

Front Cover

Draft Summary For Consultation

Integrated Risk Management Plan
Third Edition

'The Fire & Rescue 2020 Vision for a Safer Surrey'

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إذا كنت ترغب بالحصول على هذه الوثيقة في طباعة مكبّرة، أو على شريط مسجل أو في لغة أخرى، فنرجو الاتصال بنا على أحد الأرقام المدونة أعلاه.

اگر آپ کو یہ دستاویز بڑے حروف کی چھپائی میں، ٹیپ پر یا کسی دوسری زبان میں درکار ہو، تو برائے مہربانی اوپر دیئے ہوئے کسی ایک نمبر پر ہم سے رابطہ کریں۔

Introduction

This is a summary document of the Fire Authority's Third Edition Integrated Risk Management Plan and the annual Action Plan for 2006-2007, which details the long, medium and short-term proposals of how Surrey Fire and Rescue Service will strengthen emergency response and improve operational resilience. Overall the plan aims to provide an improved, more efficient response to more people, making Surrey safer and ensuring safer working systems for our staff.

The document has been made widely available by the Fire Authority as part of its statutory duty to consult and this is your opportunity to help decide how Surrey Fire and Rescue Service will make Surrey safer.

Please take the time to read about our strategy for 2020, our priorities for 2010 and our Action Plan for 2006/07 and then complete and return the attached Freepost questionnaire, before consultation closes on 19 January 2006.

All feedback received during the formal consultation period will be collated and the findings, to be published on our website from 31 March 2006, will be considered when making any necessary amendments to the plan.

The revised Fire Authority's Third Edition Integrated Risk Management Plan and annual Action Plan for 2006-2007 will then be submitted to the Surrey County Council's Executive in March 2006 for approval, enabling Surrey Fire and Rescue Service to implement the agreed vision from April 2006.

Surrey Fire and Rescue Service objectives

What the Surrey Fire and Rescue Service vision will look like in 2020

As an organisation, Surrey Fire and Rescue Service's vision is:

'To be a modern, efficient fire and rescue service that continuously improves the safety of the community.'

This Third Edition Integrated Risk Management Plan is our long-term plan towards that vision. It is our 2020 vision for a safer Surrey.

To achieve our 2020 vision we have needed to look at the services we provide today and how we want to operate in the future. We have made some assumptions that enable us to establish our 2020 vision and set some medium-term targets to achieve by 2010. Each year we produce our annual action plan that takes the necessary steps towards ensuring the proposed Integrated Risk Management Plan will deliver the improvements expected.



By the year 2020, the services provided by Surrey Fire and Rescue Service, the way they are accessed and the variety of ways in which they are delivered will look very different from the way they happen today. The safety of people in our communities and the safety of our staff will have been increased. Surrey Fire and Rescue Service will operate innovatively to access resources via networks of organisations and partnerships, crossing borders to respond to new risks inherent in the future environment.

Our objectives are:

- To provide an improved and more equitable fire and rescue service for the people of Surrey.
- To modernise Surrey Fire and Rescue Service, to meet the spirit and intentions of the June 2003 Government White Paper and the Fire and Rescue National Framework.

We believe that this 15-year strategy is not only achievable; it is essential if we are to improve the service available to the people of Surrey. An analysis of our current resources and capabilities indicates we have over-provision in some areas of the county, whilst other areas require investment. We currently operate from 24 stations; some of them are in the wrong location, most need improvement to bring them up to the standard required for a modern Fire and Rescue Service.

To plan with certainty the delivery of the 2020 vision of the future for Surrey Fire and Rescue Service and to meet our objectives, a number of long-term planning assumptions were developed. These provide us with the context in which we will work with you, to make Surrey safer.

Our long-term planning assumptions are to:

- Operate broadly within existing budget.
- Have a wider remit of expectations to deliver.
- Deliver an improved and more equitable level of service, for more people who live, work or visit Surrey.
- Operate from fewer, but more appropriate locations.
- Employ better trained, better equipped and possibly fewer, better rewarded people, using optimal staffing arrangements.
- Deliver safer communities within our allocated budget.
- Deliver Response and Resilience through Regional collaboration, capability and capacity.
- Deliver Prevention & Protection locally.
- Work across borders in collaboration to access resources.

In 2004 the Government withdrew the National Standards for Fire Cover that had been used previously to determine the number and location of the existing fire stations and fire appliances throughout Surrey. These old standards of fire cover were based on the risk to property from fire.

