of demand on our resources is very low.

5.13 We also know that travel times within the County vary considerably by the time of day based on modelling of average journey times by Surrey County Council Transport. When compared to the average times between 7pm and 7am, journeys can take 120% longer in the hour from 7am and 80% longer in the hour from 5pm. Even out of the rush hour during the day average journeys can take up to 50% longer. Further information on average journey time calculations can be found in the Community Risk Profile (Appendix 3).

- 5.14 The weather can have a significant impact on the amount and severity of the incidents we are called to attend. During hot, dry weather we attend more wildfires and during heavy or prolonged rain we are called to more flooding related incidents. It is difficult to predict accurately when these types of weather condition will occur on a long term basis but it is predicted that they will become more frequent.
- 5.15 The following graph is based upon five years incident data and shows the total number of incidents per hour of the day for that period.



- 5.16 In summary, the likelihood of an incident occurring is higher during the day, hence the increase in demand. The type and severity of incidents is also an important factor that we have considered. We recognise the concerns expressed during consultation that emergencies occurring at night can go undetected for longer and that people are at greater risk from fire when they are asleep. However, this can be addressed through the use of smoke detection, the implementation of safety advice and a good fire escape plan. In fact, our experience shows that incidents resulting in death or injury can and do occur at any time.
- 5.17 As we have stated, the risk in Surrey is low – the statistics show it is a safe place to be. We therefore need suitable and sufficient resources 24/7 to deal with the range of credible scenarios that may occur and this level of resource should be based upon realistic planning assumptions. Part of that means that we should have more resource available during the day to meet the predicted increase in demand.

- 5.18 Although we can predict the trend of likely demand on our resources we cannot predetermine the actual demand or severity of each incident. We therefore need to have suitable and sufficient arrangements in place for emergency response cover in the County. In addition to resources available in Surrey, we have arrangements with our neighbouring fire and rescue services to support each other when necessary. We also have systems to recall our own staff to duty to provide the level of support we may need; these are all contained in our robust (BS 25999 compliant) business continuity management arrangements to ensure that we can continue to provide our services to you under all reasonably foreseeable circumstances.
- 5.19 We have also assessed the locations where incidents occur and from our research it would appear that there are no specific areas in Surrey that show a significant increase in risk requiring a Fire and Rescue Service emergency response. We have not identified specific areas or housing types where the risk of fire is more prevalent, and the relatively affluent nature of Surrey often means that those who are at risk due to their age, health or other factors may not always be easily identifiable. Therefore it is essential that we find those within the community who are more vulnerable to the risk of fire, road traffic collisions or other events so that we can target our community safety activities.
- 5.20 Within our current configuration we provide an emergency response for the whole of Surrey but have identified a significant disparity in the level of service between areas. Whilst it is true that there is a correlation between population density and the number of incidents occurring, this correlation is not as strong when related to life critical incidents within Surrey. This type of incident includes house fires and also road vehicle collisions and these occur in a far more evenly spread pattern across the county. When this is considered against the disparity in emergency response and our capacity to deliver prevention, the need for change is clear.
- 5.21 In addition to the assessment of the current population, demographics and built environment, we have also considered the likely growth in terms of population, buildings and traffic. Within the life of this plan the Hindhead Tunnel will open, changing traffic flow in the south west of the county and also representing Surrey's most significant underground risk. However, arrangements are already in place to deal with the impact of incidents involving the new tunnel.
- 5.22 Proposed developments across the county will increase the number of dwellings and commercial properties, which will affect the profile of people who live, work and travel in Surrey. We work closely with colleagues in the county council as well as other partners to assess the likely impact of future changes. It is important to note that these infrastructure developments must be completed in accordance with the relevant building regulations and standards. This means that safety is incorporated from the design stage and our protection staff work with partners to ensure risk in new or redeveloped property is minimised.
- 5.23 We will continue to use the term 'vulnerable' throughout our plan and we need to be clear as to what this means. The risk of fire is ever present for all of us, but there are those who may be at greater risk, either as a consequence of being more likely to have a fire or being less able to react appropriately should one occur. Our analysis of fire fatalities and injuries has revealed that mental and physical disability or impairment due to the effects of alcohol or drugs can be a significant factor in increasing someone's vulnerability to both the likelihood and the impact of fire. This analysis gives us a focus for targeting our prevention activity, prioritising those who we believe are at greater risk whilst providing advice and education to all.

- 5.24 Fire risk also relates to the economic and societal loss that may result. Fire can have a significant impact on businesses, it is estimated⁵ that 80% never recover from a fire. The importance of the Surrey economy, not just to the county but to the country cannot be overestimated and we will continue to work with the commercial sector to ensure that businesses understand how to protect themselves and their staff from fire. This also relates to those buildings that form an integral part of our communities, the schools, hospitals, social clubs, village halls, libraries and places of worship. The loss of these crucial amenities and the potentially severe impact on the communities who rely on them is also a risk that we are well aware of.
- 5.25 We continue to provide education and information to those responsible for these buildings to help them reduce this risk and improve business continuity outcomes. Where necessary, this may include taking enforcement action under Fire Safety legislation⁶ to ensure the safety of people who use non-domestic premises.
- 5.26 Our automatic fire alarm call challenge policy has demonstrated how we have worked with businesses to manage risk. This has put the onus back on businesses to manage their fire alarm systems more effectively, as required under the legislation, rather than relying on the fire and rescue service to manage the risk for them. As a result the number of automatic false alarms calls to commercial premises has reduced significantly.

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⁵ Arson Prevention Bureau

⁶ Regulatory Reform (Fire Safety) Order 2005

6 Our Priorities

6.1 Having identified the challenges that we must address we are able to state our strategic priorities. These are the areas that our work divides into, although they are all interdependent. We have set our aims out in this style to enable you to clearly understand our priorities. What you will then see is how we intend to achieve them.

6.2 We have four priorities to achieve our vision, they are:

6.3 Your Fire and Rescue Service:

Reducing the risk and impact of fires, vehicle collisions and other emergencies. This is about understanding the range of incidents we could be called upon to attend and the actions we will take when we respond. It is also about trying to stop some incidents occurring and what can be done in advance to reduce the impact of emergencies.

We will:

- a) Work with you to ensure that we understand the risks in our communities.
- b) Work with you to prevent fires and other incidents occurring.
- c) Work with those who are responsible for the fire safety in buildings and at public events to reduce the risk from fire.
- d) Respond as quickly as possible to emergency calls and provide the right number of firefighters, fire engines and equipment to deal with the incident.
- e) Participate appropriately in the planning and response to local and national emergencies.

6.4 Our Staff:

Ensuring our workforce are ready and able to provide you with the best possible service. This is about making sure our staff are there when you need them and have the right skills to do their job. It is also about making sure we look after our staff appropriately whilst they are at work.

We will:

- a) Ensure that our staff are selected, trained and developed to do their job safely and effectively.
- b) Support our staff within a safety conscious, inclusive and healthy working environment.
- c) Ensure that we have the appropriate number of staff available to meet the demands on our service.

6.5 **Our Organisation:**

Ensuring that we provide a balanced, efficient, affordable and resilient fire and rescue service. This is about providing the best service for the most people whilst being value for money. It is also about making sure we can always provide you with our service.

We will:

- a) [Manage our resources effectively to improve the level of service to more people.](#)
- b) [Have the appropriate resources available to meet the expected demand.](#)
- c) [Manage our service to provide the best value for money.](#)
- d) [Ensure we can always provide an emergency response.](#)

6.6 **Your Community:**

Delivering localism to make Surrey a better place to be. This is about how we work with other agencies to provide services that strengthen communities, such as Youth Engagement. It is also about using our buildings to support the local community and making sure we minimise our impact on the environment.

We will:

- a) [Work with others, where appropriate, to build safer and stronger communities.](#)
- b) [Reduce our impact on the environment.](#)
- c) [Support the Surrey County Council corporate strategy.](#)
- d) [Seek further ways to add value to our communities.](#)

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7 Your Fire and Rescue Service

Reducing the risk and impact of fires, vehicle collisions and other emergencies.

7.1 We will work with you to ensure that we understand the risks in our communities.

- 7.2 To provide the best possible service to our community we must have a comprehensive understanding of the risks that we face and of what our communities expect from us. We have a number of statutory duties to fulfil and want to be certain that the way we meet those duties is in line with your expectations.
- 7.3 Surrey Fire and Rescue Service has continually developed to meet the increasing demands placed upon us. Since 2004 we have had a statutory duty to prevent fires and to provide information and advice. As with all organisations we have changed over time and accepted responsibility for a wide range of incidents. It is essential that we continually assess our ability to meet these demands and to also ask if we are the most appropriate Service to deal with them.
- 7.4 We will continue to engage with boroughs and districts, partner agencies and our communities to understand the future plans for areas, the current issues that they face and concerns relating to community safety. We are engaged with both the Surrey Strategic Partnership and the Community Safety Partnerships, working with partners to seek innovative solutions to local problems. This involvement is a good example of where we are able to benefit from sharing our knowledge and experience of local communities. We will use this understanding, experience and intelligence to continue to shape our future plans.
- 7.5 Surrey has a range of diverse communities and individuals with specific needs that are often hidden within the relative affluence of the commuter towns that make up the county. This creates an imperative upon us to ensure that we are able to identify those who are most vulnerable to the potential and the impact of fire and other emergencies. In order to do this we continue to analyse the data that we collect relating to those who have been involved in emergency incidents, drawing comparisons with national statistics and seeking to identify trends as they develop. This analysis is contained within our Community Risk Profile (Appendix 3), a document that we have refined during the development of this plan and that will be refreshed on an annual basis to ensure that our strategies for response, protection and prevention have the necessary statistical and professional information to inform the risk assessments upon which they are based.
- 7.6 We gather risk information continuously, visiting premises and areas to record risk information in a database which is available to our operational crews via Mobile Data Terminals. This means that we have information relating to building design, the type of people that may be in the building and the processes that may be occurring. This information enables our officers to make informed decisions about the tactics that they will employ to deal with whatever the incident is. As a result we are able to be more efficient and effective and can enhance the levels of safety for both you and our firefighters. We must increase our capacity to gather and refresh this information as this increases safety and also informs our understanding of risk.
- 7.7 You can help us with this by providing relevant information about you or your premises and then ensuring you keep us updated when things change.

Outcomes:

- a) Realigned resources that provide capacity to increase the number of premises that we visit to gather information about.
- b) Strengthened links to our communities and partnerships where appropriate ensuring that we are able to understand the risks facing individuals, groups and communities.
- c) Up to date risk information that is available to staff when they need it.

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7.8 We will work with you to prevent fires and other incidents occurring.

7.9 This means that we will continue to provide advice and education about the prevention of fires, being safe on the roads and other safety messages with the aim of reducing the number of fires and other incidents.

