

Policy - Resilience
Standard Operating Procedure
(SOP)
Service Degradation

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Consulted	✓	Negotiated			

If you wish to respond or make comment on this procedure, please contact [Policy and Procedures/COM/SCC](#)

Major/significant changes	
Brief reason for change:	

EIA

Procedure

Trigger

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References

[Res1 1 Policy](#) – Business Continuity
SFRS Business Continuity Plan
SFRS Incident Management Room Manual
Civil Contingencies Act 2004
Fire and Rescue Services Act 2004
SFRS Public Safety Plan - Surrey Response Standards
[EIA/Res1 1/033](#) – Business Continuity Policy
Corporate Risk

Appendix A

Operational response.

Appendix B

Mobilising Control

Appendix C

Fire safety - protection and prevention.

Appendix D

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Systems and Information Technology

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1 Procedure description

- 1.1 The planned reduction of services and resources due to a shortage of staff available for duty (for whatever reason). This does not include routine staffing issues that are dealt with through normal duty arrangements and the Duty Group Manager (DGM) responsibilities.
- 1.2 This procedure supports the business continuity planning arrangements for SFRS and should be initiated in conjunction with the SFRS Business Continuity Plan.

2 Trigger event

- 2.1 Insufficient staff on duty with appropriate skills to maintain core functions.
- 2.2 Where staff or resources need to be redeployed to maintain mission critical services, as defined in SFRS Business Continuity Policy.
- 2.3 Where staff and resources fall below those that are required to maintain response cover inline with the Surrey response standard.

3 Information required

- 3.1 Core functions and mission critical services, as defined in SFRS business continuity policy.
- 3.2 Number of and capability of staff available, their locations and duty systems.
- 3.3 Availability and disposition of vehicles and equipment, including PPE.
- 3.4 The risk profile within the County, such as weather conditions, threat assessments, pre-planned events, etc.
- 3.5 Operational resources register.

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4 Main Steps

- 4.1 Resilience and Emergency Planning or Mobilising Control (MC) to inform the DGM and duty ILO where anticipated or developing natural events are forecast. (ie severe weather) which may have a detrimental impact on the Service ability to maintain operational response.
- 4.2 MC to inform the DGM and Duty ILO where difficulties in maintaining operational cover are developing or anticipated.
- 4.3 When it becomes apparent that management of mission critical services may be compromised, the DGM is to commence a decision log. This decision log (and any continuation logs) is to be continued until the conclusion of the event.
- 4.4 The DGM is responsible for coordinating the resource availability in consultation with MC and Duty Area Manager (DAM). The DGM may decide to establish closer management, with the support of the Duty ILO, co-ordinated in one of three ways:
 - a) Using the Incident Management Room (IMR) mailbox, as the single point of contact for all, including secure communications relating to the event. The duty ILO will monitor the IMR mailbox which will ensure that appropriate information management processes are in place to support decision making by the DAM and Duty Principal Officer (DPO).
 - b) Setup a small co-ordinating group, usually chaired by the DAM, to ensure continuity of information and briefings to support the senior management team in the decision making process and to manage the impacts on the Service.
 - c) Instigate the activation of the Business Continuity Plan (BCP) and establish the full IMR facility at Service Headquarters, or identified fallback facility, to assist in the management of the Service during a significant and/or protracted event.

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4.5 When the BCP is activated, the following actions may be implemented centrally and coordinated within the three areas. This will include actions such as:

- a) Collation of Area staffing and resource capabilities and shortfalls.
- b) Freezing Limited Borough Autonomy (LBA).
- c) Implementation of temporary work patterns.
- d) Redeployment of staff with specialist skills.
- e) Review of leave arrangements.
- f) Absence management, reporting and recording.
- g) Implementation of agreed 'recall to duty' procedures and the associated Operational Resource Register.
- h) Management and disposition of resources to maintain Surrey response standard. This includes maintenance and reporting of vehicle/equipment defects and premises.
- i) Recording of management information such as LBA stats, absence monitoring, IRS etc.

