

## Notice of Meeting

# Resident Experience Board



**Date & time**  
Thursday, 30 June  
2016 at 10.30 am

**Place**  
Ashcombe Suite  
County Hall  
Penrhyn Road  
Kingston upon Thames  
KT1 2DN

**Contact**  
Dominic Mackie or  
Sharmina Ullah  
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**Chief Executive**  
David McNulty



We're on Twitter:  
@SCCdemocracy

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9122, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email [dominic.mackie@surreycc.gov.uk](mailto:dominic.mackie@surreycc.gov.uk) or [sharmina.ullah@surreycc.gov.uk](mailto:sharmina.ullah@surreycc.gov.uk).

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Dominic Mackie or Sharmina Ullah on 020 8213 2814 or 020 8213 2838.

### Elected Members

Mr Colin Kemp (Chairman), Rachel I Lake (Vice-Chairman), Mr Mike Bennison, Mrs Yvonna Lay, Mrs Jan Mason, Mr John Orrick, Mr Karan Persand, Ms Barbara Thomson, Mr Alan Young, Mr Robert Evans, Mr Ramon Gray, Ms Denise Turner-Stewart.

### Ex-officio Members:

Mrs Sally Ann B Marks (Chairman of the County Council), Mr Nick Skellett CBE (Vice-Chairman of the County Council)

## TERMS OF REFERENCE

The Committee is responsible for the following areas:

Community Safety	Adult and Community Learning
Crime and Disorder Reduction	Cultural Services
Relations with the Police	Sport
Fire and Rescue Service	Voluntary Sector Relations
Localism	Heritage
Major Cultural and Community Events	Citizenship
Arts	Registration Services
Customer Services	Trading Standards and Environmental Health
Library Services	Legacy and Tourism

## **AGENDA**

### **1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

### **2 MINUTES OF THE PREVIOUS MEETING:**

(Pages 1  
- 10)

To agree the minutes as a true record of the meeting.

### **3 DECLARATIONS OF INTEREST**

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

#### **Notes:**

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

### **4 QUESTIONS AND PETITIONS**

To receive any questions or petitions.

#### **Notes:**

1. The deadline for Member's questions is 12.00pm four working days before the meeting Friday 24 June 2016.
2. The deadline for public questions is seven days before the meeting Thursday 23 June 2016.
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### **5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD**

There are no responses to report.

### **6 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME**

(Pages  
11 - 16)

The Board is asked to monitor progress on the implementation of recommendations from previous meetings, and to review its Forward Work Programme.

- 7 EMERGENCY SERVICES COLLABORATION PROGRAMME** (Pages 17 - 22)  
**Purpose of the report:** Scrutiny of Services
- This paper provides an update on the Emergency Services Collaboration Programme (ESCP) between emergency services in Surrey and Sussex.
- 8 PUBLIC SAFETY PLAN 2016 - 2025** (Pages 23 - 184)  
**Purpose of the report:** Policy Development and Review
- The draft Public Safety Plan has been subject to public consultation and the Board is asked to review the findings and approve the document for consideration by Cabinet.
- 9 SURREY FIRE AND RESCUE SERVICE RISK REGISTER** (Pages 185 - 188)  
**Purpose of the report:** Performance Management
- To review how Surrey Fire and Rescue Service plans to negate risks identified in the Service's Risk Register.
- 10 SCRUTINY PLAN FOR SURREY FIRE AND RESCUE SERVICE 2016 - 2017** (Pages 189 - 194)  
**Purpose of the report:** Scrutiny of Services and Budgets/Performance Management
- Surrey Fire and Rescue Service proposes a number of items for the Resident Experience Board to consider scrutinising over the coming year.
- 11 DATE OF NEXT MEETING:**
- The next meeting of the Board will be held at County Hall on Wednesday 20 July 2016.

**David McNulty**  
**Chief Executive**  
Published: Wednesday 22 June 2016

## **MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

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It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

*Thank you for your co-operation*

**MINUTES** of the meeting of the **RESIDENT EXPERIENCE BOARD** held at 10.30 am on 19 May 2016 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Board at its meeting on Thursday, 30 June 2016.

**Elected Members:**

- \* Mr Colin Kemp (Chairman)
- \* Rachael I. Lake (Vice-Chairman)
- \* Mr Mike Bennison
- \* Mr Robert Evans
- \* Mrs Yvonna Lay
- \* Mrs Jan Mason
- \* Mr John Orrick
- \* Ms Barbara Thomson
- \* Mr Karan Persand
- \* Mr Alan Young
- a Mr Saj Hussain,
- \* Turner-Stewart Denise
- a Mr Ramon Gray

**Ex officio Members:**

- \* Mrs Sally Ann B Marks, Chairman of the County Council
- \* Mr Nick Skellett CBE, Vice-Chairman of the County Council

**In attendance**

Mr Richard Walsh, Cabinet Member for Localities and Community Wellbeing

**1/16 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Saj Hussain and Ramon Gray  
Richard Wilson attended as a substitute for Saj Hussain

**2/16 MINUTES OF THE PREVIOUS MEETING: [Item 2]**

Corrections to the minutes to be made; Richard Walsh, not Wash; the date of the next meeting was 19 May, not Thursday 9 May; and Alan Young was in attendance. The remainder of the minutes of the meeting on 17 March 2016 were agreed as an accurate record.

**3/16 DECLARATIONS OF INTEREST [Item 3]**

The following declaration of interest was noted:

Jan Mason informed the Board that her son served in the Armed Forces.

**4/16 QUESTIONS AND PETITIONS [Item 4]**

There were no questions or petitions.

**5/16 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD [Item 5]**

There were no responses to report.

**6/16 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME [Item 6]**

1. Yvonna Lay and Karan Persand agreed to join the Board's Libraries Task and Finish Group.
2. The Board discussed the responses received from recommendations from previous meetings. It was commented that some of the responses did not fully address the issues raised.
3. A Member referred to recommendation REB 4/2016 which related to the creation of a social media hash- tag and for it to be adopted and used by Trading Standards, as a channel of communication between residents and consumers to report and follow up on issues and complaints raised with the Services. The Member had the opinion that the response to this recommendation was not satisfactory. The Chairman noted this and informed the Board that a report on Trading Standards communications was planned for the July meeting, and would address the concerns raised.
4. The Vice-Chairman gave an update to the Board about the Performance and Finance Sub-Group meeting which took place on 26 April 2016. The Board was told that a work programme had been agreed and that the Group intended to scrutinise budgets and future planned savings for Key Services within the remit of the Board at meetings across the year. The

Chairman recommended that the work programmes be circulated to the full Board.

5. The Chairman reminded the Board of its Extraordinary Meeting on Thursday 30 June that would focus on three Surrey Fire and Rescue Service items.
6. A Member informed the Board of developments at West Horsley Place, and the prospective opening of Grange Park Opera. Members agreed that the development may provide an opportunity to promote the County's cultural scene.

**Recommendations:**

1. For the Performance and Finance Sub-Group work programme to be circulated to the full Board.

**7/16 SUPPORTING ARMED FORCES COMMUNITY IN SURREY [Item 7]**

**Declarations of Interest:**

Jan Mason informed the Board that her son served in the Armed Forces.

**Witnesses:**

Councillor John Kingsbury - Woking Borough Council  
Canon Peter Bruinvels – Surrey CC Civilian-Military Liaison Officer  
Karen Webster -Civil Engagement Officer, 11 Infantry Brigade  
Major Jodie Kennedy-Smith - SO2 Transition, 11 Infantry Brigade  
Wing Commander David Bramley -Branch Secretary, SSAFA Surrey  
James Painter - Community Partnership Manager  
Sarah Goodman - Community Partnership and Committee Officer  
Zafar Iqbal – Senior Policy Officer, Woking Borough Council

**Key points raised during discussion:**

1. Officers introduced the report to the Board and highlighted some of its key points. It was reported that Surrey County Council signed the Armed Forces Covenant (the Covenant) in 2012 and that the Covenant's main objective was to ensure that any member of the Armed Forces (AF) community is treated fairly and not put at a disadvantage. The key areas which can be an issue for the AF community in Surrey are education, employment, health, housing, family life, debt, divorce. The Covenant also aims to further support Cadet units, as well as attracting more adult volunteers within the Cadets.
2. The purpose of the review was to raise awareness on how to refer people effectively, consider actions going forward the next few years, to ensure the AF community can benefit and support Surrey's delivery of the work of the Surrey Civilian Military Partnership Board.

3. The Board was informed that service personnel are encouraged to branch out earlier into civilian networks and “put down roots” through their service ahead of resettlement. This new approach is designed to help veterans transition back into civilian communities. The initiative aims to remove the barriers associated with resettlement by promoting integration through effective means.
4. There was a discussion around how the Covenant functions and works to meet its objectives. Witnesses from Woking Borough Council informed the Board how local businesses were encouraged to sign the Covenant and to get involved with, support and to help prevent any discrimination or disadvantage against military personnel. Furthermore, Officers emphasised how the Covenant offered a wide range of benefits to AF personnel. An example given to the Board was the signing of the Armed Forces Covenant by Woking Football Club, which promoted communication and integration between two communities.
5. Officers also expressed how they were keen to engage with manufacturing companies to promote the Covenant and broaden the support and widen the employment opportunities available to AF personnel.
6. It was explained to the Board that the catalyst for creating a more thorough support network for Surrey’s military population was Surrey County Council signing the Covenant. Subsequently, the District and Borough Councils had signed the Covenant and appointed Armed Forces Champions; some also creating Armed Forces Panels. Officers also stressed the importance of the work of the Surrey Civilian Military Partnership Board.
7. Members expressed concerns with homelessness and wanted clarification on how veterans were sought out in these conditions and then supported. Officers explained to the Board, how statistically the figures for homelessness were not high as they’re portrayed to be in the media, the percentage included ex-servicemen who chose to not receive help, and this was at 3%.
8. Witnesses introduced the work of SSAFA, one of the biggest charities providing support to the Armed Forces and their families. It was reported to the Board how SSAFA’s case work helped secure funding from one of the 600 charities listed on their data base to support any serving or retired AF personnel. Their wide remit allowed SSAFA to use their resources to accommodate veterans who are sleeping rough, or require support with other issues, such as housing or drug addiction. The Board commended the work of SSAFA and agreed their



service was valuable and a good point of call for the AF community.