Whilst a series of planned improvements to community safety were delivered via the previous two editions of the Integrated Risk Management Plan, we maintained this old standard of fire cover. However, we recognise that our response should be based on the risk to people and not property. We also recognise that people are not static and the risk in Surrey is constantly changing as people move to and from work and school or enjoy leisure activities. We therefore need to operate more flexibly to match the changing risk. To achieve this we have set a standard for Surrey that covers all incident

types and not just fires, so that the people in our communities feel safe and secure wherever they are or however they are travelling in Surrey.

We will deliver a Surrey standard for response to all incidents that we attend that aims to achieve the following for all incidents that we respond to:

- 75% of Surrey's population will receive an initial appliance within eight minutes.
- Where necessary, 75% of Surrey's population will receive two appliances or equivalent within twelve minutes.
- Reach 100% of Surrey's population with an initial appliance within 18 minutes.

LONG-TERM – What Surrey Fire and Rescue aim to achieve by 2020

Our strategy to deliver excellence and the 2020 vision is comprised from this programme of planned actions.

Our People:

We will be better trained and more effectively used to allow us to deliver higher levels of service more safely and efficiently.

Our buildings:

We will have fewer fire stations but in optimised locations, from where we can deliver a better and more equitable response to more people across the County.

Our Vehicles:

Our vehicle fleet will allow us to deliver the most appropriate response to emergency calls.

Our Equipment:

We will have better fire and rescue equipment, in the right locations with skilled people trained to deliver an improved level of service.

Service delivery:

We will better understand risks in Surrey, allowing us to provide a more flexible and appropriate response, to people who live, work or visit Surrey. We will deliver a more equitable level of service to more people, no matter where they are in Surrey, striking the right balance between operational response, prevention and protection, whilst maintaining the Service's resilience.

Our Budget:

We will balance investment in our people, property and technology to deliver safer communities within the allocated budget.

Continuous improvement:

We will continuously improve the performance of Surrey Fire and & Rescue Service through the design, integration and implementation of policies and practices that encourage individual and team performance, and that are linked to the achievement of our wider objectives.

Co-operative working and joint priorities:

We will work across our organisational borders with other emergency services, the voluntary sector, business and other organisations inside Surrey to identify and deliver joint priorities for the benefit of Surrey communities.

Regional fire and rescue co-operation:

We will support the agenda for modernisation and reform through our business and Integrated Risk Management Planning processes. We will work together with neighbouring Fire and Rescue authorities and work through our Regional Management Board, to focus on common themes and locally

identified shared priorities, for improvements in operational response capacity, capability and resilience. While we continue to work closely with other fire and rescue services on issues of common concern, we remain clearly focused on Surrey and the priorities for making Surrey safer.

Information Communication Technology:

We will use flexible systems to support flexibility of staffing, enabling us to deliver up-to-the-second quality information to the point of service. This information will support decisions for operational systems and business processes.

MEDIUM-TERM – What Surrey Fire and Rescue Service aim to achieve by 2010

Surrey Fire and Rescue Service has set the following medium term objectives to focus on between now and 2010:

Response to incidents:

Surrey Fire and Rescue Service will improve its capability and resilience to react and maintain an appropriate and safe response to emergency calls received for assistance. We will set a new, improved standard of response to all incidents that will aim to achieve the following:

- 80% of Surrey's Population will receive an initial appliance within eight minutes.
- Where necessary, 85% of Surrey's population will receive two appliances or equivalent within twelve minutes.
- Reach 100% of Surrey's population with an initial appliance within 16 minutes.

Resilience as an organisation:

We will improve our ability to adapt to disruptive challenges and still maintain an acceptable service for a sustained period of time, across the range of services we provide and activities that we undertake.

Prevention of incidents:

The last two years' Integrated Risk Management Plan and the annual Action Plans improved the capacity and capability of Surrey Fire and Rescue Service prevention activity in our communities. These planned activities and the increased capacity will be maintained and targeted to known areas of higher risk and areas that currently take the most time for a fire appliance¹ to reach.

Protection from incidents:

The introduction of the Regulatory Reform (Fire Safety) Order increased the number of premises where fire and rescue services monitor compliance with the fire safety legislation. The last two years' Integrated Risk Management Plan and the annual Action Plans improved the capacity and capability of Surrey Fire and Rescue Service protection activity within our communities. This will be maintained and the fire safety in larger range of premises will be audited by fire crews.

Flexibility as an organisation:

We will continue to develop with our staff, flexible and adaptable approaches to all areas of our work and our workplaces.

Improve partnership working:

To improve Surrey Fire and Rescue Service capability, resilience and capacity in the most cost effective ways, we will improve partnership working to deliver a better value service to our communities. Within Surrey, we will also work

¹ Appliance – A fire engine or vehicle with a specialist role eg. A water carrier.

across our borders with other agencies and partnerships to develop and deliver 'joint priorities' to support the wider agenda of 'safer and stronger communities'.