4.6 The area reporting structure will provide information to the BC Silver as required. With the approval of the DPO (BC Gold), the following actions to support business continuity may be implemented:

- a) Changes to Service call handling procedures.
- b) Changes to response cover across the County. ([see table 1](#))
- c) Changes to mobilising policy. ([see table 2](#))
- d) Redeployment of staff.
- e) Changes in protection and prevention activity.
- f) Changes in Service working routines.
- g) Suspension of planned Service events.
- h) Review of internal and external communications (including media briefings).

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4.7 Pre planned degradation for each of the critical services is outlined in the following appendices:

- [Appendix A](#) Operational response.
- [Appendix B](#) Mobilising Control.
- [Appendix C](#) Fire safety - protection and prevention.
- [Appendix D](#) Transport and Technical Services.
- [Appendix E](#) Systems & Information Technology.
- [Appendix F](#) Business Support Team.
- [Appendix G](#) Human Resources.

5 Outcome

- 5.1 A single point of contact for internal and external communications is established allowing appropriate management, recording and review of information to inform future decision and policy making.
- 5.2 A management structure which allows available resources to be deployed to maximise response cover within the County.
- 5.3 An accurate log of decision making relating to changes to SFRS policies and procedures that affect resource allocation.
- 5.4 Surrey Local Resilience Forum (SLRF) partners and neighbouring FRS are kept informed of any significant reduction in resource availability or changes to mobilising capability.

6 Follow on Procedure

- 6.1 A structured return to normality, or a new normality, of arrangements will be implemented in line with the SFRS BCP.
- 6.2 SLRF partners and neighbouring FRS informed of restoration of resource availability and changes to mobilising capability.
- 6.3 Appropriate media briefings and public communication should be undertaken to highlight any issue and promote community safety messages.
- 6.4 Following the event, a review shall be undertaken and if appropriate, a debrief report published by Resilience and Emergency Planning.

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7 Impacts

- 7.1 Health, safety and welfare arrangements for staff, including Human Resources procedures.
- 7.2 Maintaining normal Service delivery standards.
- 7.3 Ability to achieve the Surrey Response Standards.

8 Review

- 8.1 The Standard Operating Procedure shall be reviewed following:
 - a) Receipt of new information.
 - b) As a result of an investigation.
 - c) When introducing new vehicles, equipment and technology.
 - d) When introducing change to or new working procedures.
 - e) In any event after a period of three years.
 - f) At any other time when the current procedure is deemed to be invalid.

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Appendix A – Operational Response

- 1 Efforts should be made to maximise the number of operational staff available for duty and where appropriate consider the use of mutual aid from other Fire and Rescue Services.
- 2 Appliance and resource availability shall be managed based on the risk profile within the County, the circumstances presented by the event and the location of staff, equipment and the capabilities they provide.
- 3 Where possible fire cover should be maintained within each borough through the LBA process.
- 4 If it becomes necessary to reduce operational response cover from the normal Surrey response standard, [table 1](#) gives a guide as to the optimum disposition of fire appliances dependent on availability. (Resource disposition has been pre-planned through computer modelling for appliance availability based on a **normal** risk profile within the County.)
- 5 Appliance deployment can be mapped dynamically using the SFRS Drivetime computer model available to Resilience and Emergency Planning team and ILOs. This can be used to vary appliance disposition based on available resources and the current profile within the County.
- 6 Consideration may be given to the reduction of attendance or non-attendance to incidents. This could be due to non-availability of resources or to mitigate the risk to public and crews from attending, i.e. severe weather. [Table 2](#) gives a guide as to possible reductions in attendance that may be considered, it is by no means exhaustive.
- 7 If attendances to incidents are to be reduced, consideration should be given to the locating of a FDS officer in MC to assist with mobilising.
- 8 A comprehensive log relating to resource deployment decisions shall be maintained throughout the event.
- 9 Any change to Surrey response standards should be authorised by DPO (BC Gold).