9. Members of the Board explored the issue of social stability amongst the AF community and how it was necessary to support the AF community to put down roots to ensure resettlement back into civilian life was not unnecessarily complicated. Officers explained to the Board that the Military were encouraging families of the servicemen/women to work near where they reside because it helps them to integrate in the community and encourages them to live in that area upon later resettlement.
10. Members of the Board wanted clarification on the notice period given to the AF personnel for housing. Officers informed the Board that waiting lists were extensive and affordable housing in Surrey was difficult. The Board took this into consideration and explained that housing was a key area that was considered by its Community Integration Task Group.
11. A Member of the Board raised concerns with sustainability with regards to support and whether vulnerable people were fast tracked, with the resources in place. Officers referred back to SSAFA and how their service can provide support to any servicemen and the resources available can also be accessed for emergency situations. It was suggested that AF Champions promote awareness and signposting to appropriate support.
12. The Chairman addressed and informed the Board that it had been delegated, by the Leader, the responsibility to appoint an Armed Forces Champion for Surrey, and the Board's Vice-Chairman, Rachael Lake, took on that appointment.
13. A Board Member commented that smaller Borough and District Councils would potentially struggle to meet the demands for all AF personnel in need and suggested that the Cabinet Member write to Government to raise awareness of the issue further, and to seek additional funding to help support the AF community in Surrey. However, witnesses made a point that the scale of support required is not well defined enough to successfully bid to Government.
14. The Chairman proposed that the AF Champion for Surrey researches what data is available to officers currently and what can be done to improve information for supporting AF personnel in Surrey, to address the key issues indicated.  
Officers circulated a job description of the AF Champion role to the Board, and offered to support the Surrey AF Champion with this.
15. A Member of the Board encouraged awareness to be promoted round the County Council further to applying for the Gold Award, having

successfully been awarded the Silver Employer Recognition Award in 2015 for supportive behaviour towards the AF community, sharing good practice for others to follow by example.

**Recommendations:**

The Board recommends that witnesses and officers:

- Circulate case study video on the employment of Armed Forces personnel to the Board.
- Expand and improve the information available to all Surrey County, Local and Parish Councillors on the issues facing Armed Forces personnel and veterans, including specific case studies.
- Raise Councillors awareness of the range of support and resources available to serving and retired Armed Forces personnel.

The Board also recommends for all Members to promote the aims of the Armed Forces Covenant through their role as Councillors.

**BREAK 11:55AM - 12:01PM**

**8/16 COMMUNITY ENGAGEMENT IN THE LOCAL DECISION MAKING PROCESS [Item 8]**

**Declarations of Interest:**

None

**Witnesses:**

John Kingsbury – Woking Joint Committee Vice-Chairman and Leader of Woking Borough Council

Beryl Hunwicks – Woking Borough Councillor

Nick Skellett – Tandridge Local Committee Chairman

Sandie Bolger – Senior Practitioner (Woking), Youth Support Team

Philip Stubbs – Woking Resident & Chairman of Knaphill Residents Association

Victoria Eade – Community Partnership and Committee Officer (Tandridge)

Sarah Goodman – Community Partnership and Committee Officer (Woking)

James Painter – Community Partnership Manager

Jane Last – Head of Community Partnership and Safety

Sandra Brown – Community Partnership Team Leader – East

Richard Bolton – Local Highways Services Group Manager

**Key points raised during discussions:**

1. Officers introduced the report and summarised the main objectives of the Community Partnership Team, including engagement, governance & devolution and funding. It was reported that following the Customer Service Accreditation in 2015 there had been a focus to transform the

resident experience at Local Committees, and to widen public engagement.

2. Officers informed the Board that the best way to improve engagement with residents at Local Committees is to use simpler terminology and removing any language barriers containing complex jargon. It was reported that all Local and Joint Committees had adopted PowerPoint Presentations to help attendees navigate through meetings. Another way to widen engagement was via live broadcast using social networks; online engagement could reach a broader population in addition to those attending formal meetings, which officers reported were sometimes poorly attended. It was reported that residents may directly input into meetings at the Chairman's discretion. The Board were also updated on the improvements made to advertising material such as posters, making them more attractive and easier to understand.
3. In relation to communication, a Member of the Board conveyed that, to help raise awareness, Local Committees would need to have a good presence on social networks, signposting to meetings taking place as attendance in the past was, at times, sparse. The Board was informed that, on top of the established use of Twitter, Officers were looking at other social networks, such as Facebook. It was identified that print advertising could also be more prominent to help promote future engagement from residents at Local Committee meetings.
4. There was a discussion around promoting Governance and Devolution; the Board noted that a decision tracker had been created so residents were kept informed of the progress made on an issue raised at Local Committees, until removed from the tracker on completion.
5. The Tandridge Local Committee Chairman commented that the Joint Committee model was designed to make decisions at local committees more relevant to residents, as well as also giving more councillors, local and county, more opportunity to influence decisions. A further envisaged advantage was to create stronger ties between the County and District and Borough Councils.
6. Witnesses commented that they believed the Joint Committee model demonstrated a more joined up way of thinking and generally more effective. A given example of this was that witnesses found the Joint model more effective at reaching the correct officers at both County and Borough level, and that a shared funding arrangement kept the best interests of both Councils at the front of each decision made. Witnesses also commented that the Joint Committee model improved relations with other partners. Highways Officers commented that

positive engagement at Local Committees varied.

7. It was reported to the Board that residents may have felt more welcomed at Local and Joint Committees, or affiliated Sub-Committees, if less formal settings were explored. Officers added that residents may be more inclined to ask questions and take part in discussions. The Board noted this suggestion and proposed the Chairman in these meetings needed to be more flexible, in allowing a more relaxed setting to take place for residents to engage and feel more comfortable.
8. There was a discussion around an issue resource and officer support for Local committees. The Board noted this observation and agreed Local Committees would appreciate more finance and support.
9. The Cabinet Member commented that decisions on Local Committee spending are in the hands of Councillors, though he agreed with the principal that local committees would benefit from additional funding.
10. A Member of the Board voiced concern with not knowing much detail of the difference between Local and Joint Committees. The Board proposed support and information to be provided to enable Members and staff to become more informed and able to outline the key differences and benefits.
11. The Board agreed that more publicity was needed around Member's allocations, promoting openness and transparency to residents.
12. From the discussion the Board also agreed that that Local and Joint Committees are a County Council vehicle for decision making at a local level, and engaging residents in that process. Although there are examples of good practises throughout the county, the method of delivery varied.

### **Recommendations:**

The Board recommends:

- That Officers explore possibilities for strengthening local committee delivery structure that the committees operate under with an aim to reaffirm the purpose of the committee.
- That Members and Officers engage with the Cabinet Member to consider whether constitutional changes or modifications to local committee terms of reference would achieve the most appropriate committee model arrangements, to aid consistent partnership working across Surrey.

- that Officers provide further support and training to County and Borough frontline staff outlining the role, importance and work of Local and Joint Committees for their local residents, and instructions on how to forward enquiries to the Committees.
- That all Local and Joint Committees publicise how Committee budgets and Members Allocations are spent, and how this will benefit their local communities.
- The Cabinet Member engages with Local and Joint Committee Chairman to:
  - review and share best practice on public engagement at local committee to ensure all residents feel valued and listened to
  - create closer working relationships and positive engagement with Officers and elected Members, at both County and Borough levels, and
  - explore, through closer working relationships, working towards a Joint Committee structure.
- That all Members challenge Local Committee Chairmen regarding public engagement at Local Committee meetings.

**9/16 DATE OF NEXT MEETING: [Item 9]**

The next Resident Experience Board will take place on 30 June 2016 at 10:30am in County Hall.

Meeting ended at: 1.45 pm

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**Chairman**

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**RESIDENT EXPERIENCE BOARD 2015/16  
ACTIONS AND RECOMMENDATIONS TRACKER – 30 June 2016**

The recommendations tracker allows Board Members to monitor responses, actions and outcomes against their recommendations or requests for further action. The tracker is updated following each Board. Once an action has been achieved and reported to the Board it will be removed from the tracker.

<b>Date of meeting</b>	<b>Item</b>	<b>Ref:</b>	<b>Recommendations/Actions</b>	<b>Achieved/Outstanding?</b>	<b>Deadline/Progress Check</b>	<b>Responsible Officer/ Member/Cabinet Member</b>
16 OCTOBER 2015	<b>DRAFT PUBLIC SAFETY PLAN</b>	REB 5/2015	Members of the Board to engage with the consultation on the Public Safety Plan (PSP) and to promote to residents and groups the summary document that will be provided.	<b>Achieved</b>  The consultation for the SFRS PSP was closed on 7 June 2016	In line with consultation timeline for PSP	Russell Pearson Sally Wilson  REB members  Richard Walsh Kay Hammond
16 OCTOBER 2015	<b>DRAFT PUBLIC SAFETY PLAN</b>	REB 6/2015	To include further information on what happened next regarding case study on p30.	<b>Achieved</b>  Information will be provided in the final PSP	To be included in final PSP	Russell Pearson Sally Wilson  Richard Walsh Kay Hammond
16 OCTOBER 2015	<b>DRAFT PUBLIC SAFETY PLAN</b>	REB 8/2015	Performance and Finance Sub-Group to look at additional duties being carried out by SFRS and how it affects core services, and what additional financial burdens these additional services put on the SFRS budget.	<b>Achieved</b>  <b>Update:</b> SFRS Officers will attend a Performance & Finance Sub-Group meeting on 27 September 2016.	September 2016	Rachael I Lake  Russell Pearson Sally Wilson
19 NOVEMBER 2015	<b>PERFORMANCE AND FINANCE SUB-GROUP VERBAL UPDATE</b>	REB 24/2015	The Board is satisfied with the progress made by Surrey Fire and Rescue Service on the actions in the Management Action Plan, and recommends that Internal Audit conducts a follow-up review in the summer of 2016.	Outstanding	September 2016	Ian Thomson Russell Pearson Sue Lewry-Jones  Richard Walsh

Date of meeting	Item	Ref:	Recommendations/Actions	Achieved/Outstanding?	Deadline/Progress Check	Responsible Officer/ Member/Cabinet Member
17 MARCH 2016	<b>SURREY COUNTY COUNCIL'S LIBRARY SERVICE AND THE DEVELOPMENT OF A FUTURE STRATEGY</b>	REB 5/2016	That a scrutiny task and finish group is established to support the library service's development of its vision and strategy for 2020.	<b>Achieved</b>  A scoping document was prepared for the Council Overview Board (COB) meeting on 1 June. COB agreed the formation of the group and provided further suggestions for the group. The document has been amended and the first meeting will be held after this meeting.	May 2016	Dominic Mackie  Resident Experience Board
17 MARCH 2016	<b>SURREY COUNTY COUNCIL'S LIBRARY SERVICE AND THE DEVELOPMENT OF A FUTURE STRATEGY</b>	REB 6/2016	That the library service makes working with social care, health and other public sector partners a key focus for developing this vision	Outstanding	To be discussed at Library Task Group meetings.	Rose Wilson Peter Milton  Richard Walsh
17 MARCH 2016	<b>SURREY COUNTY COUNCIL'S LIBRARY SERVICE AND THE DEVELOPMENT OF A FUTURE STRATEGY</b>	REB 7/2016	That the library service explore opportunities for partnership with local business and community resources	Outstanding	To be discussed at Library Task Group meetings.	Rose Wilson Peter Milton  Richard Walsh
17 MARCH 2016	<b>SURREY COUNTY COUNCIL'S LIBRARY SERVICE AND THE DEVELOPMENT OF A FUTURE STRATEGY</b>	REB 8/2016	The Board requests an update concerning the various options considered for creating additional revenue and projected income from this activity in six months time.	Outstanding	September 2016	Rose Wilson Peter Milton  Richard Walsh
19 MAY 2016	<b>RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME [Item 6]</b>	REB 9/2016	For the Performance and Finance Sub-Group work programme to be circulated to the full Board.	<b>Achieved</b>  <b>Update:</b> The Performance & Finance Sub-Group Forward Work Programme was circulated to the Board on 21 June 2016.	June 2016	Dominic Mackie