Be non-discriminatory:

To ensure that we do not discriminate against the people we employ or in the way we provide our services to the community, we will champion and take ownership of equality and diversity within the organisation. One way of achieving this is to increase the number of people covered by our shortest response times.

Safety of Surrey Fire and Rescue staff:

Our place of work can be hazardous. The safety of fire and rescue staff will be improved through training, provision of high quality equipment and via our systems and procedures. One way we can improve safety is by making sure the right number of staff are available at the right times and in the right places to provide safe systems of work.

Training and development for Surrey Fire and Rescue Staff:

Our staff will work to role maps and demonstrate competence, based upon National Occupational Standards. The resilience of the organisation will be supported through continuous improvement together with learning and development opportunities, using the national Integrated Personal Development System.

Our targets for achievement by 2010

Surrey is a very safe place to live, where the risk of being involved in a serious fire or other emergency is very low. To demonstrate that Surrey Fire and Rescue Service strives for improvement, we have set challenging targets to reduce the number of incidents that have the potential to cause death or injury.

From April 2006 until March 2010, our priorities and hence our main targets will be to:

1. Increase the percentage of Surrey's population that receives an initial fire appliance within 8 minutes of an emergency call.
2. Increase the percentage of Surrey's population that, where necessary, receive two fire appliances within 12 minutes of an emergency call.
3. Reach 100% of Surrey's population with an initial fire appliance within 16 minutes
4. Reduce the number of accidental fire-related injuries in the home by 20%, from 90 to 72.
5. Reduce deliberate fires by 10% from 1,779 to a total of 1,601.
6. Reduce accidental fires in people's homes by 10% from 597 to 537.
7. Reduce hoax calls received (malicious false alarms) by 20% from 627 to 501.

NB: The target figures set for reduction are based on the average number of incidents that occurred over the 5 years from 2000 to 2005. They are not based on any one single year's performance.

SHORT-TERM – What Surrey Fire and Rescue Service will implement from April 2006

Listed below are the actions that Surrey Fire and Rescue Service plan to take from April 2006, to ensure the proposed Integrated Risk Management Plan will deliver the improvements expected.

Use of the Fire Services Emergency Cover model

Use Fire Service Emergency Cover model and other analysis tools to identify more accurately where people are most at risk and use this to plan the locations of our fire stations and specialist equipment to improve the Surrey standard for emergency response.

Improve protection

Fire crews will audit a wider range of premises for compliance with fire safety legislation.

Improve the effectiveness of our prevention activity

Proactively target prevention resources towards those areas of highest risk that also receive the slowest response times. Other areas will receive prevention activities according to resources available or on request.

Improve organisational resilience

Maintain a sustainable, acceptable standard of service when responding to disruptive incidents that may be over a long period of time.

Improve the Service's capability to deal with unusual, large scale or lengthy incidents

Establish an improved response to incidents that develop beyond the initial response's capability or require a specialist response immediately, or become prolonged or complex.

Improve the efficiency, effectiveness and resilience of the retained duty system

Support front-line service provision through more effective and efficient use of personnel on the retained duty system, resulting in an enhanced resilience of the Surrey Standard for response and improved retention and recruitment of retained personnel.

Strengthen Surrey Fire and Rescue Service data capture, quality assurance and analysis processes

Improve the quality of the data that Surrey Fire and Rescue Service use to measure, monitor and manage its performance and underpin the process of continuous improvement.

Improve staff availability

Support the Surrey Fire and Rescue Service resilience programme, by improving the effectiveness and efficiency of people availability, to deliver sustainable community safety initiatives.

The previous two editions of the Integrated Risk Management Plan have benefited from your involvement and we would again ask you to make your views known by completing the questionnaire. Your feedback is valuable in helping us decide how Surrey Fire and Rescue Service will fulfil its duty to secure continuous improvement, taking into account the needs and priorities of others.

The full Third Edition Integrated Risk Management Plan and its accompanying Action Plan, providing greater detail on how we propose to further strengthen the Surrey Fire and Rescue Service emergency response and to improve operational resilience, can be found on our website at www.surrey-fire.gov.uk

Should you wish to contact a member of the Integrated Risk Management team, you can do so by writing to the Reigate address shown on this summary document or alternatively you can email irmp.team@surreycc.gov.uk

Surrey Fire Authority with Surrey Fire and Rescue Service would like to thank you for taking the time to read this document.

Surrey Fire and Rescue Service with you making Surrey safer

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