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## OFFICER REPORT TO LOCAL COMMITTEE (WAVERLEY)

### SURREY FIRE AND RESCUE SERVICE UPDATE

15 MARCH 2013

#### KEY ISSUE

To inform the committee on the items in the next Public Safety Plan Action Plan, covering the period 2013-16.

#### SUMMARY

The second action plan in support of the Public Safety Plan (PSP) is currently under development. This process includes a review of the 2 year action plan for 2011-13 and also the proposals for a 3 year action plan from 2013-16.

#### OFFICER RECOMMENDATIONS

**The Local Committee (Waverley) is asked to:**

- (i) Note the progress to date on items in the Action Plan for 2011-13
- (ii) Provide feedback on proposed Action Plan for 2013-16.
- (iii) To consider those items that will be the subject of further public consultation at the appropriate time.

#### Introduction:

1. The Public Safety Plan 2011-20 is supported by a series of action plans, detailing the specific targets and actions for the current period.
2. The first action plan covers the period between June 2011 and March 2013.
3. The second action plan, covering the period between April 2013 and March 2016 is currently under consultation.

4. This report provides an overview of progress against the first action plan and also details the intended actions and targets for the second action plan.

<b>Public Safety Plan Action Plan 2011-13 Review</b>
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5. The first action plan supporting the PSP will conclude in March 2013. A number of the actions have been completed, including several that indicated the commencement of projects. There are a number of items that will be carried forward into the next action plan.
6. Several of these items were 'enabling items' to allow more significant changes to be made in the following action plan, notably the development of new Wholetime duty systems.
7. **Surrey Response Standard:** The Response Standard is embedded and the reporting mechanism is continuing to be improved. This is now business as usual. **Item complete**
8. **Mutual Assistance:** The arrangements with neighbouring Fire and Rescue Services under sections 13 and 16 of the Fire and Rescue Services Act have been reviewed and revised where appropriate. The agreement with West Sussex following the intended cessation of the ceded area arrangement is being reviewed again. **Item complete.**
9. **Reform of the On-Call duty system:** Revised contracts and a new availability planning system will be in place by April 2013. A phased transition for staff will be implemented during 2013. Item will be completed.

There are a number of actions that are linked to the on-call duty system project:

- 24 hour provision at Cranleigh: This is a deliverable from the main duty system project.
  - Revised service delivery at Gomshall. The Service are continuing to develop the options for Gomshall and the staff based there. This may include crewing a special appliance.
  - Removal of 2<sup>nd</sup> appliances from Cranleigh, Godalming, Haslemere, and Oxted: The removal of the second appliances is also linked to the implementation phasing of the revised contracts. These appliances will not be available for emergency response but may stay in their locations to provide resilience.
10. **Wholetime duty system changes:** Work has been refocused in order to provide a new model for firefighters to provide additional shifts in order to maintain cover against a reducing establishment. This element is expected to be delivered before the end of March 2013. This item will also be **carried forward** in the next action plan.

11. **Location of Fire Stations:** This is an ongoing item; specific details are covered in the Action Plan 2013-16 section of this paper'.
12. **Fire station facilities:** Review ongoing, with incremental implementation subject to budget availability. A number of fire stations are now being shared by Surrey Police and/or South East Coast Ambulance Service creating revenue income and operational benefits.
13. **7 day a week working:** The Middle Management Review reduced the establishment of Middle Managers from fifty to forty and introduced a new working pattern to increase managerial availability at the weekends. **Item complete.**
14. **Operational Assurance:** Good progress is being made, with the second phase of operational audits currently underway. The revised post event review process is being implemented and the organisational learning and service improvement packages are being delivered. This item will be **carried forward** into the next action plan.
15. **Increased Use of Volunteers:** The Service has increased the number of volunteers to 80 from a figure of fewer than 10 in 2011, and has established a framework for the increase in number of and use of volunteers across a wide range of activity. **Objective being achieved.**
16. **Review of Response/Call Challenge/Charging:** Not complete, this item is dependent upon a pan-regional project as detailed in the 2013-16 plan.
17. **Development of sponsorship:** Initial research indicated that this item would require specialist assistance. New post created and appointed to in order to manage this element. Commences in January 2013.
18. **Governance review** - The review will be broken down into 4 workstreams - analysis of the impact of current arrangements; review of possible models; assessment of future influencing factors; and an assessment of options for the future. It is envisaged that the work will develop options by end 2013. The next action plan will include the delivery of the review findings. **Item complete.**
19. **Analysis of data:** The revised Community Risk Profile will be published in April 2013. The annual review/revision of this item becomes business as usual. **Item complete.**
20. **Partnership review:** Partnership review completed with revised register/risk assessment. **Item complete.**
21. **London 2012:** Planning and exercising for the Olympics was completed in time. Significant Service commitment during the Olympics supported the successful delivery of the games, notably the road cycling events and the Olympic Rowing Village at Royal Holloway College. **Item complete.**