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Table 1 - Pre-planned resource degradation based on a normal County risk profile

Fire Stations	Number of appliances available									
	10	9	8	7	6	5	4	3	2	1
Camberley	✓	✓	✓							
Chertsey	✓	✓	✓	✓	✓	✓	✓	✓		
Cranleigh	✓	✓	✓							
Epsom	✓	✓	✓	✓						
Farnham	✓				✓					
Godalming				✓		✓				
Godstone	✓	✓	✓	✓	✓	✓	✓			
Guildford	✓	✓	✓		✓		✓	✓		
Haslemere	✓	✓								
Leatherhead	✓	✓	✓	✓	✓	✓	✓			
Painshill										✓
Reigate	✓	✓	✓	✓	✓	✓		✓	✓	
Woking				✓					✓	





Table 2 – Pre planned response degradation

Priority	Nature of call/incident	Example	Revised attendance
1	Incidents which pose an immediate threat to human life or pose a risk of severe human injury where intervention has the potential to save life and/or reduce the risk. <i>Where the direct involvement of human life is suspected or confirmed.</i>	Persons Reported Persons Trapped	2 Nearest Appliances 1 FDS Officer (Most appropriate skills for incident, ie Hazmat)
2	Incidents which pose a serious hazard and high risk threat to life, the environment, society, property or heritage. <i>Where the direct involvement of human life cannot be confirmed.</i>	Property Fires and transport incidents	2 Nearest Appliances (One to be WM if possible)
3	Incidents which pose a potential serious hazard to human life, the environment, society, property or heritage.	Wildfires, rubbish fires, spillages, leaks	Nearest Appliance
4	Incidents which pose a potential hazard to human life, the environment, society, property or heritage.	AFAs person locked out, animal rescue, person shut in lift etc	Call challenge to confirm level of risk. Discretionary attendance by appliance or FDS officer within 4 hours.
5	Incidents which pose a confirmed low hazard to human life, the environment, society, property or heritage.		Call challenge to confirm level of risk. Discretionary attendance by appliance or FDS officer within 24 hours.





Appendix B - Mobilising Control

The following assumptions are made with regard to staffing levels:

- Normal staffing level – 4 (including 1 supervisor).
- Currently 16 watch based staff.
- Currently 9 seconded and control support staff.

Staff Absence	Staff Required	Action
25%	4	Maintain a 24-hour rota system for control support staff. Recall seconded/control support staff if necessary.
50%	4	Recall 4 seconded/control support staff to cover shifts. Core functions only to be undertaken. All admin calls to be directed to HQ switchboard during normal business hours and managed by HQ Business Support Team. ¹ FDS Officer to provide incident management in control if available. ²
75%	3	Recall all seconded/control support staff to make up staffing levels to 3 per watch. FDS Officer to provide incident management in control. ² Core functions only – mutual assistance from HQ Business Support Team to handle overflow 999 calls. ¹ Prepare Guildford, Chertsey and Epsom to take overflow 999 calls. ³ Admin calls to be managed by HQ Business Support Team on a 24/7 basis. ¹
>75%	3 (including BST)	Consider implementing offsite fallback arrangements for routing of 999 calls. ³ Any available control staff to proceed to Chertsey to provide mobilising awareness.

Notes:

- 1 Arrangements required to ensure business support team are able to manage admin and 999 calls, and capable of providing 24/7 cover.
- 2 Training required for designated FDS officers in control support.
- 3 Refresher training required for fallback stations to ensure competency.
Refresher training for all control staff in fallback emergency arrangements.





Appendix C – Fire Safety Protection and Prevention

The following assumptions are made with regard to protection staffing levels: -


- Normal staffing level for 3 Areas Including FDOs –. 21
- Operationally fit staff: - 18
- Non operationally fit staff: -3

Degradation Level (Area based staff)	Actual Number of Staff Available	Action
25% East (-2) West (-2) North (-2)	15	Business as normal (all Statutory Consultations carried out continue planned audits and During Performance Inspections (DPI) attend Article 31s and follow up complaints)
50% East (-3) West (-4) North (-3)	11	Stop routine inspections, DPIs and Building Control visits. Respond to complaints, undertake statutory consultation and give FS advice by telephone or electronic methods. Respond to Article 31 dangerous conditions and complaints. Operationally fit personnel may be redeployed into operational roles ¹
75% (-16) East (-5) West (-6) North (-5)	5	Undertake statutory consultation and give FS advice by telephone or electronic methods if possible. FDO (FSO3+) to respond to Article 31 dangerous conditions.

Notes: -

4 Dependant on pressures from Service Delivery

Prevention work to be reduced or suspended according to prevailing circumstances and expert advice. Increase the use of news media, electronic and telephone communications.