Fire Safety

7.10 The number of accidental fires in dwellings in Surrey continues to reduce; between 2006 and 2011 numbers have fallen by nearly 14%. We understand that there are a wide range of factors that contribute to the risk from fire for each individual or family. Factors such as age, health and lifestyle all contribute to an individual's risk profile. Through our Home Fire Safety Visit programme we are able to tailor our advice to you, taking account of factors such as whether you smoke or how you prefer to cook. To enable us to continue to develop the range of advice based upon understanding how you choose to live, we must have a greater knowledge of our communities. In order to reduce the risk for everyone, but particularly for those most vulnerable, we will continue to develop our knowledge and the ability to receive the information that will assist us.

Fire and Rescue fact:

Since 2006, we have made 18217 Surrey homes safer by completing Home Fire Safety Visits and installing 21371 smoke detectors.

7.11 Whilst we wish to ensure that everyone has access to advice and information we must use our resources effectively and therefore want to improve how we target our activity to those who are most vulnerable. This is linked to our ambitions regarding improving the flow and capture of information.

7.12 We already operate a referral scheme with a number of agencies, enabling our partners to highlight those who may be more vulnerable from fire and who would benefit from speaking to us. Our staff are also trained to enable them to provide referrals to other agencies when appropriate. We are a member of the Safeguarding Adults Board and work with health and social care agencies to support independent living.

7.13 Our analysis of those who are most severely affected by fires reveals a number of common factors, often linked to health or age. We will continue to develop our partnerships with agencies such as the Pensions Service to enable us to reach those who may be more at risk from fire but who may not realise that themselves. Our target is to ensure that every household in Surrey has working smoke detection and a fire escape plan. To date we have been able to provide and install smoke detectors at no cost to the occupier, using funds provided by central government. This funding is no longer available and we must seek alternative approaches to achieve our target.

Fire and Rescue fact:

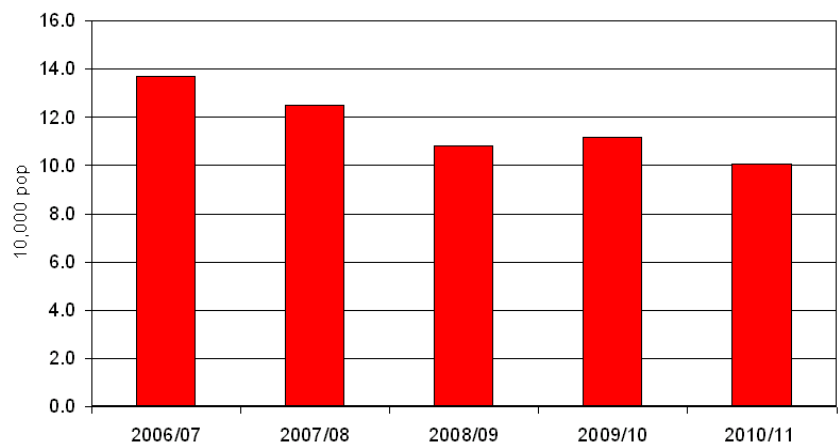
Between April 2006 and March 2011, 19 people have died in Surrey homes as a result of an accidental fire. The average age of the victims was 70.

- 7.14 Prevention activity is delivered both by specialist staff and by operational crews. We recognise that using a fire engine crew, who are available to respond to incidents, is not always the most appropriate way to carry out a Home Fire Safety Visit or other activity where we may inconvenience you by being called away to attend an emergency incident. There is also, however, a real value in firefighters, who see the results of accidents, being able to talk with you about how you can make yourselves, your family and your community safer.
- 7.15 We will, therefore, continue to use operational crews to deliver prevention when it is appropriate but will also develop alternative methods for providing staff to undertake this type of activity. We will also investigate how we can further develop the use of other agencies and volunteers to help us to reach as many people as possible with vital safety advice. This model currently operates in places like Woking and Guildford, where trained Age Concern volunteers deliver Home Fire Safety Visits on our behalf.
- 7.16 We understand the benefits of educating children in fire safety measures and will continue to use age appropriate material to deliver these messages. We will also continue to participate in the Junior Citizen's events across the county, supporting partners in providing a range of safety advice to Year 6 children.
- 7.17 Our Firewise scheme provides an opportunity for us to speak to young people who have shown an unhealthy interest in fire or who may already have been involved in firesetting. This scheme has been highly effective in reducing fire setting and we are committed to continuing this activity. If you feel that a young person may benefit from this intervention, please call 0800 850 0767.
- 7.18 We use the [national fire campaigns](#) as a basis for delivering messages relevant to our own communities. An example of this is our focus on fires involving cooking, which is a common cause of accidental fires in Surrey homes. Our prevention activity is tailored to meet the risk that our communities face and we will continue to analyse our incident data to ensure that we focus on those risks.
- 7.19 Changes to staff working arrangements will provide the opportunity to change the way we deliver our community safety activity. This will be part of a planning process that will balance the needs of our staff for training and development and the requirement to increase the amount of risk information that we are gathering.

Arson and Fire Investigation

7.20 Arson is the deliberate setting of a fire to cause damage to property and is a criminal offence. In 2004, we created a specialist Arson Task Force to tackle the affects of deliberate fire setting in Surrey, which has resulted in a reduction of 48 % by March 2011 in this fire type. This has been achieved through education, prevention, investigation and the detection of offenders, many of whom are then prosecuted by Police.

Number of Deliberate Fires per 10,000 population



7.21 The team works in partnership with Surrey Police, the Environment Agency, Environmental Health, the Prison Service and Surrey Crimestoppers to continue reducing the occurrence of arson in the County.

7.22 We have a legal requirement to investigate the cause of all fires and, where necessary, we use specialist fire investigation officers and Fire Investigation Search dogs. The results of fire investigations are used for prevention and education by identifying technical or human factors that may have contributed to the fire in the first place. Investigations in Surrey have led to changes to guidance on electrical downlighters and also the identification of specific vulnerable groups, where fire safety advice should be targeted.

Road Safety

7.23 We recognise the significant risk posed from road traffic collisions for those who travel in Surrey. In 2010 a total of 5,331 people were reported as injured in road collisions in Surrey. 488 people were seriously injured and there were 32 fatalities.

7.24 Responding to this type of incident is part of our statutory duty and we also have a part to play in reducing the number of incidents and of those who are killed or injured. We particularly focus on young drivers, who are statistically at far greater risk (22% of all fatal casualties in 2009 were between 16 and 24 years old). We will continue to work with key partners in delivering road safety messages, for example by continuing to deliver Safe Drive Stay Alive, a hard hitting event that explores the impacts and consequences of road accidents through the eyes of those who have been affected. Delivering a show of this standard to over 11,000 young people every year is a significant challenge that relies on commercial sponsorship and the commitment of all of the partners involved. Academic research and the fact that this model has been adopted across the country are testimony to the effectiveness of this event.

Fire and Rescue fact:

Safe Drive, Stay Alive, our award winning road traffic casualty reduction programme, was seen by 61900 young people at 99 performances since March 2005.

- 7.25 Our challenge is to maintain the standards that our event has achieved and also to explore how to provide further advice and education to those who have attended. We will continue to seek the funding required to enable this event to continue.

Outcomes

- a) A clear four year Prevention strategy that is reviewed and refreshed annually.
- b) Every household in Surrey has been offered advice and support regarding working smoke detection and fire escape plans.
- c) Continued delivery of Home Fire Safety Visits with improved targeting, ensures that those most at risk receive the highest priority.
- d) Continued delivery of a targeted road traffic collision reduction programme, such as Safe Drive Stay Alive.
- e) Continued campaigns reduce the incidence and impact of arson.
- f) Continued engagement with young people through a range of age appropriate activities.

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7.26 We will work with those who are responsible for the fire safety in buildings and at public events to reduce the risk from fire.

7.27 There are 40,000 businesses in Surrey and we are responsible for enforcing Fire Safety legislation in all public and commercial buildings through the Regulatory Reform (Fire Safety) Order 2005.

7.28 We also safeguard the public at sporting events through the Safety at Sports Grounds Act 1975, such as the Epsom Derby and also at other public events such as Guilfest.

7.29 We will continue to develop our policies and procedures to achieve better regulation for the business community, especially in relation to fire safety law. In doing so we will work closely with our statutory and other partners to reduce the burden of regulation on businesses.

7.30 We will continue to engage with businesses to provide education and advice whilst taking appropriate enforcement action where there are serious problems.

7.31 Our operational data gathering programme provides pre-planned risk information for crews attending incidents. We will continue to gather information on premises that pose the greatest risk to fire-fighters, the community and the environment.

7.32 The benefit of Automatic Water Suppression Systems, for both life and building safety, is proven, and we will promote their use throughout the county. This is not just in commercial or public buildings but also in relation to residential sprinklers.

7.33 The ability of automatic fire detection systems to provide early warning in the case of fire is well documented. Improvements in system design and our call challenge procedures have reduced our attendance at false alarms. We will seek to further enhance our procedures in light of national guidance.

7.34 We will maintain a 24/7 response capability to deal with complaints relating to protection fire safety.

Fire and Rescue fact:

In 2009 fire safety officers completed 4,714 audits of business premises and 4,222 building regulations and licensing consultations

Outcomes

- a) A clear four year Protection strategy that is reviewed and refreshed annually.
- b) Continued development of our Protection capability providing advice, information and improved regulation to businesses.
- c) The promotion and adoption of fire protection technologies (Automatic Water Suppression Systems and Automatic Fire Detection Systems) reducing the impact of fire in the built environment and improving business sustainability
- d) The continued implementation and refinement of both the risk based inspection and operational data gathering programmes.
- e) Deployment of our resources and focused protection activity where the risk from fire is highest.
- f) Achieving efficiencies through partnership working, particularly with borough and district councils.

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7.35 We will respond as quickly as possible to emergency calls and provide the right number of firefighters, fire engines and equipment to deal with the incident.

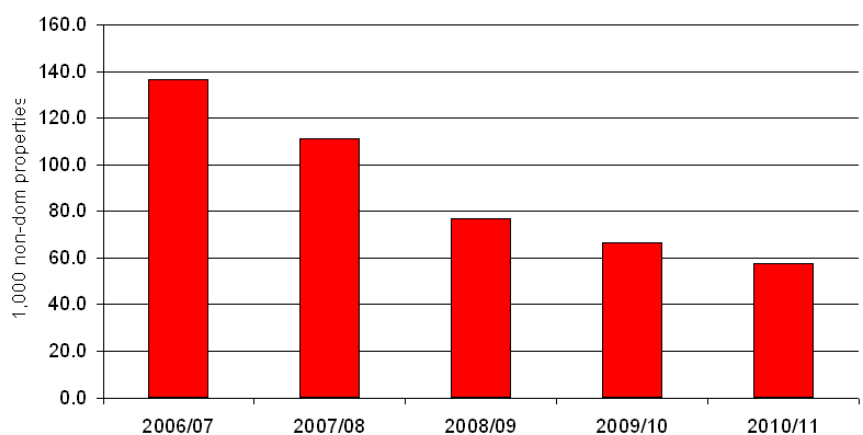
7.36 In order to achieve an appropriate and more balanced level of emergency cover we need to be clear about how quickly we aim to respond to emergency calls from the public and arrive at incidents. We are revising our Surrey Response Standard to provide you with a clear indication of our targets. We cannot guarantee how quickly we will arrive at an incident due in part to the fact that we are not able to predict where an incident will occur or where our fire engines will be at that time. To address this we have implemented a new mobilising system that enables us to automatically identify the fire engines that can respond quickest to an emergency, thus providing an improved level of service that is more efficient.