Date of meeting	Item	Ref:	Recommendations/Actions	Achieved/Outstanding?	Deadline/Progress Check	Responsible Officer/ Member/Cabinet Member
19 MAY 2016	<b>SUPPORTING ARMED FORCES COMMUNITY IN SURREY [Item 7]</b>	REB 10/2016	The Board recommends that officers circulate case study video on the employment of Armed Forces personnel to the Board.	Outstanding	TBC	James Painter Sarah Goodman  Richard Walsh
19 MAY 2016	<b>SUPPORTING ARMED FORCES COMMUNITY IN SURREY [Item 7]</b>	REB 11/2016	The Board recommends that officers expand and improve the information available to all Surrey County, Local and Parish Councillors on the issues facing Armed Forces personnel and veterans, including specific case studies.	Outstanding	TBC	James Painter Sarah Goodman  Richard Walsh
19 MAY 2016 Page 13	<b>SUPPORTING ARMED FORCES COMMUNITY IN SURREY [Item 7]</b>	REB 12/2016	The Board recommends that officers raise Councillors awareness of the range of support and resources available to serving and retired Armed Forces personnel.	Outstanding	TBC	James Painter Sarah Goodman  Richard Walsh
19 MAY 2016	<b>COMMUNITY ENGAGEMENT IN THE LOCAL DECISION MAKING PROCESS [Item 8]</b>	REB 13/2016	The Board recommends that Officers explore possibilities for strengthening local committee delivery structure that the committees operate under with an aim to reaffirm the purpose of the committee.	Outstanding	TBC	James Painter Sarah Goodman  Richard Walsh
19 MAY 2016	<b>COMMUNITY ENGAGEMENT IN THE LOCAL DECISION MAKING PROCESS [Item 8]</b>	REB 14/2016	The Board recommends that Members and Officers engage with the Cabinet Member to consider whether constitutional changes or modifications to local committee terms of reference would achieve the most appropriate committee model arrangements, to aid consistent partnership working across Surrey.	Outstanding	TBC	James Painter Sarah Goodman  Resident Experience Board  Richard Walsh

Date of meeting	Item	Ref:	Recommendations/Actions	Achieved/Outstanding?	Deadline/Progress Check	Responsible Officer/ Member/Cabinet Member
19 MAY 2016	<b>COMMUNITY ENGAGEMENT IN THE LOCAL DECISION MAKING PROCESS [Item 8]</b>	REB 15/2016	The Board recommends that Officers provide further support and training to County and Borough frontline staff outlining the role, importance and work of Local and Joint Committees for their local residents, and instructions on how to forward enquiries to the Committees.	Outstanding	TBC	James Painter Sarah Goodman  Richard Walsh
19 MAY 2016	<b>COMMUNITY ENGAGEMENT IN THE LOCAL DECISION MAKING PROCESS [Item 8]</b>	REB 16/2016	The Board recommends that all Local and Joint Committees publicise how Committee budgets and Members Allocations are spent, and how this will benefit their local communities.	Outstanding	TBC	James Painter Sarah Goodman  Richard Walsh
19 MAY 2016 Page 14	<b>COMMUNITY ENGAGEMENT IN THE LOCAL DECISION MAKING PROCESS [Item 8]</b>	REB 17/2016	The Board recommends that the Cabinet Member engages with Local and Joint Committee Chairman to: <ul style="list-style-type: none"> <li>• review and share best practice on public engagement at local committee to ensure all residents feel valued and listened to</li> <li>• create closer working relationships and positive engagement with Officers and elected Members, at both County and Borough levels, and</li> <li>• explore, through closer working relationships, working towards a Joint Committee structure.</li> </ul>	Outstanding	TBC	Richard Walsh
19 MAY 2016	<b>COMMUNITY ENGAGEMENT IN THE LOCAL DECISION MAKING PROCESS [Item 8]</b>	REB 18/2016	The Board recommends that all Members challenge Local Committee Chairmen regarding public engagement at Local Committee meetings.	Outstanding	TBC	Resident Experience Board

# Resident Experience Board Forward Work Programme 2016/17

## EXTRAORDINARY MEETING

30 June 2016

Ashcombe

- Public Safety Plan 2016 - 2025
- Emergency Services Collaboratoin Programme
- Surrey Fire & Rescue Service Risk Register
- Scrutiny Plan for Surrey Fire & Rescue Service

20 July 2016

Ashcombe

- Trading Standards - The Proceeds of Crime
- Surrey County Council's use of RIPA
- County Coroner - Deprivation of Liberty Safeguards (DOLS)

22 September

Ashcombe

- VCFS Performance Framework
- Special Educational Needs and Disabilities Programme - Customer Service Excellence
- Community Safety Partnerships

13 October 2016

Surrey History  
Centre, Woking

- Surrey Heritage

17 November  
2016

Ashcombe

- Flooding & Community Engagement



Resident Experience Board  
30 June 2016

**Emergency Services Collaboration Programme -  
How we can deliver a safer, more coordinated community response  
focusing on the needs of our residents**

**Purpose of the report:** Scrutiny of Services

This paper provides an update on the Emergency Services Collaboration Programme (ESCP) between emergency services in Surrey and Sussex.

**Introduction:**

1. The aim of this paper is to provide an update on the Emergency Services Collaboration Programme (ESCP) and also explain how risk and resources are managed within the Service to mitigate the impact on discharging the statutory duties of the Fire and Rescue Authority.
2. Partners from six emergency services in Surrey and Sussex<sup>1</sup> are working together to co-design the way services are delivered. The services have formed the Emergency Services Collaboration Programme. The aim of the ESCP is to co-design the way services are delivered across this region to improve delivery, reduce cost, increase resilience and remove overlaps between services. In this way, we can save more lives and improve the quality of life for residents, whilst helping to deliver the efficiencies needed. The Programme's vision is:

*"The Programme is outcome-focused and has the joint aims of:*

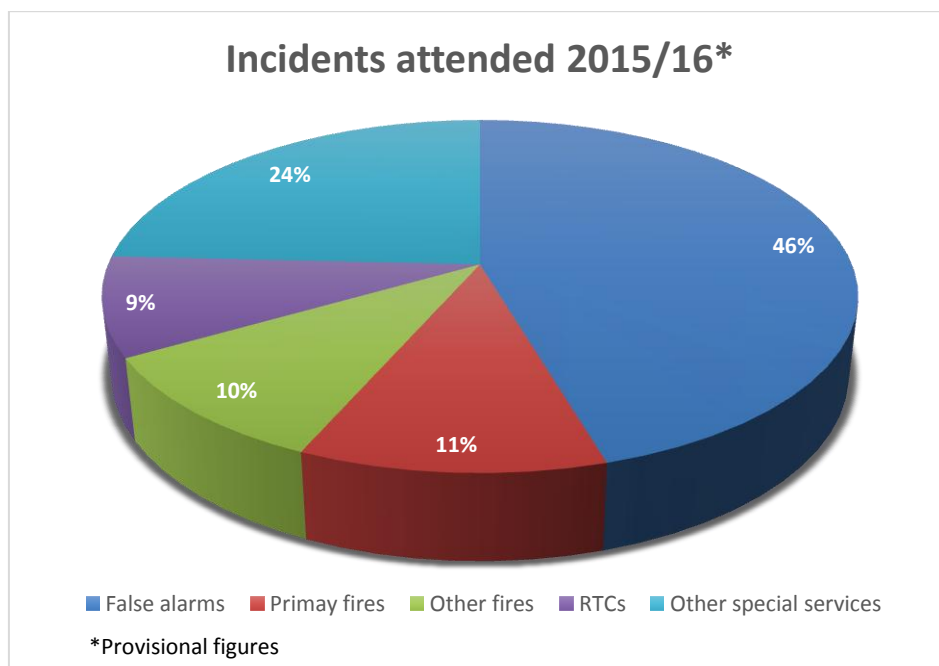
- *sustainably improving service to the public,*
- *reducing costs and increasing resilience,*
- *reducing overlap in service provision,*
- *and responding to the changing patterns in demand."*

3. The Programme has been in place for three years, and we currently operate Integrated Transport and Immediate Emergency Care Projects, and have plenty more planned in the future. Surrey firefighters now provide assistance to other emergency services for certain health emergencies, missing persons and are also providing assisted when patients are unable to open their doors to the ambulance staff. Our work has been recognised nationally by the Improvement and Efficiency Awards 2016,

<sup>1</sup> East Sussex Fire and Rescue Service, South East Coast Ambulance Service NHS Foundation Trust, Surrey Fire and Rescue Service, Surrey Police, Sussex Police, West Sussex Fire and Rescue Service

where we won gold in the 'working together category'. Work is ongoing to deliver longer-term, more complex projects.

4. There are three broad themes within the ESCP programme:
  - a) Contact, control and dispatch - how best to coordinate and integrate arrangements for handling 999 and other calls.
  - b) Integrated Transport Function - to deliver a joint emergency service transport function.
  - c) Operations - this theme includes a range of projects considering what partners can do with and for each other when there is an incident and how arrangements behind the scenes can be better joined up.
5. This work is in line with Government policy and direction. The Policing and Crime Bill 2016 is looking to introduce a duty on emergency services to “*keep under consideration whether entering into a collaboration agreement with one or more other relevant emergency services...could be in the interests of efficiency or effectiveness of that service and those of other services.*”
6. Surrey Fire and Rescue Service’s (SFRS) involvement in the ESCP is a key part of the draft Public Safety Plan 2016 -2025 refresh and is intended to help deliver the savings required from the medium term financial plan, as well as working towards the Government’s agenda on transformation within the emergency services. These collaborative changes will reform the role of the fire and rescue service.
7. Nationally, the fire and rescue service has seen a reduction in demand of 42% over the last 10 years whilst demand on police and ambulance services has been increasing year on year.
8. In 2015/16, SFRS attended about 11,800 incidents:



9. The table below shows the number of incidents since 2010.

	2014/15		2013/14		2012/13		2011/12		2010/11	
	Number	%	Number	%	Number	%	Number	%	Number	%
<b>False alarms</b>	5,398	50%	5,329	48%	4,975	50%	4,946	46%	4,994	46%
<b>primary fires</b>	1,348	13%	1,383	13%	1,355	14%	1,483	14%	1,431	13%
<b>other fires</b>	978	9%	1,173	11%	946	10%	1,716	16%	1,898	17%
<b>RTCs</b>	947	9%	923	8%	961	10%	963	9%	999	9%
<b>other special service</b>	2,061	19%	2,212	20%	1,622	16%	1,646	15%	1,630	15%
<b>TOTAL</b>	10,732		11,020		9,859		10,754		10,952	

10. The level of resource in SFRS has not reduced in line with changes in demand because of the requirement for speed and weight of attack in an emergency situation, therefore this creates what could be termed as irreducible spare capacity. In order to improve efficiency, effectiveness and to promote public safety, SFRS is exploring opportunities to utilise this capacity in support of emergency services partners where it is appropriate to do so. At the same time we propose to review the way that the Service has historically responded, for example to automatic fire alarms. This is because over the last five years, we have been called out to 16,358 automatic fire alarms, of which 97% were false alarms.