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Appendix D – Transport and Technical Services

The following assumptions are made with regard to Transport and Technical Services staffing levels:

- 9 Mechanics.
- 3 Technicians.
- 6 Management/admin staff.

There is a limited ability for some staff to assist in other areas within Transport and Technical Services as the need arises.

Transport and Technical Services will implement a staged approach stepping up through each stage to address a fall in staffing levels, for any reason: -

- Remaining staff may work overtime to supplement lost hours.
- Selected work will be sent to external contractors/local dealers or neighbouring FRAs if available.
- Any non-safety critical training will be deferred.
- Non-safety critical planned preventive component replacements will be deferred.
- Non safety critical category 2 defects will be re-categorised to category 3.
- Non safety related category 3 defects will be deferred.
- The frequency interval of planned preventive maintenance will be reviewed and when safe to do so they will have their intervals extended.

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Appendix E – Systems & Information Technology

The following assumptions are made with regard to Systems and Information Technology staffing levels:

Stats & Development Team

5 team members, work to be prioritised, highest at top:

- Vision & control room support*
- surreyfire.info administration*
- Mobile Data communications support*
- Mobile Data hardware support*
- SOPs transfer to Mobile Data*
- Enterprise IT support
- IRS support
- Analytical work
- Isle of Wight work
- Development & strategic work

Hydrants Team

- 3 team members, work could be suspended and personnel redeployed for short period, dependant on event.
- Hydrants administration
- Hydrant site visits

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4 team members, work to be prioritised, highest at top:

- Unconfirmed and temporary risk icons to mobile data*
- Risk levels 1-4 to mobile data (if necessary, minus CAD plans)*
- Commons fire plans (especially if summer)*
- Event plans to mobile data (and other emergency services if required)*
- CAD plans for high risk premises
- Isle of Wight work
- Fire investigation plan production
- F150 development
- Street name/house name changes to mobile data

SIT Manager and other team members capable of some cross-team assistance.

***Mission critical services**A red, rounded rectangular button with a gradient and a white border, containing the text "Top of doc" in white.

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Appendix F – Business Support Team

The following assumptions are made with regard to Business Support Team staffing levels, work to be prioritised, highest at top: -

HQ BST

- HQ reception including switchboard and postal services
- Supporting MC in taking details of 999 calls.
- Maintenance of the Service operational resource register.
- Administration of web pages on surreyfire.info and SCC external website.
- Maintenance of officers' rotas for the Service (PO/AM/FDS).
- Provision of business support as required for IMR.
- Monitoring of uniformed establishment.
- Business support requirements for all training and development issues relating to uniformed and support staff including maintenance and updating of systems for recording training and competence of uniformed personnel.

Staff Team of 9

Minimum staff required = 4

Optimum staff required = 5

Area BSTs

- Business support requirements relating to fire safety issues.
- Administration of web pages on surreyfire.info and SCC external website.
- Provision of business support as required for IMR.
- Maintenance of PCV diary for Areas.

3 staff teams of 2x4 and 1x3 – possibly amalgamate in one location.

Minimum staff required = 3

Optimum staff required = 4

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Stores

- Maintenance of adequate supplies of consumables and equipment to meet Service (operational) requirements.
- Ensure efficient delivery service is provided as required for supplies and equipment to SFRS locations.
- Procurement of goods/services as required.
- Management of contracts for the supply of consumables and equipment to meet Service (operational) requirements.

Staff team of 3

Minimum staff required = 2

Optimum staff required = 3

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Appendix G – Human Resources

The following assumptions are made with regard to HR staffing levels: -

Normal staffing level – 8

Minimum staffing level – 1 plus assistance of SCC Shared Service Centre

Accounting for personnel - via telephone to hotline (use of mobile phones).

Via email to 'In Tray Personnel' (sfrs.personnel@surreycc.gov.uk)

Liaison with Service Delivery and Service Support Senior Managers - To identify temporary flexible working arrangements.

Communicating with families- Information to be available on surreyfire.info and develop other contacts.

Maintaining contact with off duty staff - Via e-mail and telephone point.

All HR Staff would have leave cancelled unless critical.

Payroll, sickness and HR advice to be maintained.

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