7.37 The delivery of the response standard is based upon having an appropriate number of fire engines within the right areas to match the risk. During times of higher demand, which we know is during the day, our ability to meet the standard is compromised when we are responding to a greater number of incidents. To address this we are realigning our resources to meet the demand. This is dealt with in detail in the section on ‘Our Organisation’.

7.38 The number of fire engines that we send to an incident is one element of the response, the number of firefighters on each engine is another very important part of ensuring that we are responding with sufficient resources. We currently crew our fire engines with between four and six firefighters, aiming to provide a crew of five. With five firefighters crewing a fire engine we are able to undertake a much wider range of emergency response activities than with a crew of four. This does not mean that on occasions we will not crew fire engines with four firefighters, however this will only be on exceptional occasions.

7.39 Not all calls received require an emergency response; some can be resolved with the provision of advice or by referring the caller to another organisation. Our mobilising staff are able to assist some callers to resolve incidents themselves where possible and to identify vulnerable callers who need fire and rescue service attendance. Currently we apply this call challenge process to a

Number of False Alarms caused by AFD per 1,000 non-domestic properties



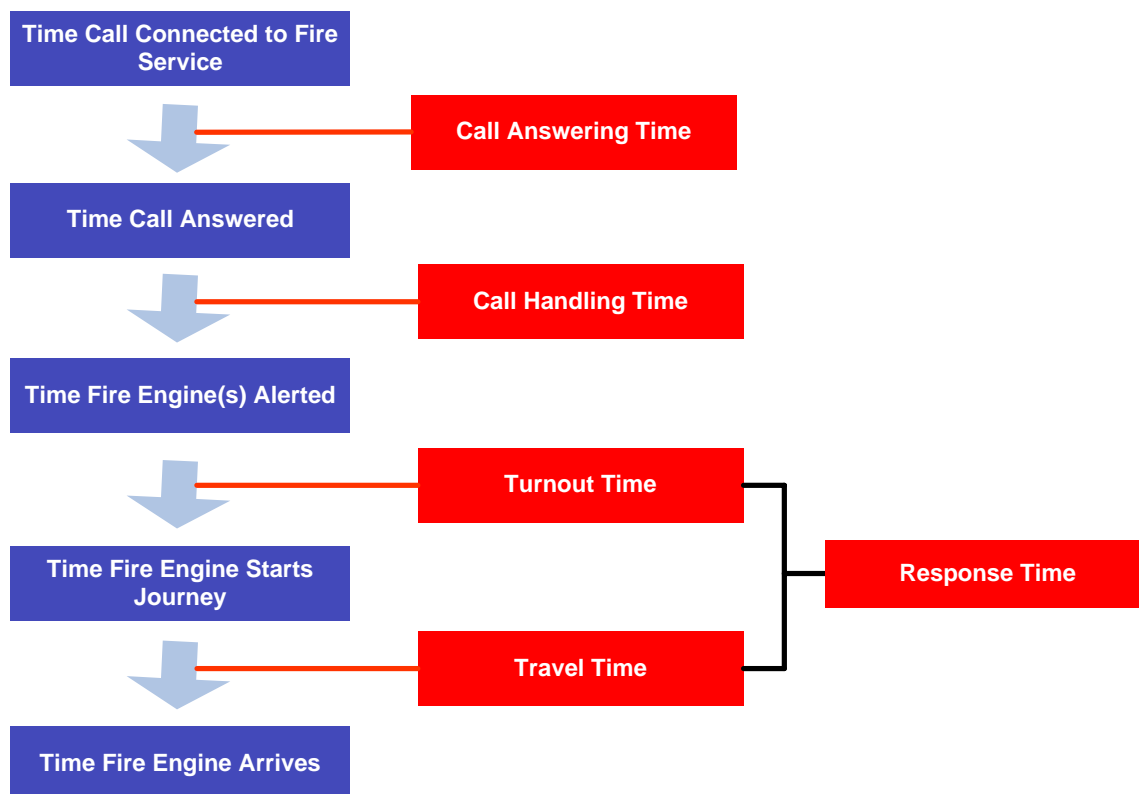
limited number of incident types, such as the actuation of automatic fire detection systems in certain building types. This has achieved a 60% reduction in response to false alarms caused by automatic fire detection systems. We intend to expand this arrangement to ensure we provide the most appropriate and cost effective response to all calls for assistance.

Surrey Emergency Response Standard

- 7.40 We want to provide Surrey communities with the best possible service so we set ourselves standards to achieve for our emergency response. This helps us to decide how many fire engines we need and where they are best located. It also allows us to measure our performance so that we can be accountable to you.
- 7.41 We will implement a new standard which is based on our current performance and we are convinced it will provide you with a clearer understanding of the emergency response you can expect from us.
- 7.42 Our response starts with our mobilising control; the people that you will speak to when you call 999. Our mobilising staff are trained to obtain the information that we need from you as quickly and calmly as possible and to provide you with advice when necessary. Whilst they take the details from you of where the emergency is and what is involved they will simultaneously be identifying the most appropriate response for you. Our mobilising system uses predicted road speeds to decide which fire engine or engines will arrive at the incident in the quickest time.
- 7.43 We set ourselves a target for this ‘call handling’ time to ensure that we are as efficient as we can be in receiving calls for assistance and mobilising our fire engines. We aim to answer your call within 7 seconds and where appropriate assign a response to your emergency within 90 seconds of your call being answered.
- 7.44 Our emergency response standard will be measured from the moment that the appropriate resource is assigned to the incident. Normally this means that the crew of the fire engine(s) have been alerted and will be commencing the process of responding, which we call the ‘turnout’ time. This process includes establishing the quickest route to the incident and putting on their protective clothing. The response time is measured at the moment that the fire engine(s) reaches the location to which it was sent.
- 7.45 The measurement of the new standard is against the same parameters that both previous standards have been measured against. These parameters were defined by central government in 1993⁷.

⁷ Dear Chief Officer Letter 1/1993 and 12/1993

Measuring for Response Standard



- 7.46 Within our response standard we are also able to measure the time between the fire engine being assigned and actually starting its journey to the incident. This assists us to identify areas where the quickest possible response is not being achieved and to remove any procedural or technological barriers.
- 7.47 We will focus on the emergencies where, at the time of call, we believe lives and property are most at risk; we feel these **critical incidents are primarily building fires and vehicle collisions**.
- 7.48 Once we know what your emergency is and where it is occurring, we will send the quickest response. We aim to have one fire engine at critical incidents within **10 minutes** and a second one within **15 minutes** on **80%** of occasions. For all other emergencies, we aim to have one fire engine on scene within **16 minutes** on **95%** of occasions. For non-emergency incidents, we will attend when resources allow and will redeploy fire engines to emergency incidents where appropriate.

Incident type	Response	Within	Target
Critical incidents	1 st fire engine	10 minutes	80% of occasions
	2 nd fire engine	15 minutes	80% of occasions
All other emergencies	1 fire engine	16 minutes	95% of occasions

- 7.49 We cannot guarantee how quickly we will reach you but what we can guarantee is that **we will be there as fast as we safely can**. To enable us to do this we manage our resources dynamically using automatic vehicle location and will move fire engines around the county to maintain emergency cover.
- 7.50 We will be exploring the potential to use an additional computer programme to dynamically identify areas where the response target may not be met and to propose the most appropriate movement of resources to balance the emergency response cover. This programme is not only based upon the location of resources but also considers relative risk levels at any given time. For example, during periods of sustained high temperatures, where the risk of wildfire is elevated in particular areas of the county, the programme will use this as an additional factor in establishing the most appropriate locations for fire engines to be located. When referring to appropriate locations for our resources, primarily we mean fire stations, but we will also be considering locating fire engines at other identified locations when appropriate. This does not mean that we expect to be parking fire engines at road junctions on a regular basis, but must be able to consider this in times of high demand.
- 7.51 It is clear that there are a range of different response standards around the country, including the way that the times are measured. Therefore it is difficult to compare our standard with other fire and rescue services; however we believe that our emergency response standard is clear, simple and right for Surrey.

What incidents do we attend?

- 7.52 We are required by law to attend certain types of incident, including fires and road traffic collisions. These types of incident are those that we attend most regularly and are the ones where we are able to make most impact in terms of saving life, preventing injury and minimising the effect. We must also continue to prepare for those incidents that are less frequent but that may have a significant impact, such as terrorist attacks, flooding and wildfires.
- 7.53 Our approach to developing our response capability is based upon risk, with the preservation of life as the highest priority. We will ensure that we are able to deal with the incidents that occur regularly with efficiency and effectiveness whilst also being prepared, by planning and exercising, for those incidents that do not occur regularly but that may have a significant impact on our communities when they do.
- 7.54 Surrey also has thousands of buildings that are deemed to be of special architectural or historical interest. These buildings may also house items of importance, such as artwork or documents and we develop plans with those responsible for these buildings to ensure that we are able to respond appropriately to incidents that threaten these buildings or their contents.
- 7.55 We recognise the role that the county of Surrey plays within the economy of the United Kingdom. Surrey's prosperity is evidenced by its high gross value added (GVA), which is a measure of the value of goods and services produced in an area, industry or sector of an economy. Surrey's GVA was worth £26.5bn in 2007. On this basis, Surrey is the largest sub-regional economy in the South East, accounting for 15% of regional GVA. The size of the Surrey economy is almost equal to that of Birmingham and Liverpool (England's second and third largest cities by population) combined (£26.5bn versus £27bn in 2007 respectively). The need for us to be able to provide the appropriate response to the various types of commercial premises within Surrey is apparent, and we will continue to gather the information we require and to plan our response with businesses where appropriate.