### Key themes of the Emergency Services Collaboration Programme

Background information on the three key themes of the Emergency Services Collaboration Programme is set out below:

#### Contact, Control and Dispatch

11. Under this theme, the Programme is looking at how best to co-ordinate and integrate arrangements for handling 999 and other calls into the emergency services. It aims to deliver a joint mobilisation platform (system to control the incidents reported and deployment of assets to respond to it), a single mapping system (so all partners have the same location detail), technology to make it possible to transfer incidents more quickly between partners who are not on the same mobilising platform and to explore the potential to co-locate the control centres of some partners. The Service is actively working with Police colleagues from Surrey and Sussex in this area.

#### Integrated Transport Function

12. The provision of suitable and sufficient vehicles and equipment is critical to the effective and efficient delivery of services to the public. Therefore, having appropriate support arrangements in place to ensure these capabilities are available when needed is essential in achieving the operational requirements of the emergency services.

13. The Integrated Transport Function will deliver joint arrangements for many aspects of procuring, maintaining and repairing emergency and support vehicles and equipment used by the emergency service partners in Surrey and Sussex. This includes consideration of joint workshops, shared fuel procurement, storage and issue, and

vehicle telematics (technology which monitors the location, movements, status and behaviour of vehicles).

14. Partners are engaged in different ways with this theme - for example, South East Coast Ambulance Service (SECamb) has its own “make ready” programme and so would not be looking to share workshops. Nevertheless, all partners are committed to further work on this function. The theme is already delivering in relation to a number of early procurements – for example, around fuel procurement, vehicle recovery, and vehicle accident repairs – alongside the development of proposals and business cases for the longer-term pieces of work.

## Operations

15. This theme includes a range of projects considering what partners can do with and for each other when there is an incident and how arrangements behind the scenes can be better joined-up. It includes a number of “early deliverables” such as the co-responding pilot, assisted entry and missing persons, which are already providing real benefits to the public.
16. Over the last two years, over 350 SFRS personnel have been trained in immediate emergency care responder (IECR) skills and additional medical equipment (including defibrillators) has been provided on all SFRS fire engines, officers’ cars and four wheel drive vehicles. In September 2015, SFRS launched a county-wide pilot co-responder scheme under which SECamb can request deployment of SFRS personnel to particular health emergencies in the community, such as cardiac arrests. As part of this, SECamb can request SFRS attendance when SFRS are likely to get to the patient more quickly, meaning that patients can begin to be assessed and treated whilst ambulance resources are still on route – potentially helping to increase the chances of a positive patient outcome. In May 2016 the trial was expanded to include other medical emergencies, including difficulty in breathing, unconsciousness, chest pains and fitting. There are now almost 200 staff who have volunteered to support the trial resulting in more than 450 health emergencies attended. This is currently averaging 18 additional incidents per 24 hour period.
17. SFRS has also taken on responsibility from Surrey Police to respond to calls from SECamb to gain entry to properties where there is a concern for the safety of the occupant. As a result, SFRS has freed-up Police time and is able to respond within 10 minutes on average, generally gaining access with less damage to property. In 2015/16, SFRS attended 641 gaining entry incidents, were required to take action on 492 occasions of which IECR skills were used 46 times. This resulted in only 46 requests for boarding up services and generated £68,000 savings<sup>2</sup> for Surrey Police.
18. Arrangements have also been put in place for SFRS and SECamb to provide assistance to the Police in searching for certain types of high risk missing people i.e. where the person is deemed to be at significant risk of harm, often the very young, very old, or those with a potential mental health issue.

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<sup>2</sup> The benefits report has identified £47,000 cashable savings through reduced boarding up costs and £21,000 non-cashable through non deployment of Police resources, final figures still to be confirmed.



## **Mobilisation and Risk**

19. SFRS currently operates the Joint Emergency Contact Centre (JECC) which receives calls for assistance in relation to fire and rescue activity for both Surrey and the Isle of Wight. JECC staff also mobilise resources and provide the ongoing command and control arrangements for incidents as well as other business as usual activities for both fire and rescue services. This includes the resource management arrangements for ensuring that fire emergency response cover is maintained across both counties.
20. The level of response required for each incident is based upon a pre-determined attendance (PDA). This means that we have assessed the minimum level of resource required to attend a certain incident type and this information is incorporated into the computer aided dispatch system. For example, the PDA for a house fire is three fire engines (12 crew) and a road traffic collision is two fire engines (8 crew) plus an officer in a car. These PDAs can be varied (either up or down) by the control operator based on the information received from the caller, so if the house fire was based on a 'smell of burning' then the resources sent might be reduced.
21. When a request for assistance is received, JECC staff use our dispatch system (Vision 4) to record the details and the system identifies the most appropriate assets to respond to the incident. This is based on the availability of resources based on a range of factors including automatic vehicle location (AVL) data and attributes of that resource (i.e. what functions it can undertake). The control operator will then make a judgement on which assets to assign to the incident using the information available and their professional judgement, with the risk to life naturally being a determining factor.
22. The supervisor in JECC will oversee deployment decisions and will also manage the remaining assets to ensure that suitable emergency response cover is maintained. This is currently based on professional judgement and the experience of managing fire cover over many years. However a new system, known as the Dynamic Cover Tool, is being introduced that will provide a system generated solution based on risk information to assist in the decision making process.
23. In managing emergency response cover, JECC staff will also take into account resources that may be available from neighbouring fire and rescue services. Similarly, SFRS is regularly used to support operational response in neighbouring areas and arrangements are in place to address the financial implications of these mutual aid arrangements.
24. JECC staff liaise closely with their Police and Ambulance control centre equivalents in order to support each other to successfully resolve emergency incidents within the county. The programme outlined in paragraphs 7 and 8 above is intended to enhance current arrangements by improving situational awareness and information sharing processes.

## **Conclusions:**

25. The Emergency Services Collaboration Programme has made good progress in beginning to demonstrate the benefits to our residents, of working together. These

include providing an improved service to the public and helping to generate efficiencies by better aligning resources to meet demand. Work continues on longer-term, more complex projects, which should realise significant benefits for partners involved and the public.

26. The process of collaborating with our partners is complicated, yet the potential resident benefits, savings and value added are enormous. We are clear that collaboration between emergency services remains our aspiration for the future and we will continue to drive its development, highlighted in our draft refreshed Public Safety Plan 2016-2025.

#### **Recommendations:**

27. That the Resident Experience Board:

- a) endorses the work of the Emergency Services Collaboration Programme to date;
- b) continues to engage with the Programme, providing support and challenge, to ensure that SFRS and its partners continue to provide an excellent service to the public and that risks are appropriately managed.

#### **Next steps:**

- a) SFRS will bring forward updates when necessary and through the agreed scrutiny plan.
- b) Option of a visit by the Residents Experience Board to the new JECC above Salfords Fire Station in autumn 2016 after the transition from the current location in Reigate has been successfully completed.

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#### **Sources/background papers:**

Surrey Fire and Rescue Service Draft Public Safety Plan Refresh – within the agenda papers.

Emergency Service Collaboration Programme material on the Surrey County Council website: <http://www.surreycc.gov.uk/your-council/how-the-council-works/our-performance/surrey-public-service-transformation-programme/emergency-services-collaboration>



Resident Experience Board  
30 June 2016

## Public Safety Plan 2016 - 2025

**Purpose of the report:** Policy Development and Review

The draft Public Safety Plan has been subject to public consultation and the Board is asked to review the findings and approve the document for consideration by Cabinet.

### Introduction:

Surrey Fire and Rescue Authority is required by the Government to produce an Integrated Risk Management Plan (IRMP) which considers all the fire and rescue related risks that could affect our communities. This planning process helps us to identify longer term priorities, to make sure we have an up to date assessment of risk, and how to mitigate it effectively.

We set out our IRMP in our Public Safety Plan (PSP), which is currently valid until 2020. However within a constantly changing environment, new threats and opportunities have emerged. This new document outlines how we will respond and adapt to these changes and continue to deliver a high performing, valued, sustainable and cost-effective service.

The PSP refresh document covers the period 2016-2025. The Resident Experience Board have previously commented on the draft in October 2015, and the Service has met regularly with a Member Reference Group to help steer the document.

The PSP was consulted on from 27 April – 7 June 2016 and we are now analysing the results. The survey data and qualitative comments are found at Annexes B and C to this report. We will share the consultation report with the Member Reference Group ahead of it going to Cabinet in September 2016.

The refreshed PSP 2016 – 2025 will remain as a 'draft' until final approval by Cabinet expected on 20 September 2016.

## Background:

1. This refreshed PSP is our key planning document that describes how we will play our part in keeping Surrey residents, and those that work in or travel through the county, safe over the coming years. It outlines our understanding of the risks and challenges facing the county and how we will maintain, adapt and enhance our service accordingly.
2. Our current PSP was developed in 2011 and the context in which the plan was developed has changed. Drivers for change include:
  - I. Fall in demand for traditional services
  - II. Shift in population characteristics
  - III. Redefined budget and need to make further savings and efficiencies
  - IV. Reviews and changes to policy and legislation including emerging Government policy on collaboration between emergency services and the recent Government departmental move of Fire Service policy from DCLG to the Home Office
  - V. Public Service Transformation projects with a key focus on collaboration
  - VI. Busier roads
  - VII. Environmental factors such as climate change and threat of terrorism.
3. The proposals in the plan are:
  - I. Undertaking an options appraisal on working more closely with other Fire and Rescue Services, and with Police and Ambulance Services, behaving as one, whilst maintaining our front-line provision.
  - II. Anticipating changes to the demographic profile across Surrey to identify and target residents and businesses most at risk of fire in our communities by using a broad range of data, including information shared with us by other agencies, to assist us with this work.
  - III. Increasing integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety and add public value.
  - IV. Continuing to review mobilising arrangements with our emergency service partners (other Fire and Rescue Services, Police and Ambulance) to develop a next generation 999 call system to improve how we communicate, share information and respond to incidents to enhance public value.

- V. Reviewing our training requirements and introducing more realistic training to offset the reduction in real-world experience created by a fall in demand for our traditional services.
  - VI. Examining our communities to see where we can better meet community needs.
  - VII. Exploring all options to maximise income and avoid, reduce or recover costs to enable us to invest in our workforce, facilities and community.
  - VIII. Review our Surrey Response Standard.
  - IX. Review the way we call handle and respond to Automatic Fire Alarms.
4. Greater collaboration is a key theme of our proposals. Surrey residents are already experiencing the benefits of closer collaboration with Police and Ambulance services. Surrey firefighters provide assistance to other emergency services with defibrillator usage, missing person location, assisted entry and, if we can attend an incident more quickly than an ambulance, immediate emergency medical care. These are examples of how we can offer a safer, more coordinated community response, which focuses on the needs of residents and the changing nature of emergencies.
  5. In addition, we believe that further meaningful collaboration with our emergency service partners offers greater potential savings, because we can look to create efficiencies by eliminating duplication across services, which we cannot do if reviewing our own service in isolation.