<b>Public Safety Plan Action Plan 2013-16</b>
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22. The Service has developed a 3 year action plan, to commence in 2013. This will then encompass a longer period of the Medium Term Financial Plan and enable the Service to provide direction on a number of significant projects, mostly relating to property/location changes.

**23. Fire station locations:**

24. A number of external factors have contributed to the requirement for Surrey Fire and Rescue Service (SFRS) to engage with station relocations additional to those described within the Public Safety Plan. As a consequence, and in line with the budget planning for the Service, the phasing for implementation has now changed.

<b>Epsom &amp; Ewell and Reigate &amp; Banstead</b>
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25. West Sussex Fire and Rescue Authority (FRA) have decided to remove the fire engine from their Horley station in April 2013. This affects the fire emergency response arrangements in Surrey as this fire engine was often the quickest response to incidents in the Horley area.

26. Surrey's response to this action has been the subject of a public consultation, the proposal being to provide new fire station locations in the Salfords and Burgh Heath areas, with one fire engine being moved to Horley as an interim solution for Reigate and Banstead until a suitable location is found in the Salfords area.

<b>Woking</b>
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27. In September 2012, Surrey County Council's Cabinet agreed to form part of the Woking Town Centre development company and consequently agreed to the relocation of the fire station from its current site in Cawsey Way.

28. Woking fire station is a relatively modern station that occupies a small footprint. This limits the area available for practical training and also for car parking. The impact on training is obvious, whilst the limited car parking capacity negates the opportunity to create an 'on-call' unit at the station, which is an option that SFRS would wish to explore.

29. A proposed site has been given provisional approval by Fire and Rescue based upon operational requirements. At the time of writing the location of the site was subject to the requirement for confidentiality due to commercial/contractual reasons.

30. Target date for completion: **March 2014**

<b>Guildford</b>
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31. Guildford Fire Station is being replaced due to the condition of the existing building. The timescale from the consultants is for early works to begin January 2013 with start of construction on site by May 2013.
32. Preparatory works are being carried out on the properties due to be demolished in January 2013, as part of the enabling works.
33. Property Services target date for completion: **July 2014.**

<b>PSP Phase 2</b>
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34. Phase 2 of the PSP is described as follows;

*9.2 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 located more centrally in Spelthorne. This would impact on the fire engines at Staines and Sunbury.*
- b) *A rationalisation of the number of fire stations in Elmbridge.*

<b>Spelthorne</b>
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35. The current provision within Spelthorne is one pump at Sunbury and one pump at Staines. These stations are located at either end of the borough. For Staines this means that the fire station is very close to the border with London, with Feltham Fire Station situated approximately 3 miles away.
36. An optimal location in the Ashford Common area has been identified by Property Services and initial scoping work has commenced.
37. Property Services target date for completion: **March 2015**

<b>Elmbridge</b>
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38. The current provision within Elmbridge is one pump at Painshill, one pump at Esher and two pumps at Walton (1 variable crew, 1 on-call).

Painshill is situated in an optimal location but there is the potential to rationalise the resources at Walton and Esher into a suitable site in the Hersham area.

39. Property Services target date for completion: **March 2016**

**40. Income generation**

Details the plan to increase the generation of income through a range of options.

**41. Review of Response/Call Challenge/Charging**

This is an item carried forward from the 2011-13 plan and is dependant upon the delivery of the products from the Fire and Rescue collaborative partnership. This partnership is developing standardised operational procedures and the supporting elements, such as risk assessments, task analysis and training packages. Central government funding has enabled the establishment of a hub, to be based at Reigate, to accelerate the completion of this work and to form the basis of a steady state mechanism for review and revision of the documents.

The Service has already introduced the Incident Types that the partnership has produced, as has the Isle of Wight and has now commenced implementation of the Standard Operating Procedures.