- 7.56 Surrey's geographic location means that the transport links that run through the county are also crucial to the country. The road and rail networks provide the link from the South East ports to the rest of the country, and with Heathrow and Gatwick airports close to the borders of the county, we understand how important our contribution to keeping Surrey moving is.
- 7.57 Surrey has a prized landscape, including woodlands and heathland, greenbelt covering 73% of Surrey. The availability of open spaces for leisure and agriculture all contribute to Surrey's environment. Within the County there are European Sites of nature conservation importance including the Thames Basin Heaths Special Protection area which protects internationally important bird species. The Surrey Hills Area of Outstanding Natural Beauty stretches across rural Surrey, covering about a quarter of the County. Important plant communities are protected at Thursley, Ash, Pirbright and Chobham.
- 7.58 With this landscape comes the risk of wildfire, and we have experienced severe fires at several important sites, notably Thursley and Pirbright. These fires can have a devastating effect on animals and plant life, taking years to regenerate if not lost completely. We continue to develop strong partnerships across the region to increase the range and scale of the prevention work that we do but also to ensure that we have the capacity and capability to respond to what are often our largest incidents.
- 7.59 We have boats to provide transport for firefighting crews and equipment to the islands along the Surrey stretch of the Thames, however we also use them to respond to life safety incidents in or on the water, with specially trained water rescue operators. Whilst responding to flooding is not part of our statutory duty, we have the capability to assist partner agencies at wide scale flooding, with a number of boats and specialist equipment available.
- 7.60 Our boats are amongst a number of 'special appliances' that we operate. These are vehicles that are designed for a specific purpose, and include our Aerial Ladder Platforms and off road vehicles. These vehicles are currently crewed by firefighters who would otherwise be on a fire engine. This means that if a special appliance is needed we lose the use of the fire engine that the crew have come from. We will review the location of our special appliances and explore alternative methods for crewing them, particularly when an immediate response is not vital.

Emergency Response Planning

- 7.61 The planning process for emergency response incorporates a number of factors, including ensuring that we are able to meet our response standards and also that sufficient resources are available to be able to respond appropriately to what is likely to happen on a relatively regular basis as well as being able to handle the rare, but credible, scenario.

7.62 We have developed our emergency response planning assumptions based upon historical incident data. This shows the number of incidents of each level that we have attended.

Incident Level	Fire Engines Deployed	2007/08	2008/09	2009/10	2010/11	Total	Average
1	1 – 3	13733	11591	11616	10744	47684	11921
2	4 – 6	78	109	99	88	374	94
3	7 – 9	10	10	8	12	40	10
4	10 +	7	8	3	7	25	6

- a) **Level 1:** Incidents that require up to three fire engines. Examples of this type of incident include house fires and road traffic collisions involving one or two vehicles.
- b) **Level 2:** Incidents that require four to six fire engines. For example a large house fire.
- c) **Level 3:** Incidents that require seven to nine fire engines. This may include large commercial property fires.
- d) **Level 4:** Incidents that require ten fire engines or more. In Surrey this often includes wildfires on common and heathland,

7.63 Based upon incident data from the last four years outlined above, we have used the following planning assumptions (based on two fire engines at level one incidents and five at level two):

Incident Level	Planning Assumption - Concurrent Incidents	
	Day	Night
1	5	3
2	2	2
Fire Engines Deployed Simultaneously	20	16

7.64 We recognise that level 3 and 4 incidents do occur and we plan for them accordingly, however the likelihood of two occurring simultaneously is low. Our credible scenario planning is focussed on being able to respond to and support one level 4 incident. The actual scenarios planned for are contained within the Community Risk Register and include incidents such as large wildfires and major transport incidents.

7.65 There are an additional set of scenarios which involve catastrophic events such as plane crashes and terrorist attack. We plan with partners to be able to provide an initial response to this type of incident but recognise that these will usually require the response provided by the national capability.

- 7.66 As is the case now, if we need more resources than we have available in Surrey we will utilise the support mechanisms that we have in place with our neighbouring fire and rescue services to ensure that we can deal appropriately with the incidents and to maintain emergency cover in the county. We also prioritise the calls received for assistance to ensure we use our resources effectively, this is especially important when demand is exceptionally high such as during widespread flooding.
- 7.67 This is achieved through sections 13 and 16 of the Fire and Rescue Services Act 2004, having provision for both mutual assistance and the discharge of functions by others. Both sections are relevant to Surrey as we have a formal agreement with West Sussex Fire and Rescue Authority for the provision of emergency response cover in the Horley area and also utilise resources from other fire and rescue services when required. We will be reviewing and, where appropriate, revising our agreements with neighbouring fire and rescue services.
- 7.68 There are interoperability issues that we face when working with neighbouring fire and rescue services, relating both to procedures and equipment. To address these issues, we are working with other South East fire and rescue services to standardise operational procedures. This will enable the most effective use of resources, particularly those close to the borders between services.
- 7.69 This work was commenced as part of the Government's FiReControl project, and whilst this project has now been terminated, there is a determination amongst the South East fire and rescue services to continue to remove the barriers that prevent us from working more effectively and efficiently.
- 7.70 We have worked with external consultants Risktec to ensure that the changes we are making to your fire and rescue service are appropriate and have a sound evidential base. This has included specific focus on the response standard, fire engine deployment and changes to working arrangements for staff.

Outcome

- a) A revised Surrey Response Standard and monitoring of performance.
- b) A clear four year Response Strategy that is reviewed and refreshed annually.
- c) Reviewed and where appropriate revised attendances to incidents.
- d) Reviewed and revised mutual support arrangements with neighbouring FRS.
- e) Reviewed and where appropriate revised the disposition and crewing of special appliances.

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7.71 Participate appropriately in the planning and response to local and national emergencies.

- 7.72 In addition to responding to the incidents and emergencies that we consider to be part of our 'day to day' business, we are also a key partner in the response to wide scale emergencies at both a local and national level.
- 7.73 We are defined as a Category One Responder within the Civil Contingencies Act 2004, a piece of legislation that brought about significant changes to the way public authorities prepared for emergencies and disasters by placing a statutory duty on many organisations to perform certain functions.
- 7.74 The Act defines an emergency as 'An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK.'
- 7.75 The main civil protection duties that fall on the Category 1 responders are as follows:
- a) Assess the risk of emergencies occurring and use this to inform contingency planning;
 - b) Put in place emergency plans;
 - c) Put in place Business Continuity Management arrangements;
 - d) Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
 - e) Share information with other local responders to enhance co-ordination;
 - f) Co-operate with other local responders to enhance co-ordination and efficiency;
 - g) Provide advice and assistance to businesses and voluntary organisations about business continuity management (Local Authorities only – this relates to Surrey County Council and the 11 Boroughs and Districts).
- 7.76 To ensure that we fulfil our duties under the Act we are a member of the Surrey Local Resilience Forum (LRF). The Surrey LRF is a multi agency partnership made up of the chief officers from the key organisations that will respond to an emergency in Surrey: the County Chief Fire Officer, the Chief Constable of Surrey Police, the Chief Executive of Surrey County Council, the Chief Executive of South East Coast Ambulance Service, Chief Executive of NHS Surrey, a representative of Surrey Borough and District Chief Executives, senior representatives from hospital trusts, the armed services and the Environment Agency.
- 7.77 The LRF has a responsibility for making sure that all responding organisations are well prepared to respond to an emergency in the county. The agencies involved work together to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on Surrey's local communities.

- 7.78 Surrey Fire and Rescue Service is also part of the national resilience capability and operate a number of vehicles that form part of this response. These include vehicles that provide decontamination facility, substance identification capability and high volume pumping. The national capability is available to Surrey in the event of a major incident and has been used at the flooding in Gloucestershire and Yorkshire and also at the Buncefield oil depot fire.
- 7.79 Planning for events and the potential emergencies that may arise where large groups of people are gathered is an integral part of our work. Examples of this are the Derby, with over 100,000 spectators and smaller events such as the Brockham bonfire, Wings and Wheels at Dunsfold aerodrome and Guilfest in Guildford. We work with our partners to risk assess these events and ensure that we have the appropriate levels of resource available to deal with any incidents that may occur.
- 7.80 On a wider scale we are also planning for London 2012 and the potential impacts that this will have on Surrey. Specifically, Surrey is hosting part of the Olympic road race and time trial cycling events, as well as an athletes' village. Several training camps are being established and part of the Olympic Route Network also runs through the County, which is designed to transport athletes and officials between venues.
- 7.81 This is a global event and we will ensure that arrangements are in place to support the safety and security of people involved, as well as the communities of Surrey who may be undertaking their normal activities. This means targeting specific community safety activity to deal with the impacts of the event; additional fire safety protection work on the existing premises and temporary structures used to support the games, and; fully tested and exercised response plans should an emergency occur.

Outcomes

- a) Continue working with Surrey Local Resilience Forum partners to plan, train and exercise for local emergencies.
- b) Appropriate arrangements in place for the effects of London 2012 on Surrey.
- c) Maintenance of relevant national resilience capabilities.

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8 Our Staff

Ensuring our workforce are ready and able to provide you with the best possible service.

- 8.1 We will ensure that our staff are selected, trained and developed to do their job safely and effectively.**
- 8.2 Our assessment of risk allows us to focus our training to ensure that when we respond to you, either in an emergency or to give advice, our staff are able to provide you with the service you require. A suitable selection process and sufficient training and development must be available for all staff groups regardless of the shift system they work.
- 8.3 The way we recruit people into the fire and rescue service and then select staff for other roles has previously been controlled by national guidelines. We want to build upon these to develop systems that can consistently identify the best people for the job.
- 8.4 Our training for emergency incidents has to encompass both those incidents that occur more frequently, i.e. fires and road traffic collisions, as well as the incidents that are fortunately less frequent but that could have a significant impact, such as rail crashes and terrorist attacks.
- 8.5 We have significantly changed the delivery of training within the Service, focussing on delivering training to crews who work together, often using their base station as the location for the training. This has seen a number of improvements to the range and amount of training delivered but we need to review and evaluate this approach in light of our proposals to create additional time for staff to train during the year.
- 8.6 One of our key areas of focus is the continued development of Incident Command training. This encompasses risk assessment and tactical planning, and is the mechanism by which those in charge of an incident develop a structure within which to manage that incident. This is also the key to the safe resolution of incidents, where all firefighters are managed in a risk assessed environment. We recognise the need to keep improving the training that we provide to all those who may take command of an incident, from level 1 to level 4 and we will develop a strategy that ensures we meet this aim.
- 8.7 We are also focussing on ensuring that our staff are able to achieve and maintain a high level of competence and confidence across the range of basic fire and rescue skills. This is achieved by training, i.e. receiving input on new techniques and procedures and practicing, i.e. maintaining competence by repeating techniques and procedures. By seeking to provide capacity during the day, seven days a week, we will provide greater opportunity for both training and practice.
- 8.8 We are also developing our competency framework further, focussing on the improvement of basic skills and techniques in the first two years. This will form a large part of our Operational Assurance work.
- 8.9 Although emergency response staff have procedures in place to manage a wide range of incidents, some will require more specialist knowledge to deal with safely and effectively. We will ensure that certain staff are provided with additional training and development to enable them to provide specialist advice to the Incident Commander, such as for hazardous material spillages, wildfires and complex fire investigations.