<b>Public Consultation – 27 April – 07 June 2016</b>
------------------------------------------------------

1. In summary, the feedback of the consultation has been positive. Annex B shows the data captured from each of the questions in our questionnaire. There were 496 responses, of which 14 were postal returns and 482 were answered online. The postal returns were added manually to the online survey and therefore show in the graphs at Annex B. A summary of key qualitative comments is included at paragraph 6 of this report, with a full list at Annex C.
2. All written feedback was analysed in terms of making any amendments to the PSP document, at Annex A. A number of small changes to the draft of the PSP have been made following this feedback, which were primarily around improving the understanding of some concepts which needed clarifying following feedback, for example making it clear that we are not taking on police powers and adding in some Frequently Asked Questions around co-responding which had been raised during the consultation.

3. In addition, there have been some lessons learned about how to best present documents to disability groups and this work will be taken forward as part of the Equality Impact Assessment.
4. Ideas on specific proposals will be shared with key officers working on these projects.
5. The refreshed PSP should be read alongside the draft Equality Impact Assessment (EIA) at Annex D. The EIA has been reviewed following the consultation period and will remain draft until approval by Cabinet.
6. Summary of qualitative comments:

Proposal	Comments
<p>1: Undertaking an options appraisal on working more closely with other Fire and Rescue Services, and with Police and Ambulance Services, behaving as one, whilst maintaining our frontline provision.</p>	<ul style="list-style-type: none"> <li>• Better collaboration with others.</li> <li>• Maintaining identity and purpose.</li> <li>• Sharing costs of buildings and back office support/systems.</li> <li>• Maintain focus on local issues and requirements.</li> <li>• It is crucial that the fire service works closely with other emergency services, to provide a better service for Surrey residents.</li> </ul>
<p>2: Anticipating changes to the population characteristics across Surrey to identify and target residents and businesses most at risk of fire in our communities by using a broad range of data, including information shared with us by other agencies, to assist us with this work.</p>	<ul style="list-style-type: none"> <li>• Data sharing with others.</li> <li>• Physical access concerns to a property for the elderly and most vulnerable people.</li> <li>• Working closely with charities to identify vulnerable people (particularly those with learning difficulties) who are not identified by existing systems. Educating adults with learning difficulties on the risks of fire.</li> </ul>
<p>3: Increasing integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety, and add public value.</p>	<ul style="list-style-type: none"> <li>• Collaboration challenges and risks: Lack of capacity to deal properly with incidents due to a lack of knowledge and experience.</li> <li>• Fire Service focus on its core duties.</li> <li>• Working together with other emergency services to share infrastructure but without overlapping of responsibilities.</li> <li>• Cross over and training and experience concerns.</li> <li>• More effective prevention measures will inevitably leads to less of a requirement to be reactive where</li> </ul>

	poor measures have failed.
4: Continuing to review mobilising arrangements with our emergency services partners (other FRS, Police, Ambulance) to develop a next generation 999 call system to improve how we communicate, share information and respond to incidents to enhance public value.	<ul style="list-style-type: none"> <li>• Rationalisation that results in a quicker and more efficient emergency response.</li> <li>• Concerns about difficulties that major IT projects present.</li> <li>• Individual Services skills &amp; standards must be respected &amp; retained not lost under the umbrella of technology.</li> <li>• People skills and person to person communications and communications amongst partner agencies are vital.</li> </ul>
5: Reviewing our training requirements and introducing more realistic training to offset the reduction in real-world experienced created by the fall in demand for our traditional services.	<ul style="list-style-type: none"> <li>• Suggestions: The training should still be the same in case of an event which warrants it - perhaps the demand for traditional services is tending to decline but to not have firefighters trained in case would be detrimental to safety.</li> <li>• Training should be reviewed regularly.</li> </ul>
6: Examining our communities to see where we can better meet community needs.	<ul style="list-style-type: none"> <li>• It's important to have a county-wide offer, but to make sure that local areas can tailor their work to the needs and circumstances of their residents.</li> <li>• Programmes need to reach community leaders, as well as those on the service line in positions of responsibility for the safety of others, such as wardens, caretakers.</li> <li>• More community education is required, to further reduce the risk of fires. Perhaps the fire service needs to get more involved in schools.</li> </ul>
7: Exploring all options to maximise income and avoid, reduce or recover costs to enable us to invest in our workforce, facilities and community.	<ul style="list-style-type: none"> <li>• Suggestions: Budgets are important but understaffing is not an option for safety for the public or staff.</li> <li>• Joint call centres, Joint servicing contracts, Joint training, Joint IT projects. Flexible and versatile equipment.</li> <li>• Charge for 2nd (?) and subsequent false alarms. Look for income by offering training schemes, safety assessments etc. (in commercial Office and retail sectors).</li> <li>• This could cover Fire Marshall courses, Evacuation</li> </ul>

	<p>procedures Risk assessments etc.</p> <ul style="list-style-type: none"> <li>The scale of the savings needed is large, and requires concerted collaboration and income generation to get there.</li> </ul>
8: Reviewing our Surrey Response Standard.	<ul style="list-style-type: none"> <li>No Fire appliance to attend health issues. Consider Flexible vehicles and equipment.</li> <li>Fire officer in cars to attend first unless absolutely sure of needs. Review response standard to reflect first officer on site (see above).</li> <li>This will immediately provide cost savings. i.e. fuel, wear and tear of equipment Surrey residents would expect this response standard to not fall, although the levels of traffic across the county provide quite a challenge for maintaining a quick response standard.</li> <li>This needs to be under constant review in order to keep up with the current trends and types of incidents the fire service is required to attend.</li> </ul>
9: Reviewing the way we call handle and respond to automatic fire alarms.	<ul style="list-style-type: none"> <li>Concerns on AFAs that could be a genuine emergency.</li> <li>Suggestion: This is one area where charging for continual false alarms should be bringing in funds.</li> </ul>

**Actions resulting from proposals:**

- The proposals outlined in the draft Public Safety Plan, which were the subject of the consultation, are listed below along with initial actions for completion in 2016/17. A full delivery plan will be published following the publication of the final Public Safety Plan in September, subject to Cabinet approval. Some actions are yet to be identified.
- Initial delivery plan:

Proposal	Action
1: Undertaking an options appraisal on working more closely with other Fire and Rescue Services, and with Police and Ambulance Services, behaving as one, whilst maintaining our frontline provision.	<ul style="list-style-type: none"> <li>Review impacts of proposed duty to collaborate and PCCs becoming FRAs in Policing and Crime Bill.</li> <li>Draft strategy on duty to collaborate.</li> </ul>
2: Anticipating changes	<ul style="list-style-type: none"> <li>Identify our most vulnerable residents using</li> </ul>



<p>to the population characteristics across Surrey to identify and target residents and businesses most at risk of fire in our communities by using a broad range of data, including information shared with us by other agencies, to assist us with this work.</p>	<p>Exeter health data.</p> <ul style="list-style-type: none"> <li>• Modelling impact of neighbouring Integrated Risk Management Plans.</li> <li>• Effect of neighbouring FRS changes on fire cover understood.</li> </ul>
<p>3: Increasing integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety, and add public value.</p>	<ul style="list-style-type: none"> <li>• Proposed expansion of co-responding pilot to increase types of calls we respond to with ambulance service.</li> <li>• Review of co-responding pilot.</li> <li>• Feedback to NJC on co-responding pilot.</li> <li>• Fire Emergency Care Support Worker pilot with ambulance commences</li> </ul>
<p>4: Continuing to review mobilising arrangements with our emergency services partners (other FRS, Police, Ambulance) to develop a next generation 999 call system to improve how we communicate, share information and respond to incidents to enhance public value.</p>	<ul style="list-style-type: none"> <li>• Implement Dynamic Cover Tool.</li> <li>• Start review of asset mobilising requirements.</li> <li>• Specification for next generation joint mobilising system with partners developed.</li> </ul>
<p>5: Reviewing our training requirements and introducing more realistic training to offset the reduction in real-world experienced created by the fall in demand for our traditional services.</p>	<ul style="list-style-type: none"> <li>• Implementation of 'systems approach to training' to ensure all staff are highly trained and qualified to recognised national standards.</li> <li>• Utilising digital incident command training simulators to deliver a wide range of scenarios which all of our commanders are assessed against.</li> <li>• Use of a diverse range of facilities and venues to recreate live incidents e.g. working at height and live fire environments.</li> <li>• Enhancing a range of blended learning to support training.</li> </ul>
<p>6: Examining our communities to see where we can better</p>	<ul style="list-style-type: none"> <li>• Produce Surrey-wide and borough level Community Risk Profiles.</li> <li>• Telecare report.</li> </ul>

meet community needs.	<ul style="list-style-type: none"> <li>• Commence Safe and Well visits - these cover fire safety, road safety, environment safety and by using the <a href="#">One Stop Surrey</a> referral process, cover a range of health and social issues that support independent living.</li> <li>• Develop work with colleagues and partners to support wider prevention and protection agendas to best utilise our skills, knowledge and experience for the greater benefit of the community.</li> </ul>
7: Exploring all options to maximise income and avoid, reduce or recover costs to enable us to invest in our workforce, facilities and community.	<ul style="list-style-type: none"> <li>• Commence programme to consider requirements for prevention and protection IT system</li> <li>• Review Joint Emergency Control Centre process (core/non-core activities).</li> <li>• Commence use of joint fuel procurement contract.</li> <li>• Financial modelling options for reducing establishment to look to determine direction.</li> <li>• Consideration of Integrated Transport Function arrangements by Emergency Services Collaborative Partnership Strategic Board.</li> <li>• Complete all workload modelling options for consideration.</li> <li>• Commence implementation of system to enable joint use of bunkered fuel with emergency service partners</li> <li>• Commence rollout of joint vehicle telematics solution with emergency service partners.</li> <li>• Decision on station configurations informed by workload modelling.</li> </ul>
8: Reviewing our Surrey Response Standard.	<ul style="list-style-type: none"> <li>• Analyse current Surrey Response Standard.</li> <li>• Confirm Surrey Response Standard or change of policy.</li> </ul>
9: Reviewing the way we call handle and respond to automatic fire alarms.	<ul style="list-style-type: none"> <li>• Draft Automatic Fire Alarm policy options.</li> <li>• Revised proposed policy to REB and final draft policy to Cabinet.</li> </ul>

<b>Recommendations:</b>
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9. That the Board endorse the latest version of the draft Public Safety Plan and recommend that Cabinet approve it on 20 September 2016.
10. That the Member Reference Group meet in July to discuss anything further with the draft and to review the detailed analysis from the consultation.

<b>Next steps:</b>
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Officers will arrange a meeting of the MRG.  
Item to be scheduled, as per the Scrutiny Plan, for a progress update in 2017.

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**Annex A:** Public Safety Plan 2016 – 2025

**Annex B:** Results from consultation survey

**Annex C:** Qualitative comments from consultation survey

**Annex D:** Equality Impact Assessment

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# PUBLIC SAFETY PLAN

**2016 - 2025**

Looking to the future in an  
ever changing environment

**DRAFT**

Working together - Saving lives

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# Introduction

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## **So what's the situation?**

The social, environmental, political and economic world in which we operate is changing.

To adapt, Surrey Fire and Rescue Service will continue to change.

Our aim is to deliver high performing services that our communities expect and deserve without reducing frontline delivery, yet remaining within our new financial constraints.

**This plan seeks to show you how we will meet the demands on our service going forward.**

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For more information, and to help guide you through our plan, we have developed [frequently asked questions \(FAQ\)](#) and a [Glossary of Terms](#) starting on page 62.

