



**SURREY FIRE AND RESCUE SERVICE
LIMITED BOROUGH AUTONOMY**

**SURREY COUNTY COUNCIL'S
LOCAL COMMITTEE (ELMBRIDGE AREA)
26 SEPTEMBER 2005**

KEY ISSUE:

To present to the Local Committee in Elmbridge Surrey Fire and Rescue Service's move to Limited Borough Autonomy (LBA)

SUMMARY:

Surrey Fire and Rescue Service is moving to LBA on or around 19th September. This restructure will see greater emphasis placed on reducing risk in Elmbridge and more flexible work patterns made available to all SF&RS personnel in the borough.

OFFICER RECOMMENDATIONS:

That the Local Committee in Elmbridge notes the move to LBA made by the Fire and Rescue Service and continues to support the Service in driving down risk in the area.

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BACKGROUND PAPERS:	Surrey Fire and Rescue Service Integrated Risk Management Plan 2005-2006 (Year 2). Fire and Rescue Service National Framework Document. Fire and Rescue Services Bill

1 BACKGROUND

SF&RS has a Service Vision and aims for the future, namely

- Balancing resources to the risk in the community and use them flexibly to promote life safety and safeguard the environment
- Working in partnership to provide an efficient, effective and economic fire and rescue service that provides best value and improves community safety
- Developing a capable and accountable workforce focussed on risk reduction and the promotion of community resilience
- Recognising and valuing diversity, empathy, innovation, integrity and courage

This means however that:

- We will have a wider remit of expectations to deliver
- We will therefore have to balance investment in people, property and technology if we are to deliver safer communities within our allocated budget

2 FUTURE CAPABILITY OF THE SERVICE

Intervention & Resilience (I&R)

- The Intervention element of the Service will need to be more effective
- New technology and a flexible approach to accommodation may help in improving the output of the organisation
- These will provide capacity to re-direct to prevention & protection (P&P) whilst addressing resilience & Civil Contingencies Act (CCA)

Prevention & Protection (P&P)

- RRO implementation set for April 2006
- Partnerships are being developed to help create more capacity
- We are developing the right structure and strategies
- We have already shifted capacity to P&P, but we have to address the existing capability gaps in Intervention and Resilience to achieve this shift safely

The Service's Strategic Planning will therefore consider integration of four key business strands, namely People, Property, Information Technology and Vehicles and Equipment to deliver the Service within the given budget.

These strands cannot be dealt with in isolation, as all are interdependent. However, LBA deals with people and this is therefore the focus of the remainder of this briefing note.

3 LIMITED BOROUGH AUTONOMY

LBA will:

- Employ Staff on a variety of duty systems
- Provide a more family friendly way of working
- Provide opportunities for flexible working
- Create improved culture and structures
- Diverts appropriate resources from I&R to P&P
- Reduce the unnecessary administrative workload of command and control
- Give local managers the ability to manage their own areas most appropriately, determining how to tackle local risk and moving away from the 'one-size fits all' approach

Local managers will therefore be authorised to make local decisions and take local actions to:

- Allow more flexible working arrangements, family friendly
- Based on existing shift system, following 'Grey Book' conditions
- Reduce stand-bys and so reduce disruption and costs
- Provide additional P&P and / or admin support in every borough.
- Help improve morale and achieve a cultural change
- Manage sickness and leave and so control crewing levels
- Start to manage tasks currently undertaken by C&C ready for the introduction of regional control centres

The Borough Manager is set clear targets on:

- Appliance Availability and Crewing Levels
- Delivery of the Borough Plan
- Sickness absence
- Budgets

In the future Limited Borough Autonomy could provide the basis of a new crewing system for Surrey. It gives local managers what they have asked for:

Flexibility – Responsibility – Accountability – Destiny