- 8.10 The fire and rescue service is not just about emergency response and so we need to ensure that our staff have the appropriate knowledge, skills and understanding to fulfil all aspects of their role. These may be fire service specific, such as community and protection fire safety, or more general activity such as people management and ICT skills.
- 8.11 Achieving and maintaining high levels of performance requires an appropriate management structure and the supporting HR systems. We have described the changes to our 'middle management' structure, based upon the requirement to focus in far more detail on performance and delivering high quality services.
- 8.12 On an annual basis every member of our staff engages with their line manager in an appraisal process. This enables a review of the previous year's performance, a discussion regarding areas of development need and also setting targets for the following year. The appraisal enables outstanding work to be recognised and also highlights areas of under performance.
- 8.13 Performance is also monitored on a daily basis, with a specific focus on operational activity. We undertake reviews of operational incident from the initial call to the final interaction we have with the people involved. This 'end to end incident analysis' is an essential element of our operational assurance regime, identifying areas for improvement in all aspects of service delivery.
- 8.14 Where performance does not meet the expected standards we will provide staff with the development and support they require to enable them to achieve the improvements required. We recognise that as a public sector organisation it is essential that every member of staff contributes to the delivery of service with the ultimate ambition of making Surrey safer. For a fire and rescue service this is not just about value for money but also about the safety of the public and firefighters.

Outcomes

- a) A clear four year training and development strategy that is reviewed and refreshed annually.
- b) A robust recruitment and selection process.
- c) A workforce who are competent, confident and safe.
- d) A robust Operational Assurance regime that ensures competence in role.
- e) The ability and capacity to respond to new demands and responsibilities.

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8.15 We will support our staff within a safety conscious, inclusive and healthy working environment.

- 8.16 Health and safety is at the heart of the service we provide and we will always strive to reduce the risk that our communities face. In doing this we also understand that the safety and health of our staff is of paramount importance.
- 8.17 We have focused on health and safety as a priority for the Service and this will continue as a fundamental part of our Operational Assurance work. This means ensuring that our staff are trained appropriately, have the right vehicles and equipment and are supported by a comprehensive set of procedures, risk assessments and an incident command framework. It also means that we provide our staff with support following incidents. Dealing with people who are injured or in distress can have an impact on firefighters, whether as a result of one incident or over a period of years. We recognise the need to provide support for those who need it and have a number of options in place for this which will continue.
- 8.18 Improving health and safety is also about learning from experience and we are refining our approach to the monitoring and reviewing of incidents both within Surrey and elsewhere.
- 8.19 The health of our staff is important for a number of reasons and we have an occupational health team who provide monitoring, support and advice to staff. This helps us to manage sickness absence and contributes to ensuring that we have sufficient numbers of firefighters, who are fit and able when we need them.
- 8.20 Health and safety is not just about emergency response and we know that a number of our fire stations require improvement in order to provide a modern working environment. This is particularly important as we seek to encourage flexible working and a more diverse workforce. Our long term ambitions would see us building new fire stations in more optimal locations but in the shorter term we will continue to try and improve the conditions and facilities provided within the existing building stock in conjunction with the County Council Estates Planning and Management Team who are responsible for the provision and maintenance of our fire stations.
- 8.21 Throughout this plan we have stressed the importance of understanding our communities and we also continue to encourage members of those communities to join us as firefighters. We hold a number of events during the year to encourage under represented groups to find out more about a career in the fire and rescue service. We have achieved a nationally recognised award for diversity and equality and will continue to seek opportunities to create a diverse workforce who are able to meet the needs of all of our communities.

Outcomes

- a) Continued proactive management of health and safety.
- b) A robust incident review system as part of Operational Assurance that supports SFRS as a learning organisation.
- c) Consistent monitoring of staff welfare and effective management of areas of concern.
- d) Appropriate policies and procedures, working environments and facilities for all staff.

8.22 Ensure that we have the appropriate number of staff available to meet the demands on our service.

8.23 We operate a number of duty systems and have already taken innovative approaches to providing greater flexibility for our staff. To continue to provide a working environment that meets the need of the fire and rescue service and the communities that we serve, as well as being family friendly and ensuring that we are seen as a viable career option for as wide a range of people as possible, we wish to consider further variations as to how we work. This is particularly important when you consider our wish to balance our resources to match the demand for our services. A full description of the shift systems that we operate may be found in Appendix 4.

Wholetime

8.24 We intend to have a greater number of Wholetime resources available during the day, to match the demand for emergency response and also to provide capacity for training, development and the delivery of community safety activity. There are a number of options available to achieve this and we will work with staff and the representative bodies to develop the most appropriate solutions.

8.25 **24 hour Crewing:** Using the existing 2-2-4 shift pattern as a base we wish to provide a number of day shifts per firefighter that are dedicated to the Operational Assurance programme. We will explore the potential to convert a number of night shifts in to day shifts, thus providing the appropriate balance of resources for both day and night.

8.26 **Day Crewing:** The system of crewing fire engines with Wholetime firefighters during the day and with on call firefighters at night is known nationally as 'day crewing'. Our version of this, 'Variable Crewing' provided a system with a greater level of flexibility and also responsibility for firefighters. This has achieved a number of successful outcomes and we will use our experience and that of others to inform the development of our day crewing systems.

8.27 We will also be examining the benefits of annualised hours, to assess if this approach would provide the Service and our staff the degree of flexibility that we require to provide a risk based service.

Retained Duty System

8.28 We currently have 13 fire engines that are crewed by on-call firefighters, living or working within 5 minutes of their station and responding to a pager when required. This is called the Retained Duty System (RDS), which faces a number of challenges both from changes in legislation but also in the demands placed upon it and how people live and work today.

8.29 Our RDS staff recognise the issues regarding availability, particularly during the week day, when many of our staff are not within 5 minutes of their station due to the demands of their primary employment or personal lives.

8.30 What is clear is that RDS availability is consistent during the night and at weekends and that our existing staff are committed to being available for duty whenever possible.

- 8.31 RDS firefighters are expected to train for 3 hours every week, with additional training provided through the year for Breathing Apparatus and Road Traffic Collisions. This equates to approximately 150 hours of training per year. When compared to the training capacity for Wholetime firefighters, who are on duty for 42 hours per week, the disparity is obvious. At this moment we do not differentiate between Wholetime and RDS fire engines, mobilising the quickest one regardless of the crewing system. This leads to the requirement that the competency levels for both types of crew are the same. The development of the fire and rescue service, from a firefighting service to one that encompasses a range of rescue activity in an ever more complex world and utilising technology to improve the delivery of service, must be considered when assessing the demands placed upon all of our staff. For RDS staff the challenge is even greater due to the lack of time available.
- 8.32 We recognise the value that the people who work this system continue to bring to our Service but we must also ensure that they are utilised safely, effectively and provide value for money. As a result we are conducting a comprehensive review of how we utilise 'on-call' firefighters, developing with our staff an appropriate reward mechanism that provides increased training capacity linked to regular working patterns that provide the service with guaranteed fire engine availability. Within this we will continue to recognise the commitment required for those who wish to work for us and the need for us to make the system as flexible as possible.

Flexi duty System

- 8.33 Flexi duty system managers, those officers who are available to provide Incident Command and other functional management capability at incidents, undertake a range of managerial roles within the Service. We have undertaken a review of this group of staff based on a number of criteria.
- a) Meeting the resource requirement of the Incident Command System.
 - b) Meeting the managerial requirements of the organisation.
 - c) Meeting the workload requirements of the organisation.
- 8.34 The review and subsequent proposed structure present a significant change to our previous managerial shape. This reflects the need to focus on performance and to ensure that every role has absolute clarity on its purpose and function within the organisation. The move from a predominantly territorial management structure to one with greater emphasis on functions provides the opportunity and capacity for individuals to develop an in-depth knowledge of their function and promotes ownership of the key issues within the Service.

Mobilising Control

- 8.35 In the same way and for the same reasons that we wish our firefighters to provide more flexibility when the public requires our services most we also wish to provide the appropriate number of mobilising staff during busy times. We also need to provide an ability to increase this number during times of unusually high call volumes or exceptional conditions. These staff will also engage in data and intelligence gathering or analysis that will enhance our front line response to the public. The detail of these working arrangements will be determined through discussion and negotiation with our staff.

Specialist Staff

- 8.36 We have a number of uniformed staff who fulfil specialist roles such as delivering protection activity or training. These staff work to a specific contract that recognises the need for flexibility. As we develop the detail of our plans for crewing our fire engines we will review these systems to ensure that they complement and support the Service objectives.
- 8.37 We have already developed a succession plan for our Protection staff, recognising the challenges that we have faced previously in encouraging staff to see this as a valuable step on their fire service career path. The technical knowledge and skills required to be a Protection officer are also invaluable to those undertaking emergency response duties. A thorough understanding of buildings and the systems designed to protect them enable tactical plans to be developed in recognition of these factors. For this reason we will be seeking to widen the level of technical knowledge and its practical application amongst our staff, ensuring a clearer progression route for those who choose this particular career path whilst also ensuring that all our firefighters have the necessary levels of knowledge.
- 8.38 We will also be exploring options to utilise specialist staff within our emergency response capability. Whilst this facility is present now it is not set within a framework to ensure that operational skills and competency are maintained during the term of the specialist role. We will be examining whether it is possible to crew fire engines and special appliances with our specialist staff, recognising the potential impacts on their main role but also the benefits that this could yield.

Contractual Issues

- 8.39 Many of the proposed changes will affect the contractual arrangements for our staff, which are governed primarily by national terms and conditions of employment⁸. It is our intention to negotiate these changes with the relevant representative bodies to achieve improvements in efficiency and effectiveness.

Support Staff

- 8.40 This plan focuses on the delivery of service and there is significant detail relating to the 'frontline' service. It is also important to recognise the vital contribution made by our highly skilled support staff, the teams who enable the fire engines and firefighters to deliver the service. These include our Transport and Technical Services team, formed as a result of our previous Public Safety Plan. This team is responsible for the management of the vehicles and equipment used by our firefighters, the provision of fuel, supplies and 24 hour support service for repair and maintenance.
- 8.41 We have described our mobile data system and the benefits this brings to firefighters. The maintenance and improvement of this system and the management of the data that populates it is provided by our Systems, Information and Technology team. This team receives the risk information gathered by firefighters and ensures that it is available via the mobile data system. They also provide a 24 hour support capability for critical technical systems, such as those used within our Mobilising Control.

⁸ [National Joint Council For Local Authorities' Fire Brigades, Scheme of conditions of service - sixth edition 2004](#)

8.42 We also have staff that provide a range of administrative and technical support, including Human Resources, Occupational Health and Business Services.

8.43 As we implement this plan, we will assess the functions provided by support staff to ensure that they continue to contribute to the effective delivery of service.

Volunteers

8.44 We are currently supported by volunteers in a variety of roles in order to deliver our service to the communities of Surrey and to assist the Service. We work in partnership with the British Red Cross whose volunteers use their Fire and Emergency Support Services vehicle to provide practical help, advice and comfort to people affected by an emergency. This has been recognised as good practice through the Queens Award for Voluntary Services and further information is available from the [British Red Cross](#). We also work with the Women's Royal Voluntary Service ([WRVS](#)) to provide welfare support to fire crews at large incidents. This means that our staff are able to remain at these incidents for longer before needing to be replaced by other colleagues. Volunteers are also a key element in our community safety work; we have arrangements with a number of voluntary organisations to signpost us to people who may need our advice. In some cases, we have trained volunteers to deliver fire and community safety information on our behalf.