## Our Proposals

This document outlines proposals to transform the service and ensure it is best placed to keep Surrey's communities safe by:

1. Undertaking an options appraisal on working more closely with other Fire and Rescue Services, and with Police and Ambulance Services, behaving as one, whilst maintaining our frontline provision.
2. Anticipating changes to the population characteristics across Surrey to identify and target residents and businesses most at risk of fire in our communities by using a broad range of data, including information shared with us by other agencies, to assist us with this work.
3. Increasing integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety, and add public value.
4. Continuing to review mobilising\* arrangements with our emergency service partners (other Fire and Rescue Services, Police and Ambulance) to develop a next generation 999 call system to improve how we communicate, share information and respond to incidents to enhance public value.
5. Reviewing our training requirements and introducing more realistic training to offset the reduction in real-world experience created by the fall in demand for our traditional services.
6. Examining our communities to see where we can better meet community needs.
7. Exploring all options to maximise income and avoid, reduce or recover costs to enable us to invest in our workforce, facilities and community.
8. Reviewing our Surrey Response Standard.
9. Reviewing the way we call handle and respond to automatic fire alarms.

\* Mobilising is the term we use for the process that we follow once we receive a 999 call to decide on the resources and personnel required to send to an incident and where from.

We find ourselves in changing and challenging times, but we are confident our plan shows we are well placed to deal with the current economic climate, changing population characteristics and the variety of incidents we may face in coming years.



Cabinet Member for Localities and  
Community Wellbeing

**Richard Walsh**



Cabinet Associate Member for  
Community Safety Services

**Kay Hammond**



Surrey Fire and Rescue Service  
Chief Fire Officer

**Russell Pearson**



# Chapter one:

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## The environment in which we operate

### **Our Public Safety Plan**

The Public Safety Plan (PSP) is our key planning document that describes how we will play our part in keeping Surrey residents, and those that work or travel through the county, safe over the coming years. It outlines our understanding of the risks and challenges facing the county and how we will maintain, adapt and enhance our service accordingly.

As we explain the context in which we work we will share examples of where we are working collaboratively with other services. Case studies are clearly highlighted in the document and include a firefighter's experience of responding to a medical emergency in collaboration with the ambulance service and other areas where we are making a difference with our partners.

## To our communities

### Our previous Public Safety Plan

Our previous Public Safety Plan (PSP) was developed in 2011 and runs to 2020. As with any plan operating over a 10 year period, the context within which the plan was developed has changed, both locally and nationally. We have produced this document to refresh the vision we outlined in 2011 and look toward 2025 in order to respond to all drivers for change and to maximise public safety in this ever changing environment and it replaces our previous version.

### Our focus

Surrey County Council (SCC) is the Fire and Rescue Authority (governing body) for Surrey Fire and Rescue Service (SFRS). As a service of the county council, SFRS helps to achieve the council's Corporate Strategy and priorities which are wellbeing, economic prosperity and resident experience.



Wellbeing



Economic prosperity



Resident experience

### Our activity

Within our service, our key areas of activity are:

- **Prevention:** We aim to prevent all fires and incidents from occurring in the first place. We believe prevention is better than cure.
- **Protection:** We regulate business conformity to fire safety legislation to ensure people, properties and the environment are as protected as possible should anything happen.
- **Response:** We know that we cannot prevent everything, so we must ensure we are in the right place to respond when we are needed, as efficiently and effectively as possible, maximising the preservation of life, property and the environment.

We have spent time making sure that we can respond from the right places at the right time, as we cannot prevent everything. By focusing on our response and getting that right, we can save lives, relieve suffering and protect the environment and property, and this work has been seen in how we perform against national response data and our Surrey Response Standard. As we develop and work more with other emergency service partners to serve our communities in response to critical

incidents, we are expanding our role and we are aware that it is crucial that we are able to respond quickly, safely and effectively.

We target our prevention and protection activities based on local need so that we can provide local solutions. Activities in your area may not look the same as in another. We determine this need by analysing community risk across the county and how quickly we can respond to you. We publish a Community Risk Profile (CRP) to provide a picture of the changing landscape of community risk in Surrey, highlighting areas of concern, identifying plans for improvement and exploring the impact of geography, demographics and lifestyle.

## What pressures and issues are we facing?



### Fall in demand for traditional services

Traditional demand in Surrey (eg. Fires) fell by 33% between 2006/07-2012/13, yet demand is increasing in other areas, such as [Telecare](#) and the [Immediate Emergency Care Response](#) pilot where we now work in partnership with the South East Coast Ambulance Service (SECAmb).



### Shift in population characteristics

[More people move to Surrey than leave.](#) Surrey's population is estimated to have increased by 4,500 due to migration in 2013 (net increase of 4000 from within UK and 500 from overseas).



### Less money

Austerity measures, expected to continue beyond 2020, require us to make significant savings year on year. These are described in our [Medium Term Financial Plan \(MTFP\)](#).



### Reviews and changes to policy and legislation

Government reviews and policy discussions regarding fire and rescue authorities identified a need to adapt to the changing social, political, economic and physical environment.



### Public Service Transformation

Supporting grants are available from central government to transform public services. These have included the Fire Transformation Fund and the Police Innovation Fund.



### Rise in birth rate

Surrey's population was 1.15m in 2013. [This is projected to increase by 19% by 2037.](#) By this time, 57% of the population will be of working age and 18% will be under 16.



### Aging population

The number of people aged 65+ and 85+ are projected to increase by 13.3% and 26.6% respectively by 2020. [By 2037 25% of the population will be 65+.](#)



### Busier roads

The kilometres travelled by all vehicles in Surrey increased by [3.4% between 2010 and 2014](#), yet, during the same period, total [road traffic casualties have declined by approximately 4%](#).



### Environmental factors

The impact of climate change and projected extreme weather conditions has the potential to affect incident rates (eg. flooding and wildfire), which in turn will have an impact on our resourcing requirements. [We must consider the environmental wellbeing of our local area.](#)

*“We believe that better joint working can strengthen the emergency services, deliver significant savings and produce benefits for the public.”*

- *Mike Penning  
Minister for  
Policing, Fire,  
Criminal  
Justice and  
Victims*

## Context and vision

### Risk management

The government produces and updates a Fire and Rescue National Framework which sets out what it expects from Fire and Rescue Authorities (FRAs). Part of this framework requires all FRAs to produce an Integrated Risk Management Plan (IRMP) that considers all the fire and rescue related risks that could affect the communities they serve. This planning process helps us to identify our longer term priorities, to make sure we have an up-to-date assessment of risk in place, and to plot the best strategy for change with the knowledge currently available.

The IRMP for Surrey was set out in our [previous PSP](#) which looks forward to 2020. This plan remains largely valid; however, within a constantly changing environment both new threats and new opportunities have emerged. This new document outlines how we will respond and adapt to these changes and continue to deliver a high performing, sustainable and cost effective service that enhances safety by focusing on community risk reduction.

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*We face some difficult challenges if services are to remain affordable and meet changing community needs*

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### Changing priorities

Service priorities and risks are changing, yet our aim remains to work together to save lives. Over the last decade, 999 calls to fires across the country and in Surrey have fallen alongside reduced demand for traditional fire and rescue activities, such as responding to fires and automatic fire alarms, and we are working to reduce this even further. This can only be a good thing. It is in part testament to our public education efforts about how to prevent fires and road traffic collisions (RTCs) occurring in the first place. Our prevention work will continue, with a particular focus on older and vulnerable adults who are the group most at risk from fire.

Population structure is shifting, with a greater proportion of older people predicted – those over 65 years of age tend to be more vulnerable to house fires and require a greater number of emergency services more regularly.

*“Surrey Fire and Rescue Service must work with other emergency services to unlock savings”*

- Surrey Fire  
Brigades  
Union

We recognise that we also have an important part to play in improving the life chances for young people, so we deliver a number of other effective prevention activities.

### **Broadening our capabilities**

Whilst fulfilling our vital 999 emergency service, we plan to broaden our capabilities to deal with other risks. With the evolving threat from terrorism and climate change as well as a growing population, there is much for us to do to meet the changing needs of our community. Our workforce, vehicles and equipment also need to be resilient and flexible to respond to the constantly changing environment we are in.

### **Redefining the budget**

The public money available to Surrey Fire and Rescue Service (SFRS) and other public services has been diminishing and will continue to do so over the foreseeable future. This emphasises the need to consider alternative models of delivery and operation to support the broadening range of activities delivered by fire and rescue services. Much is being said about reforming emergency services by collaboration across the three emergency services (Fire, Police and Ambulance) to secure significant savings and efficiencies, as well as the opportunity to invest back into frontline services. There is also an opportunity to explore greater collaboration across the fire sector.

### **Achieving savings through collaboration**

A key focus will be collaboration – a path which could see us joining together with other emergency services in partnerships that benefit the public. We are mindful that like all public services our budget is reducing and we need to do more for less. Working with others in a meaningful integrated way is one way to protect the taxpayer’s purse, and exploring commercial opportunities may be another.

We do not want to become the police service or the ambulance service, but we all support the same communities and there are opportunities for us to assist in other areas of work. Our traditional demand has lowered, while the workload of other services remains high. We can help with aspects of their service delivery at no detriment to our own. For example, we are now piloting co-responding with ambulance staff to certain health emergencies as well as helping ambulance crews with assisted entry of buildings. This supports the

*“Collaboration presents a real opportunity for organisations in terms of increasing efficiency and effectiveness alongside the ever-present need to maximise available resources”*

*- HM Government*

Government’s policy on emergency services and recent consultation on Enabling Closer Working Between the Emergency Services, including the ambulance service, working more closely together.

#### **Case study: Immediate Emergency Care Response (IECR)**

Since September 2015, specially trained firefighters have been co-responding to certain health emergencies in the community with South East Coast Ambulance Service NHS Foundation Trust (SECAmb) personnel.

The ground-breaking trial means that members of the public may initially be assisted by a trained firefighter on occasions when Surrey Fire and Rescue Service is predicted to reach the patient more quickly, however ambulance resources will always attend as well. This includes helping people who have chest pains, breathing problems or are suffering a cardiac arrest, for example.

We have trained over 350 firefighters in immediate emergency care and this number is increasing. The feedback from the public we have assisted so far has been positive and we are working with our SECAmb colleagues to improve joint procedures to provide the best service to local communities.

From the start of the trial until the end of May 2016, our responders have attended nearly 500 incidents. The National Joint Council and FBU have extended the trial until the end of February 2017 to allow more time to review the impacts and locally, firefighters in Surrey have expanded the types of incident they attend to include a wider range of health emergencies.

### **Leading innovation**

We recommend that now is the time for Surrey to consider these options if it is to remain strong and sustainable with a viable frontline delivery and the opportunity to invest back into frontline services. This plan is the right place to recommend that analysis, which will compare and contrast the options for public consultation and explore the opportunities available to us.

*“The best practice developed by the three emergency services in Surrey and Sussex has helped shape the Government’s national approach to strengthen collaboration and improve effectiveness. The local impact has already been significant.”*

*- Robert Pollock,  
Director, Public  
Service  
Transformation  
Network*

#### A Firefighter’s View



I became a firefighter to help people. When I started my career there was a lot of talk about whether we should respond to health emergencies and if it was the right thing to do. As the years went by I became aware that the public expected us to have this level of training anyway. From my experiences at the sites of road traffic collisions and other emergencies, I knew that these kinds of skills would help us to save more lives and it was frustrating to not have the ability.