During the 3 year plan the Service will seek from the Fire Authority confirmation of the requirement to continue to respond to incidents that do not form part of the statutory duty detailed by the Fire and Rescue Service Act 2004. This includes incident types such as animal rescue.

Confirmation of the response requirement will also enable the Fire Authority to consider the charging regime applied to incident response where appropriate.

**42. Reform of Wholetime duty systems**

In order to support the further improvement in staffing flexibility and resilience, the Service will progress the development of Wholetime duty systems by the end of this action plan.

**43. Review of Governance**

The review of governance will deliver its findings during this action plan period. This will initiate a project to implement the recommendations following receipt of the appropriate approvals.

**44. Emergency response cover disposition**

The PSP contained a model of the potential disposition of fire engines as a result of the implementation of Phase 1 of the plan. Whilst the rationale behind this disposition plan has not changed, there is a change to the phasing of implementation, prompted in part by the external factors of Horley and Woking. This means that some of the potential disposition changes may not happen due, for example, to a change in fire station locations. This is the case for Epsom, where the implementation of a day

crew is likely to be superseded by the establishment of a fire station in the Burgh Heath area.

The PSP also proposed the implementation of day crewed fire engines at Oxted, Godalming and Chobham. Whilst this remains an aspiration for the Service it is clear that due to the other planned changes described previously this is not a priority action. The implementation of the revised on-call duty system and associated availability requirements will be reviewed and revised where appropriate.

45. The PSP described the creation of additional capacity to support training and community safety activity. The requirement for this capacity remains but the Service will continue to examine the most appropriate method for delivery.
46. The PSP also described the intention to match resources to demand. This involved redressing the imbalance between night time, when currently there is more cover but less demand, and day time when the reverse is true. This remains the intention and the changes in the availability of the on-call duty system will see the first steps in achieving this.
47. The Service understands how valued both the Youth Engagement Scheme and Safe Drive Stay Alive are, and continues to deliver both of these schemes successfully. There are significant resource implications from these that must also be considered in future planning.
- 48. Provision of Specialist Capability/Contingency Crewing**  
During this action plan the Service will be implementing a one year pilot scheme during 2013 for the provision of a contingency crewing capability to provide fire and rescue response during periods of staff shortages. This is with a Dorking based company, Specialist Group International Ltd. This meets the statutory requirement as confirmed in the Fire and Rescue Service National Framework.

In addition to the contingency crewing element, the contract also incorporates the provision of specialist services, incorporating a wide range of special rescue activity, including rescues from surface and sub-surface water, confined spaces and heights. One of the recommendations from the Cabinet Paper which initiated this contract is for a thorough review to be undertaken during the period of the pilot. This review will report its findings to the Communities Select Committee.

- 49. Reviews of Action Plan 2011-13 items.**  
Items completed during the previous action plan will be reviewed where necessary. This will include the reforms of the On-Call duty system.

<b>Conclusions:</b>
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**Financial and value for money implications**

76. The cost and timing assumptions set out above are being taken into account in preparing the proposed 2013-18 Medium Term Financial Plan. It is worth emphasising that any additional costs which may be associated with the change in arrangements for Horley have not yet been allowed for, pending consultation; and that the timing of other changes in station location is the single most critical factor to delivering the savings required.

**Equalities Implications**

50. The proposed location changes will be subject to staff and public consultation. Equalities Impact assessments will be completed where necessary.

**Risk Management Implications**

51. The Medium Term Financial Plan savings are based upon the delivery of the station rationalisations as described. The delivery of these savings remain as a risk.
52. The property strategy for SFRS mitigates community risk as it provides improved facilities in more appropriate locations.

**Implications for the Council's Priorities or Community Strategy**

53. The continued provision of an effective Fire and Rescue Service supports all of the key priorities

**CRIME AND DISORDER IMPLICATIONS**

- 6.1 None identified

**CONCLUSION AND RECOMMENDATIONS**

**WHAT HAPPENS NEXT**

The Action Plan will be reviewed in light of the comments received.

The Action Plan will be published during 2013 with actions commencing as required during the period of the plan. Items regarding proposed changes to station locations and/or fire engine deployments will be subject to the appropriate public consultation.

Local Committees will be updated on specific actions and progress.

Regular reporting against the 2013-16 Action Plan will be delivered through the Programme Management board of SFRS.



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BACKGROUND PAPERS: Public Safety Plan 2011-20  
PSP Action Plan 2011-13

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