8.45 We are looking to expand the use of volunteers within our Service as this model already works within Surrey and elsewhere. We don't see these potential volunteers replacing the role of professional firefighters in Surrey but in providing support such as that outlined above.

Outcomes

- a) Staffing arrangements that allow us to meet the requirement to match resources with service delivery demands.
- b) Staffing arrangements that provide our staff with flexibility and ownership.
- c) Staffing arrangements provide sufficient opportunity for training and development.
- d) Community skills and knowledge are used effectively through volunteering.

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9 Our Organisation

Ensuring that we provide a balanced, efficient, affordable and resilient fire and rescue service.

9.1 We will manage our resources more effectively to improve the level of service to more people.

- 9.2 We have been clear in stating that not all of our fire stations are in the right locations; they have not changed for several decades and as a consequence do not necessarily match the risk or the needs of a modern fire and rescue service.
- 9.3 We want to provide a more balanced level of emergency cover and prevention activity across the county. At the moment we do not do this as effectively as we would wish and we have identified areas where we need to improve. An example of this is the average attendance time for the first fire engine in specific boroughs, which varies significantly. A further example of this disparity is that when fire engines are at their base locations, there are some areas of the county where up to eight fire engines can arrive within ten minutes (as shown in Appendix 6). This difference in provision does not match our assessment of the risk and is not an effective use of resources.
- 9.4 Achieving a more balanced level of emergency response cover is not just about spreading our resources evenly, as this would not take into account factors such as population density, predicted development and volume of incidents. Another significant element of our planning is the need to ensure that we are able to respond effectively to road vehicle collisions, as this a significant cause of death and injury in this county. The distribution of this type of incident is widespread and provides the counterbalance to positioning all of our resources around population clusters. The optimum location of fire stations is therefore assessed based upon a complex set of factors, including travel times, historical incident data and risk assessment.
- 9.5 Using detailed research, emergency response ‘modelling’ and professional judgement we have developed a long-term strategy to change the deployment of our fire engines.
- 9.6 Surrey’s existing fire stations are located where they are for a variety of historical reasons. If we were able to start the fire and rescue service again many of these locations would change. Of course this is not practical or achievable. We are therefore looking at this issue in two distinct phases;
- 9.7 Firstly, improving how we deliver your fire and rescue service from our existing locations.
- 9.8 This means changing the way fire engines are crewed at our existing stations, potentially seeing some stations that are currently crewed 24 hours per day moving to a day crewed system. This may also be the case with some RDS stations. Our ambition is to provide a balanced level of cover to ensure that you receive an appropriate response wherever you are in the county and whatever your emergency is. Providing emergency response cover in this way also provides the capacity to increase the prevention activity in areas where we have not been able to deliver this to the levels we would wish.

- 9.9 The first phase of how this might look is shown in the following figure and table below. These changes will provide better value for money by balancing resources to predicted demand and also release capacity to complete essential operational assurance and community safety activity. This capacity is up to 15 wholetime firefighters per day every day, who will primarily be involved in dedicated training but may also be utilised to undertake other community safety tasks. However, should the need arise, they can be redirected at short notice to crew fire engines or other specialist vehicles to reinforce our emergency response arrangements during the day. This will allow us to more effectively manage the burden that essential training currently places on our emergency response availability.

Borough/ District	Fire Station	Fire Engine Deployment Phase 1		
		Week Day 7am -7pm	Weekend Day 7am – 7pm	Night 7pm – 7am
Elmbridge	Esher	1	1	#
	Painshill	1	1	1
	Walton	1	2	2
Epsom & Ewell	Epsom	2	2	1
Guildford	Gomshall	#	#	#
	Guildford	2	3	3
Mole Valley	Dorking	1	1	1
	Leatherhead	1	1	1
Reigate & Banstead	Reigate	2	2	2
Runnymede	Chertsey	1	1	1
	Egham	1	1	1
Spelthorne	Staines	1	1	#
	Sunbury	1	1	1
Surrey Heath	Camberley	2	2	1
	Chobham	1	1	1
Tandridge	Godstone	1	1	1
	Lingfield	#	1	1
	Oxted	1	1	1
Waverley	Cranleigh	1	1	1
	Dunsfold	#	1	1
	Farnham	1	1	1
	Godalming	1	1	1
	Haslemere	1	1	1
Woking	Woking	1	1	1
Operational Assurance Reserve (15 staff per day)		[+3]	[+3]	-
Total Fire Engines		25 [+3]	29 [+3]	25

No fire engine assigned.
This table shows the availability of fire engines not the working patterns of staff.
Operational Assurance relates to time allocated for all staff to undertake activity to improve firefighter and community safety

A map of this deployment is attached at Appendix 7.

The 2020 Vision for Fire Engines:

- 9.10 The second phase is our longer term ambition to build new stations in more appropriate locations. This is dependent upon a number of factors, including site availability, planning restrictions and finance. We will also review the impact of any changes to fire cover that are made and will include that learning into future proposals. We want to be a flexible organisation that can adapt to change effectively, ensuring a suitable and sufficient service is always provided.
- 9.11 It will be this second phase of changes that allow us to make the majority of the savings that have been identified in the current medium term financial plan. It will also provide the opportunity to improve our first fire engine response time to particular areas of the county. Due to the complexity of the factors outlined above, we cannot be explicit about where we think our fire stations will be and we are mindful that other opportunities to change may arise. However our current aspirations include the following:
- a) A fire engine based in the Burgh Heath area. This would impact on the fire engines currently based at Epsom and Reigate.
 - b) A rationalisation of the number of fire stations in Elmbridge.
 - c) A fire engine located more centrally in Spelthorne. This would impact on the fire engines at Staines and Sunbury.
 - d) A fire engine based in the Milford area. This would impact on the fire engines at Godalming and Haslemere.
- 9.12 Naturally if any of these aspirations move towards reality the appropriate process will be followed, which will include public consultation and we look forward to receiving your views on these issues in due course.

Other Fire and Rescue Services:

- 9.13 Surrey has seven neighbouring Fire and Rescue Authorities. Under the Fire and Rescue Services Act 2004 (sections 13 and 16) we have a duty to ensure that we cooperate with these FRS to provide reinforcement of emergency cover where necessary. In practice this can mean a number of things;
- a) Using resources from a neighbouring FRS to support a Surrey attendance. An example of this is the initial attendance of seven London Fire Brigade fire engines at the fire in the Waitrose store in Banstead.
 - b) Using resources from a neighbouring FRS as the only attendance at an incident in Surrey. An example of this is when fire engines from Rushmoor (Hampshire) attend life threatening incidents in the Ash area, where they are able to respond more quickly than Surrey fire engines.
 - c) Using resources from a neighbouring FRS to provide standby cover at a Surrey station when Surrey fire engines are deployed at an incident.

- 9.14 We also have an agreement with West Sussex whereby the emergency response to areas of Horley is provided by West Sussex Fire and Rescue Service. This is because Horley Fire station is on the border of the two counties and is able to reach these areas more quickly than Surrey fire engines.
- 9.15 Each Fire and Rescue Authority must produce an Integrated Risk Management Plan to set out how they intend to meet their duty to their residents. During the development of this plan we have been in discussions with our neighbouring FRS to ensure that we understand their plans and how, if at all, they will impact on us. We will work together whenever possible to provide the most appropriate service for our communities. This is an ongoing dialogue that will continue throughout the life of this plan and beyond.
- 9.16 We will continue to liaise with our neighbouring Fire and Rescue Authorities about emergency response provision arrangements and their effect on Surrey. Specifically, West Sussex Fire and Rescue Authority have removed one of the two fire engines from Horley Fire station following their consultation. The agreement that we have with West Sussex for the provision of an emergency response to areas of Horley remains in place and we consider that we are able to provide an appropriate level of response to this area based upon the resources available from Surrey and West Sussex.

Supervision and specialist knowledge:

- 9.17 Emergency response is not just provided by personnel based at fire stations, enhanced supervision and more specialist knowledge are also important in the safe and effective resolution of incidents. This may be officers to take command of larger or more complex emergencies or to undertake specialist roles such as fire investigation or the provision of hazardous materials advice. The staff who undertake these roles are the middle and senior managers of the Service.
- 9.18 To support the review of our management structure as outlined above we will work with neighbouring Fire and Rescue Services to scope how we can share these staff to support incidents effectively and improve efficiency. The ability to operate in this way will be enhanced through the work to introduce common operational procedures within the southeast.

Outcomes

- a) Resources match risk and demand and provide an improved level of service to a greater number of people
- b) Resources are flexible and provide an efficient and effective service.

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9.19 We will have the appropriate resources available to meet the expected demand.

- 9.20 We have also identified a significant difference in levels of response activity across a 24 hour period. This difference is not reflected in how we currently provide our emergency response resources; currently between 9am and 6pm on a week day we will have approximately 25 fire engines available to provide an emergency response. During the evenings, at night and weekends this number is often more than 30, dependent upon the availability of Retained firefighters. Our analysis has identified that our resources are not matched appropriately to the demand, in fact we often have more resources available when we have fewer incidents.
- 9.21 We understand that during the night, when you are asleep in your home, you wish to be assured that an appropriate level of response is available, and we will provide you with that assurance. However, we must also assure you that we are using our resources as effectively as possible. To provide you with the right number of fire engines and competent firefighters whenever required we are convinced that we must match resource availability to demand.
- 9.22 The likelihood of an incident occurring is higher during the day, which is matched by our increase in demand. But as we have stated, the risk in Surrey is low – the statistics show it is a safe place to be. We therefore need suitable and sufficient resources 24/7 to deal with the range of credible scenarios that may occur and this level of resource should be based upon on realistic planning assumptions. Part of that means that we should have more resource available during the day to meet our predicted increase in demand.
- 9.23 What this does not mean is that the level of resource during the night will be insufficient. We will provide a consistent level of resource across the 24 hour period to meet the risk that we have defined. The additional resource during the day provides us with the capacity and flexibility to continue to meet our response standard even with the predictable increase in demand.
- 9.24 There are also variations in activity across the year, usually as a result of changes in weather. As an example, during the summer months we often experience an increase in large fires on common and heathland. The proposed changes to the crewing of fire engines would provide a flexible resource that could be utilised during these periods to enhance our firefighting resources.
- 9.25 We intend to release capacity from periods of lower activity in order to more appropriately match the demand but also provide further capacity to crew specialist appliances during peaks in demand, for training and prevention work.

Fire and Rescue fact:

Between 7am and 7pm we average 23 incidents a day.
Between 7pm and 7am this figure is 13 incidents. (Based on total incidents 2006-11)

Outcomes

- a) Resources match risk and demand and provide an improved level of service to a greater number of people
- b) Resources are flexible and provide an efficient and effective service.