That’s why I volunteered to take part in our co-responding trial with the ambulance service. I was reassured that the Fire Brigades Union was supporting it and that SECamb would train us. We would work under their clinical governance and to their standards.

Since the trial started, I have responded to two cardiac arrests, one head injury, two unconscious patients, two collapsed patients and two with breathing difficulties. The advanced first aid and CPR skills that I have learned have not only given me the confidence and experience to deal with emergencies, but they have also helped to save lives.

There is a common misconception about first aid. People worry that to attempt to help might make the situation worse. This is not true. If we can respond faster than an ambulance, we can start to deliver the life-saving treatment that you need and buy you critical extra time before the ambulance arrives. This could dramatically increase your chance of survival. We always have access to SECamb support and advice on the phone if we need it and an ambulance is always on its way.

I didn’t join the Fire Service to be a medic but I did join to save lives. Being a co-responder means I can help more people that need it and deliver the kind of service that our residents expect.

*Tim Readings, Crew Commander, Haslemere & Godalming, FBU Area Rep*



*“The services already work highly effectively side by side in a wide range of situations and there are examples of existing collaborations between the emergency services which are not only improving effectiveness but saving taxpayers millions of pounds”*

- HM Government

We are leading innovation both within our service and across the emergency services network, working in conjunction with the Fire Brigades Union (FBU) to co-design proposed plans and activities. We will continue to lead with equipment and vehicle investment for staff, and in actively encouraging a positive work environment where staff are motivated and supported to pursue career development within a professional framework.

#### **Case study: Assisted entry**

John Griffiths, former Head of Operational Support from South East Coast Ambulance Service (SECAmb), explains how Surrey's firefighters are assisting their clinicians to help save more lives.

*“In medical emergencies when patients are critically ill or unable to open their doors to our clinicians, we need to forcibly enter properties. Surrey Police has traditionally done this for us – as our members of staff lack the equipment and expertise to carry out the task.*

*As part of the Emergency Services Collaboration Programme which involves blue light services working closer together, it was identified that Surrey Fire and Rescue Service (SFRS) may be better placed to respond to these calls. There have been many benefits:*

- *Ambulance crews are receiving quicker access to patients due to the speed that fire service resources arrive at the scene. As many of the calls involve life threatening incidents, time saved could make a huge difference to patients in very vulnerable situations. The patient is also reassured that their property is being looked after whilst they are taken to hospital.*
- *The initiative is allowing the police to focus on other priorities. They may previously have sent two vehicles to this type of incident with less appropriate equipment to undertake the task.*
- *Fire crews' expertise in gaining entry and the equipment they carry means they often cause less damage to property than previously. Fewer properties have also had to be boarded up.”*
- *In 2015, SFRS was requested 644 times, attended on average in 8 minutes 45 seconds and only requested the boarding up contractor 48 times – a significant reduction. Immediate Emergency Care Response skills were used on 43 occasions to provide assistance.*

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### **Additional information**

Throughout this plan we link to other documents and sources to provide more detailed information on particular issues to aid understanding.

SFRS are not responsible for content held on external websites linked to this plan. The inclusion of any such links does not necessarily imply a recommendation or endorse the views expressed within them. We have no control over the nature, content or availability of information held on external websites.



## Who we are and what we do

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### Our service

Surrey Fire and Rescue Service (SFRS) carries out fire and rescue services on behalf of Surrey County Council (SCC). This is one of a range of services that SCC provides such as Adult Social Care, Children's Services, Libraries, Highways, Trading Standards and many others.

The county council is the Fire and Rescue Authority (FRA), which oversees on behalf of the public, the work of SFRS.

As of 31 March 2016, SFRS operates from 26 fire stations and we have:

- 524 wholtime firefighters
- 116 on-call firefighters
- 25 Joint Emergency Communication Centre (JECC) staff
- 79 support staff
- 140 volunteers

Across Surrey we have 35 fire engines and 29 specialist vehicles. We also have other operational vehicles in the service and we continue to invest in quality vehicles and equipment.

We provide services to over 1.2m people who live in Surrey and to those who travel through our county. We cover an area of 1,663km<sup>2</sup>, which includes large urban areas, vast stretches of motorway and close proximity to two major airports. We handle approximately 17,000 calls and attend around 10,700 incidents per year.

Working with our partners, we provide a spectrum of services across prevention, protection and response, as well as post incident services in stabilisation and recovery.

We will target our work and focus our staff on those most at risk, reflecting local need and priorities. It is important to us to monitor and maintain our delivery against our response standard. Against the backdrop of savings that we need to achieve and opportunities to respond to other types of critical incidents, we have set up an Intelligence Unit to help us to better understand



the data we hold. In this way we can determine the package of prevention and protection work that we should be doing, target our activity accordingly, and ensure there is a balance with our response role.

## Prevention

As well as providing an emergency response service, we focus efforts on education and prevention, including raising awareness amongst the most vulnerable in our community. We aim to minimise and, where possible, prevent damage to our property, heritage, the environment and, most of all, serious injuries and loss of life across Surrey.

### Risk in Surrey

SFRS focus prevention activity on those most at risk, and have identified age and health as two key factors that contribute to fire risk. We know that the same group of people are also at a greater risk from other types of issues, for example, falls, the cold in winter, the heat in summer, isolation, low income, fraud and dementia. Factors relating to areas or housing type are not as apparent. We also know that young drivers, cyclists, motorcyclists and older pedestrians are at greatest risk from being involved in vehicle collisions. While Surrey is one of the safest places to be in the UK, there are always incidents that we must be ready to respond to, particularly vehicle collisions that cause a significantly greater number of deaths and serious injuries than fires.

For all emergency types we experience an increase in demand from approximately 8am, and increasing again to a peak during the evening rush hour. From midnight to 8am the average level of demand is very low. There is little variation across the days of the week or the time of year; those changes that do occur are often dependent on the prevailing weather conditions.

### Education

We continue to educate the public through community safety campaigns and the Safe and Well Visit (which will be replacing our current [Home Fire Safety Visits](#)) initiative, to drive down the numbers of accidental dwelling fires and road traffic collisions (RTCs). Our Safe and Well Visit is designed to cover fire safety, road safety, environment safety and by using the [One Stop Surrey](#) referral process, cover a range of health and social issues that support



independent living. We also supply a range of equipment, like smoke alarms, hard of hearing alarms, fire retardant bedding and advise on Telecare alarms and sprinklers. We are continuing to work with the Surrey Health and Wellbeing Board members, such as Adult Social Care, the NHS, public health and Age UK Surrey, to develop the content of our Safe and Well Visits to reduce risk to the elderly.

We recognise that we have an important part to play in improving the life chances for young people and reducing the risks to the elderly. We work with partners in a number of different areas including the county's Youth Justice Service and the Educational Welfare Service who identify young people considered at risk of falling out of education and/or becoming involved in anti-social behaviour and crime. We co-developed and deliver the Youth Engagement Scheme to give these young people the opportunity to develop practical and social skills through a number of different activities.

Further examples of other effective prevention activities include:

- [Keeping YOU safe from Fire](#) (high risk vulnerable people)
- [Dementia Awareness](#)
- [One Stop Surrey](#)
- [Fire safety education in schools](#)
- Road Safety ([Drive SMART](#) and [Safe Drive Stay Alive](#))
- Water safety
- [Youth Engagement Scheme \(YES\)](#)
- [FireWise](#) (juvenile fire setters)
- [Safeguarding Vulnerable People](#)
- [Arson reduction](#)
- [Ride It Right](#)
- Biker Down

We are proud of our prevention activities but we feel there is still more that can be done. We recognise there is opportunity for SFRS to tap into and support wider prevention and protection agendas across the other council services, such as Adult Social Care, to best utilise our skills, knowledge and experience for the greater benefit of the community.



### **Vulnerable groups**

Surrey experiences relatively low numbers of fatalities and injuries from fires. Our challenge is to continue to reduce these small numbers and this means the accurate targeting of those who are most vulnerable. We must also maintain our contribution to the reduction of casualties associated with road traffic collisions and will continue to focus on young drivers.

In broad terms, vulnerable groups include those less able to help themselves in the circumstances of an emergency, for example: individuals with mobility or mental health difficulties and others who are dependent, such as children.

An example of our prevention activity is the Keeping YOU Safe from Fire project which won **Fire and Rescue Project of the Year 2014** in the Improvement and Efficiency Awards. This project is at the heart of Surrey's approach to vulnerable people. At the centre is a DVD-based multi-agency training package that allows agencies to train their staff in the dangers of fire to vulnerable people and how to refer these individuals to the fire service.

Across Great Britain in 2013/14, dwellings with no smoke alarm accounted for 38% of home fire deaths and nearly 20% occurred where the smoke alarm did not work. SFRS teams regularly conduct free Safe and Well Visits (Home Fire Safety Visits) to identify potential problem areas and offer advice on installation and maintenance of smoke alarms. Our policy is to target the people and areas we consider to be at most risk, but anyone can request a free visit online or by calling 0800 085 0767. Going forward we will further collaborate with health organisations to improve identification of individuals most at risk and we aim to achieve 100% smoke alarm ownership in Surrey.

The Youth Engagement and Education team deliver the Youth Engagement Scheme (YES), FireWise and Safe Drive Stay Alive (SDSA) event. They also supply education officer input to special needs schools. We deliver six YES courses per year to up to 60 young people who are vulnerable or at risk of involvement in anti-social behaviour. We deliver SDSA to over 12,000 young people each year, 114,000 young people have seen it since we started in 2005.

### **Volunteers**

SFRS has a bank of volunteers that provide vital support to the service. Members of the public of all ages and backgrounds give up their spare time for free to support operational staff at a variety of events, community visits



and education schemes, including Junior Citizens and Firefighter for a Day. The volunteers also help promote important safety campaigns, including Safe and Well Visits and road safety awareness, take part in exercises and move vehicles around the county for a variety of service needs.

The Surrey Fire Volunteer Service is a critical support function for the delivery of prevention activities within the service. The Volunteer Service is currently developing a community safety advocate volunteer role. Initially there will be one in each district and borough, expanding to one at every station. Eventually we hope to have one in every town and village.

The Volunteer Service currently offers the following:

- Community safety visits
- Community safety campaigns
- Education events e.g. Junior Citizens
- Wildfire volunteers
- Event and open day support
- Exercise catering
- Large incident catering

To expand the areas covered by the community safety visits, we were instrumental in introducing One Stop Surrey, a multi-agency referral process which allows for the end user to be referred to up to 20 other agencies and services.

## Protection and regulation

We understand that we cannot prevent all fires from occurring, so we have dedicated teams and procedures in place to regulate the adherence of businesses and commercial premises to national legislation on fire protection.

The Protection team seeks to deliver advice in the workplace and target the heart of the business community with initiatives and forums which provide information on fire safety, arson prevention, false alarms and sprinklers.