9.26 We will manage our service to provide the best value for money.

9.27 We are determined to continually improve our service to you and to achieve this we must understand what you expect from your fire and rescue service. There are many challenges that face us and we know that you expect us to make the right decisions.

9.28 Our annual revenue budget for 2010/11 is £36.2M, the current medium term financial plan shows this reducing to £32.8M (including the impact of inflation) by 2014/15. As part of Surrey County Council some of our back office functions, such as IT support and property management, are provided by the county council. This means that the true cost of delivering the fire and rescue service is higher than this amount.

Staffing

9.29 As outlined above, the majority of our costs are in staff wages and this underlines our reasons for striving to be as effective as possible when matching resources to demand. Therefore, we will regularly review the staffing arrangements to ensure they are suitable and sufficient to meet the expectations on Surrey Fire and Rescue Service and continue to provide value for money.

Procurement

9.30 The way we spend our money has a significant impact on how efficient we are as an organisation. We recognise that there are economies of scale that can be achieved; often the more you buy the cheaper each item becomes. We have been using this principle when procuring the goods and services we need to run as an effective organisation. We have undertaken many joint procurement initiatives, which reduces the administrative cost of the process and often results in a cheaper product at the end. For example, our day-to-day uniform needed to be replaced as the contract had expired so we joined with other fire and rescue services in the region to get a new contract. This has resulted in a common uniform across the southeast, which is an improved specification than the last one and will see a saving of £24,000 over the four year contract for Surrey. This is not a one-off as we look to apply this principle to all our procurement and other recent examples include the replacement of respiratory protective equipment (breathing apparatus), personal protective equipment (fire kit) and the provision of specialist training. This collaborative approach to procurement makes financial sense and also improves our ability to work together with other fire and rescue services.

Maximising the Use of Resources

9.31 This covers a range of different options to ensure we obtain the maximum value from our limited resources. They may not generate cashable savings but improve efficiency in the way services are delivered.

9.32 There are 24 fire stations in Surrey, which are maintained by Surrey County Council and are the base for our emergency response resources. We will look at options for sharing these sites with partners and also at the potential for us to use sites that are not within our control. We currently have arrangements with the Southeast Coast Ambulance Service to base resources at Staines and Esher Fire Stations and with Surrey Police to use a dedicated room at Godstone when required. Some of our sites are also used to deliver joint agency education such as 'Junior Citizens' to year 6 pupils or to make use of community rooms for meetings, etc.

Target Audience – Vulnerable People

- 9.33 We have found that our target audience for our fire safety prevention work, who we feel are more vulnerable to the risk from fire, are often the hardest to reach. They may be single parent families, people affected by physical or mental impairment, people for whom English is not their first language, older people or the very young, for example.
- 9.34 We know other agencies will often work with these people and may be in a better position to pass on essential information to help keep them safe. There is much good practice already underway in Surrey using partnership working to maximise the reach and effect of prevention work. Examples of this include work with the voluntary sector, such as Help the Aged with basic home safety visits; or with statutory agencies, such as a vulnerable person's referral scheme with Surrey County Council Social Service.
- 9.35 We want to keep expanding such schemes, where they provide value, to make best use of the time and limited resources available within each of the organisations.

Interoperability – Working Better with our Neighbours

- 9.36 Within the southeast there are currently nine separate fire and rescue services, which previously operated in isolation although had arrangements in place to support each other at incidents. This meant that each Service created slightly different ways of doing the same thing, which produced barriers to us working together effectively. More recently, following a formal agreement between Chief Fire Officers, we have started working together to remove the procedural and technical barriers between our organisations. This means that we now have a small team from across the region that is creating common working procedures, which combined with the procurement of compatible equipment, will improve our emergency response arrangements and reduce costs. We intend to continue working on this basis where there are clear operational and financial benefits in doing so. We will also investigate the potential to expand these joint working arrangements into other areas, such as the sharing of support/administrative functions and joint senior managers.
- 9.37 Where appropriate, we intend to develop a similar approach with London Fire Brigade, which is not one of the nine South East fire and rescue services but has a long border with Surrey.

Income Generation

- 9.38 We are currently experiencing a period of unprecedented cuts in public spending, which is outlined in our revised planning assumption that "we will need to operate within reducing budgets". However, there could also be the opportunity to generate additional income to offset the impact of a reduction in core funding for Surrey Fire and Rescue Service. We will explore all options of revenue generation and, where appropriate, take action to access additional funding streams.

Support to Other Fire and Rescue Services

- 9.39 Arrangements are also in place to recover the cost of support provided by and for other fire and rescue services, for example we pay West Sussex Fire and Rescue Service for the emergency response cover they provide into Surrey, primarily in the Horley area. This is because they can provide a faster response in this area due to the location of their fire station. We will continue to provide the fastest response in this way to incidents that affect life and / or property. We will also continue to offer our services in a reciprocal manner where we can provide a quicker response out of the County.
- 9.40 We are also in discussions with other fire and rescue services to undertake other functions on their behalf on a funded basis. This can be demonstrated by the project currently underway for Surrey to undertake call handling and mobilising functions on behalf of the Isle of Wight Fire and Rescue Authority, following the cancellation of the national FiReControl project and our prior investment in these systems.

Charging for Our Services

- 9.41 We currently have a system whereby we levy a charge on service users for the work we undertake at some incidents and for some other services. This is largely undertaken just for rescuing people stuck in lifts, where we would seek to recover costs from the building owner, but may include a limited number of other incident types or for some administrative activities.
- 9.42 Charging for certain activities is permitted under section 19 of the Fire and Rescue Services Act 2004, however charging for extinguishing fires, or protecting life and property in the event of fire and the provision of emergency medical assistance is not permitted. We propose that we expand the type of incidents where a charge may be levied for our services, which will be clearly explained before we undertake the service. In order to reduce the additional administrative burden this creates, especially for fire crews, a simple and effective cost recovery mechanism will need to be implemented.
- 9.43 Government has indicated through the Localism Bill 2010 a potential change to the way fire and rescue services can charge for services. The intent is to *“free all Fire and Rescue Authorities from the existing overly complex and cumbersome charging arrangements by removing the order for what may be charged for and replacing it with specific provisions where charging is not possible. Fire and Rescue Authorities will not be able to charge for core functions and other proposed further exclusions.”* Specific mention is made of providing the ability to charge for persistent automatic false alarm calls to commercial premises. We intend to further review our approach to charging for services if this change is implemented.

Sponsorship

- 9.44 The Service has a budget that is aimed primarily at delivering the core duties of a fire and rescue service, as outlined in legislation. We also undertake a number of other valued activities that add real benefit to the communities of Surrey. These are explained in more detail in section 10.5 but include our Youth Engagement Scheme (YES), road safety work, Safe Drive Stay Alive and also the provision of free smoke detectors, where appropriate.

- 9.45 These have previously been funded through Government and / or local grants, some sponsorship but often supported by monies from our core budget as well. With the current reduction in public spending, the grant funding has reduced significantly and we cannot afford to divert our budget away from the delivery of our statutory duties. We will therefore seek to expand the income generated through sponsorship or funds that may be available from place based budgets in order to continue to deliver these activities that help create safer communities in Surrey.

The Ability to Trade

- 9.46 Income could also be generated by establishing a trading company, either as part of Surrey Fire and Rescue Service or on a wider scale with partners, such as other fire and rescue services. We have experience in this area as we previously provided training through our Wray Park Centre to business and other fire and rescue services. There are a number of legislative issues relating to this approach and we would need to ensure that we were not using public money to subsidise what would be a commercial company.
- 9.47 We will keep our options open with regarding to establishing a trading company but will not actively pursue this area in the first two year action plan.

Governance

- 9.48 As outlined in Appendix 1, there are four models of governance for fire and rescue authorities, they are: county, combined, metropolitan and London. Surrey is one of only 15 county fire and rescue authorities out of 46 in England. There are benefits and disadvantages associated with each of the governance models and it is proposed that further work is undertaken to assess whether the county or a combined fire and rescue authority would provide best value for Surrey.
- 9.49 In order to deliver its services, each fire and rescue service needs significant management and support arrangements to be in place and these will be replicated up to 46 times across England. Previous reports into fire and rescue services nationally have suggested an optimal size for a fire and rescue authority; this would suggest that Surrey is too small. Although we are currently operating as a larger organisation in many respects, as explained through our procurement and interoperability work, amalgamation with another fire and rescue service(s) may allow significant additional efficiency savings. This is one of the options for creating savings identified in the recent Fire Futures review. We will therefore prioritise this area of work.

Quality assurance and performance management

- 9.50 In order to ensure that we are providing best value for money we will have robust quality assurance and performance management processes in place, taking into account the principles of Surrey County Council's quality management framework – 'the Surrey Way'. These will cover all aspects of the Service and will allow the appropriate scrutiny to take place, such as through the Surrey County Council Communities Select Committee. There will be a range of processes in place to actively manage our performance, which will be used to improve the service provided to you.

- 9.51 These measures will include benchmarking with similar fire and rescue services through the sharing of timely and accurate data; assessment of staff against national competence standards and critical analysis of performance at incidents through reviews and public surveys. We welcome external assessment through peer challenge, accreditation to relevant standards and the use of subject matter specialists.
- 9.52 We are establishing a Public Safety Plan Implementation Board to oversee the delivery of this plan. It will provide the internal governance arrangements to manage the delivery of change to the Service and ensure that the outcomes described in the plan are achieved.

Outcomes

- a) Resources are managed and maintained within budget.
- b) Goods and services are purchased at the best possible price and delivered on a shared basis where appropriate.
- c) Revenue is generated where appropriate.
- d) Governance of Surrey Fire and Rescue Service is effective and enables the achievement of the long term vision.

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9.53 We will ensure we can always provide an emergency response.

- 9.54 The emergencies that you experience often affect us as an organisation as well, such as flooding, traffic gridlock or health pandemic. We must ensure that we are able to continue to operate as an emergency service under circumstances such as these.
- 9.55 As you would expect we put a lot of effort into ensuring we are resilient and can maintain the provision of our core services. Not only is this 'common sense' but a legislative requirement under the Civil Contingencies Act 2004. Examples of the work we have undertaken includes maintaining our own fuel reserves; mutual support arrangements with other fire and rescue services and fall-back sites for our mobilising control arrangements and there are many more.
- 9.56 All of the arrangements that we have put in place to ensure we can continue delivering our services are contained within our business continuity plan, which is a document based on generic principles that can be applied to whatever situation we face. We are very keen to make sure we have got this right and have recently achieved accreditation to the British Standard for business continuity (BS: 25999). We will then continue to learn from our experiences and those of others to ensure we can always provide an emergency response.
- 9.57 We have also been working to develop a contract with a commercial provider to supply "contingency" fire crews to make our business continuity arrangements more robust. We will continue with this project and are working with another fire and rescue service outside of the southeast, which should improve resilience and provide a greater economy of scale.
- 9.58 However, it is important to note that in exceptional circumstances we may not be able to provide the same level of service that we do usually but it will be the best that we can practicably do at the time. An example of this would be the heavy snow during winter 2009/10; many of our fire engines were provided with snow chains but it still took us longer to attend incidents than during normal road conditions. Where we are aware that our response may be reduced or delayed, we will endeavour to inform you in good time.

Outcomes

- a) Able to maintain an emergency response under exceptional circumstances.
- b) Maintenance of external accreditation to BS: 25999.
- c) Able to support Surrey communities during crises.

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10 Your Community

10.1 Delivering localism to make Surrey a better place to be.

- 10.2 Government's Localism Bill is designed to shift power from the centralised state to local communities and in Surrey this is being managed through the Localism Board of the County Council. This is designed to provide local people with greater influence on decisions taken about their local areas and public services. It should empower communities and transform services to meet local needs whilst reducing bureaucracy, promoting innovation and improving value for money.
- 10.3 We make a number of contributions to Surrey over and above our core duties. We understand the value that we are able to add to our communities, working with partners to address issues that are not directly related to fire and rescue. The challenge that this presents us is to balance the expectations of our partners and the public to deliver a greater range of activity against the delivery of those core duties whilst ensuring that we continue to provide value for money.
- 10.4 We are also committed to reducing the impact that our Service has on our environment, and will aim to become more sustainable.
- 10.5 We will work with others, where appropriate, to build safer and stronger communities.**
- 10.6 We are very clear as to our duty in working towards the delivery of safer communities but also recognise the role that we have to play in supporting the development of stronger communities.
- 10.7 We are involved in a range of partnerships, both statutory and voluntary, that contribute to the development of safer communities. These include the Safer and Stronger Communities Partnership Board and the Community Safety Partnerships in the boroughs and districts. This means that not only are we able to participate in the wider community safety agenda but we also form valuable links with partners, sharing information and ideas
- 10.8 The role for Fire and Rescue in engaging with young people is recognised across the country. We have been proactive in this regard, developing a Youth Engagement Scheme (YES) aimed at young people identified by Surrey County Council's Youth Justice Service and partners, who are considered at risk of becoming involved in anti-social behaviour and crime.
- 10.9 The course gives them the opportunity to develop practical, as well as social skills through a number of different tasks including, the use of hoses and water jets, first aid, breathing equipment and road traffic collision procedures. The young people also learn about the importance of team work, respect and understanding the consequences of breaking rules and anti-social behaviour.
- 10.10 By immersing themselves into the role of a firefighter, the young people are given a valuable insight into a rewarding and enjoyable career, and a renewed purpose for continuing their education. YES instructors also work alongside college and Army tutors to show the young people that the skills acquired during the course could be applied to a range of different professions.

- 10.11 This course is highly valued by all who are involved or who have seen the results and we wish to maintain the delivery of the scheme. This requires us to ensure that we can provide the appropriate number of staff and also ensure that we are able to provide the necessary funding.
- 10.12 In addition to the week long Youth Engagement Scheme we also provide one day Firefighter for a Day courses, a shorter version of the YES that enables us to reach a greater number of young people at a wider variety of locations but offers the same ethos of teamwork, respect and understanding consequences. We will be assessing the delivery of these events and developing a consistent and sustainable approach.
- 10.13 We have described our involvement in the reduction of road traffic casualties amongst young drivers and how this forms a central part of our prevention activity. We also contribute to the wider campaigns that are delivered throughout Surrey, notably the Drive Smart campaign. We will continue to support these campaigns whenever possible, recognising the positive influence we are able to have.

Outcomes

- a) Continued contribution to the development of safer and stronger communities.
- b) Maintenance of youth engagement programme.
- c) Continued involvement with road casualty reduction programme.

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10.14 We will reduce our impact on the environment.

- 10.15 There are two distinct elements to our contribution to the preservation and protection of the natural environment, firstly the impact of emergency incidents and our actions in seeking to resolve these incidents. The second element is our environmental impact as an organisation.
- 10.16 Emergency response - We endeavour to minimise the impact on the environment of emergency incidents as indicated in the Fire and Rescue Services Act 2004 and the Civil Contingencies Act 2004, as well as specific guidance for fire and rescue services. We have a number of officers who are trained to provide the role of Environmental Protection Officers. These officers provide advice to Incident Commanders as to the reduction of the impact of the incident and also mitigating the effects of our actions. We also need to ensure that the impact from our training activity is reduced to as low a level as is reasonably practicable, whilst retaining the ability to deliver realistic training, an essential element of our training strategy.
- 10.17 Organisational sustainability - We recognise that in order to achieve sustainability, the protection of the environment and ensuring that the needs of all stakeholders, business partners and staff are met in an environmentally responsible manner is an essential criteria. The details of our commitment are contained in our environmental statement of intent.
- 10.18 Our properties, our vehicles and our procurement processes are key in developing organisational sustainability within the parameters of the environmental statement of intent.
- 10.19 Surrey Fire and Rescue Service operates from 24 fire stations and a headquarters complex, which has a number of buildings on this site. The properties are managed by Surrey County Council, through its Estates Planning and Management department. Where possible, the department endeavours to improve the energy efficiency of its buildings. For example, there are carbon reduction projects for 2010/11 at fire stations which include new heating controls at stations, high efficiency lighting replacements and the installation of smart electricity meters.
- 10.20 The challenges of supplying vehicles which are both able to be environmentally friendly, cost effective and still perform as an emergency vehicle can be a difficult compromise. However, we are committed to purchasing vehicles that have strong environmental credentials. Our procurement strategy will ensure that we purchase vehicles with engines that will have considerably less fuel consumption and reduced emissions. In addition, the new fire engines will have a host of energy saving features including engine power management systems, intelligent energy saving charging, energy saving LED lighting, energy efficient fire pumps and 100% recyclable copolymer body construction.
- 10.21 Procurement is carried out with due regard to environmental considerations. We promote a purchasing policy which will give preference, as far as practicable, to those products and services which cause the least harm to the environment. For example, with workwear, all existing uniforms are to be recycled, with those items containing Fire and Rescue Service identification being shredded for security reasons and the material re-used in industry.

Outcomes

- a) Reduced environmental impact from emergency response activity.
- b) Achieved level of sustainability that is appropriate and in line with Surrey County Council targets.

10.22 We will support the Surrey County Council corporate strategy.

10.23 Surrey County Council has clearly stated ambitions for the delivery of services within the county. In brief these are:

- a) A safe place to live
- b) A high standard of education
- c) A beautiful environment
- d) A vibrant economy
- e) A healthy population

10.24 Our contribution to the achievement of these ambitions is perhaps more clear for some than others, but we do have a part to play in all of them. The challenge for the Fire and Rescue Service is to ensure that we strike an appropriate balance and that we continue to deliver our statutory duties and contribute to the wider agenda as and when appropriate.

10.25 We are also clear that the structure of this plan supports the 5 themes for delivering services from the Surrey County Council Corporate Strategy 2010-2014;

- a) **Core Responsibility:** We understand our duty to you and those services that we must provide.
- b) **Personal Responsibility:** We will support individuals, families, groups and communities to make themselves safer.
- c) **Working Together:** We will work with partners, communities and others in order to deliver appropriate services in an efficient way.
- d) **Delivering Locally:** We will continue to ensure that our approach to service delivery is tailored to meet local needs and circumstances.
- e) **Prevention:** Reducing the number of emergency incidents and the impact when they do occur is at the heart of all that we do.

10.26 We are also able to contribute to the Surrey Strategic Partnership, working with partners to make life better for people in Surrey. We contribute to and benefit from the data collection that informs the work of the partnership and will also utilise this information to inform our own community safety activity.

Outcomes

- a) We have clearly contributed to the aims and ambitions of Surrey County Council and the Surrey Strategic Partnership.

10.27 Seek further ways to add value to the service we provide our communities.

10.28 We have been very clear in this plan as to how we intend to fulfil our statutory duties. We have also described the other activity that we undertake to contribute to making Surrey a safer and better place to live, work or travel. In addition to this we will continue to add value to the services we provide by improving these where possible and by offering new services if that is appropriate and does not impact on our core duties.

Community Resilience

10.29 We will provide you with support so that you are better prepared to help yourselves in the event of wide scale emergencies. This is about building Community Resilience, which was highlighted by Sir Michael Pitt in his report into the floods of summer 2007 as good practice to deal with similar events. By supporting you to become better prepared and more self reliant during emergencies, we can then focus on those areas and people in greatest need. There are many ways this can be achieved and we intend to work with partner organisations, communities and willing groups or individuals to implement this recommendation.

Use of Buildings

10.30 Although the primary function of our buildings is to provide a base for emergency response resources, we think that some of our fire stations would be well suited to act as a focal point for community resilience and safety. The implementation of this plan will result in changes to the way we use our existing fire stations, so we want to make sure that we can maximise the potential of all of our buildings. This could be as a 'one stop shop' to access a range of services from Surrey County Council and possibly other partners. They could also be used as a base to deliver training and awareness to the public on areas such as first aid, fire safety or home security.

Defibrillators and Co-responding

10.31 In previous Public Safety Plans we consulted on the implementation of a co-responder scheme in conjunction with the Ambulance Service, which was broadly supported by the public. This was not progressed due to a number of barriers, including a legal judgement. We currently have 13 fire engines that carry a defibrillator and still see the value of expanding this number and their use further. We will therefore review our arrangements for using this equipment.

Case Study

The Chobham Community Resilience Action Group was set up by local residents with support from Councillor Lavinia Sealy, Surrey Fire & Rescue Service and other partners following a number of localised flooding events. They have now improved routine river maintenance, secured funding for survey work and are liaising with utility companies to change the route of pipe work and cables. They have created a newsletter to provide flood advice to other local residents and have tested their community emergency plan in a national exercise.

Outcomes

- a) The service we provide is highly valued as we not only deliver our core duties but also provide services and facilities that local residents identify as being important.
- b) Local communities are engaged with Surrey Fire and Rescue Service in the development and delivery of solutions to local issues.
- c) Local communities are better able to help themselves in the event of an emergency.

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11 Closing Statement

- 11.1 This Public Safety Plan has outlined the significant changes required to ensure that we are able to maintain the delivery of a quality fire and rescue service for Surrey. The approval of the plan by the Fire and Rescue Authority provides me, as Chief Fire Officer, with the mandate to deliver these changes whilst remaining accountable for our ongoing performance.
- 11.2 I have the support of a Fire and Rescue Authority that recognises the challenges that we face and confidence in my staff who are ready and able to meet those challenges. We will also continue to listen to our stakeholders, ensuring that the views of all concerned are considered as we progress through our programme of change. The achievement of our own ambitions will contribute significantly to the wellbeing of the county of Surrey and must be achieved through partnership, working with you, to make Surrey safer.

**Russell Pearson
Chief Fire Officer**