We are committed to supporting the business community and providing guidance for inspectors, businesses, organisations and the public. We develop and maintain our working practices using information and feedback from national guidance, local consultations, peer review, and internal quality



assurance systems. We follow the principles of good regulation. This is outlined in our [Statement of Assurance](#).

We exercise our regulatory activities in a way which is:

- **Proportionate:** our activities will reflect the level of risk to the public and the regulation action we take will relate to the seriousness of the offence.
- **Accountable:** our activities will be open to public scrutiny, with clear and accessible policies, and fair and efficient complaints procedures.
- **Consistent:** our regulatory advice will be robust, reliable and evidence based and we will respect advice provided by others. Where circumstances are similar, we will endeavour to act in similar ways to other local authorities.
- **Transparent:** we will ensure those we regulate are able to understand what is expected of them and what they can anticipate in return.
- **Targeted:** we will focus our resources on higher risk enterprises and activities, reflecting local need and national priorities.
- **Supported:** we have put together a dedicated team to look at our statutory processes and the support we provide in line with the Competency Framework for Business Fire Safety Regulators.

There are 61,900 registered businesses in Surrey. Our risk-based approach to the regulation of fire safety legislation targets the highest risk premises to ensure the safety of employees and members of the public. We actively use our regulatory powers to prohibit or restrict the use of premises considered so unsafe as to constitute a serious threat to life.

For the period April 2012 to March 2015 SFRS issued:

- 689 letters of deficiencies
- 53 enforcement notices
- 12 prohibition notices





In the same period we successfully took one case to court securing three convictions with fines in excess of £19,000 plus costs. In order to protect the public we always seek to prosecute, providing the case meets the evidential requirements and the public interest test.

Legislative requirements must also be met by major public, community and sporting events in Surrey and we support dedicated Safety Advisory Groups to ensure these requirements are met. Such events may take place in venues or at sites not normally designated for that function, such as local parks and streets. Where that is the case we work with borough and district environmental health and licensing teams to support the delivery of safe events.

## Response

Our response activity is what you will most likely know us best for: we receive a 999 emergency call and send out our fire and rescue crews to attend and resolve the incident.

The range of incidents we attend is vast and is changing as we expand our operations into new areas, such as Telecare and Immediate Emergency Care Response (IECR). We will explore these new activities in greater detail throughout this plan, but some key examples of our traditional response activity include:

- Fires (domestic and commercial)
- Wildfires
- Road traffic collisions (RTCs)

We also collaborate with other emergency services and other partners to provide a multi-agency response an incident, for example, widespread flooding and other water rescue incidents and emergencies that may involve hazardous or radioactive materials.

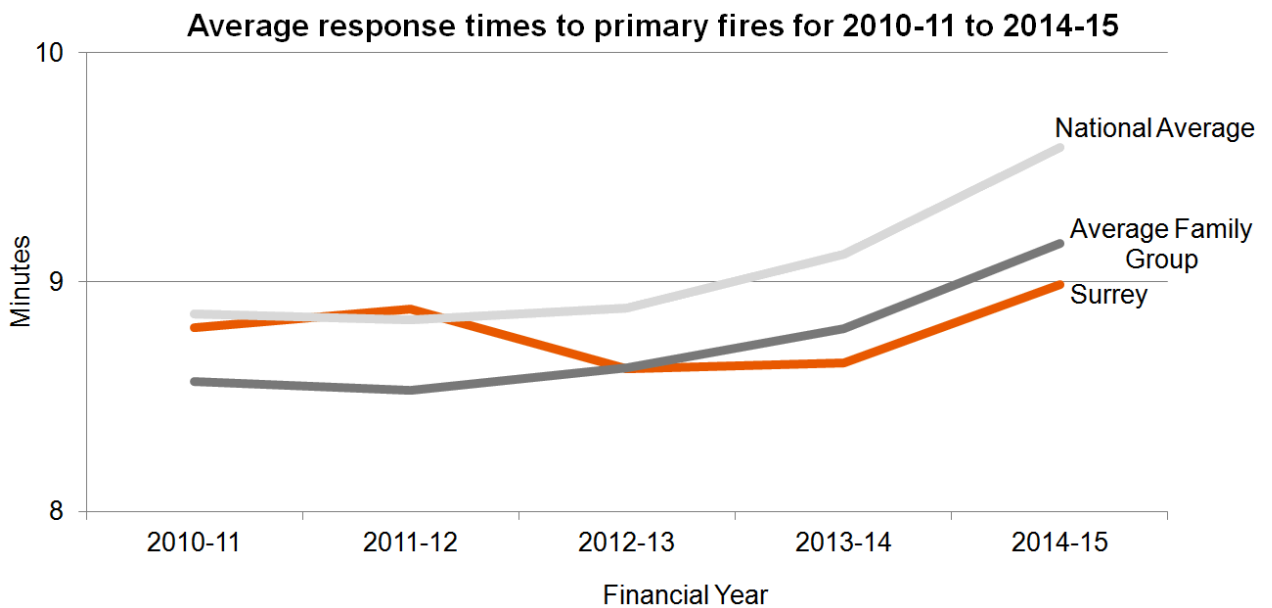
### Measuring performance

Some services measure performance by the time taken to get the first person on site; we measure our performance by the first fire engine on site.

The Surrey Response Standard outlined in the last PSP stated that we aim to have our first fire engine at a critical incident within 10 minutes from when

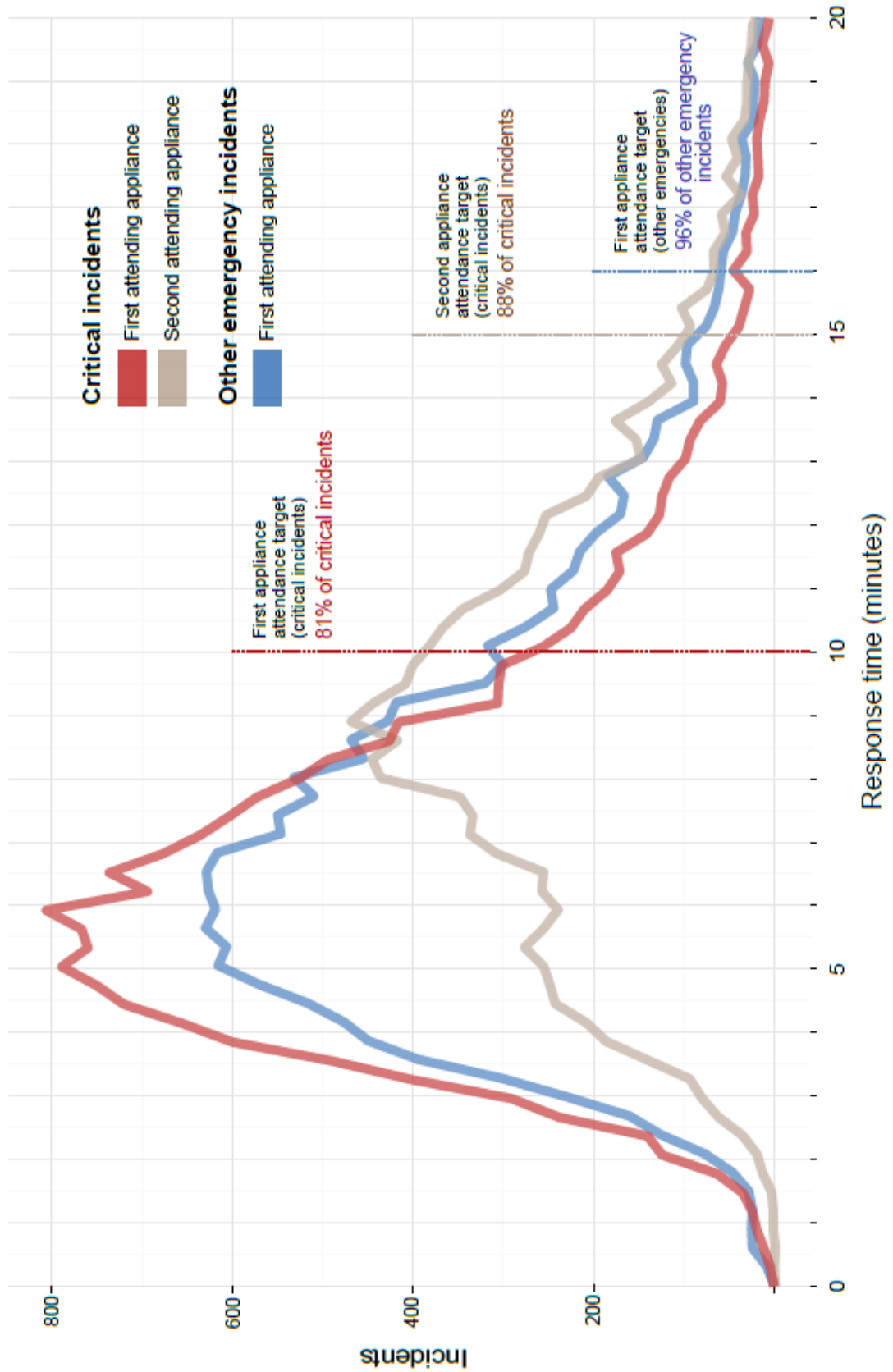
the crew is alerted and our second, if required, within 15 minutes on 80% of occasions. In 2014/15 we achieved this on 81% of occasions (excluding periods of industrial action). Any delays are usually by less than five minutes (83.8% occasions) and are due to factors such as incident location, traffic and/or weather conditions. Furthermore, we must be aware that our response times will be impacted by any fire cover changes in our neighbouring fire and rescue services, although we do not include in our response standard fire engines from neighbouring authorities responding to incidents.

We set this standard for ourselves and there is no agreed national standard for comparison, however we can compare average response times with other fire and rescue services. Surrey belongs to a group of fire and rescue services which the government identified as having similar characteristics. This is known as the Family Group. There are also those fire services which are geographically closest to Surrey – Neighbouring Authorities. The graph below taken from Table 3a, Fire Incident Response Times: England 2014 to 2015, DCLG shows how we perform against those groups. Surrey has an average response time to primary fires that is quicker than the Family Group and the national average.



When looking at the average response times for the financial years from 2009/10 to 2014/15 for both the Family Group and neighbouring authorities we can see that the time taken to attend primary fires has tended to increase for many, probably mainly due to increased traffic volumes on the roads. The Family Group average response time has increased by about 40 seconds over that period. However, in contrast to most, Surrey's response times have stayed very stable over that time. Encouragingly, the time to dispatch a fire engine has actually varied very little over that six year period. You can read more about this in [national government statistics](#).

Surrey Fire & Rescue appliance response times 2011-2015



We continue to review how we respond to incidents. We will look at how many operational personnel are required and also the types of vehicles and equipment we use when we respond. This may impact on our response standard – the time it takes us to reach an incident. Our response standard currently covers the amount of time it takes a fire engine to reach an incident, but it does not include other types of vehicle that might be more appropriate for the incident. For example, some types of incidents may be better served by an officer in a car, which is not currently part of our standard.

When reviewing our response standard, we will ensure that it takes into account the attendance of the most appropriate vehicle and crew for the type of incident reported. We also have to consider any changes being made by our neighbouring fire and rescue services as we monitor and review the Surrey Response Standard. If this is likely to lead to any changes to our response standard we will consult with you and, once a suitable solution is agreed, we will implement the recommended changes.



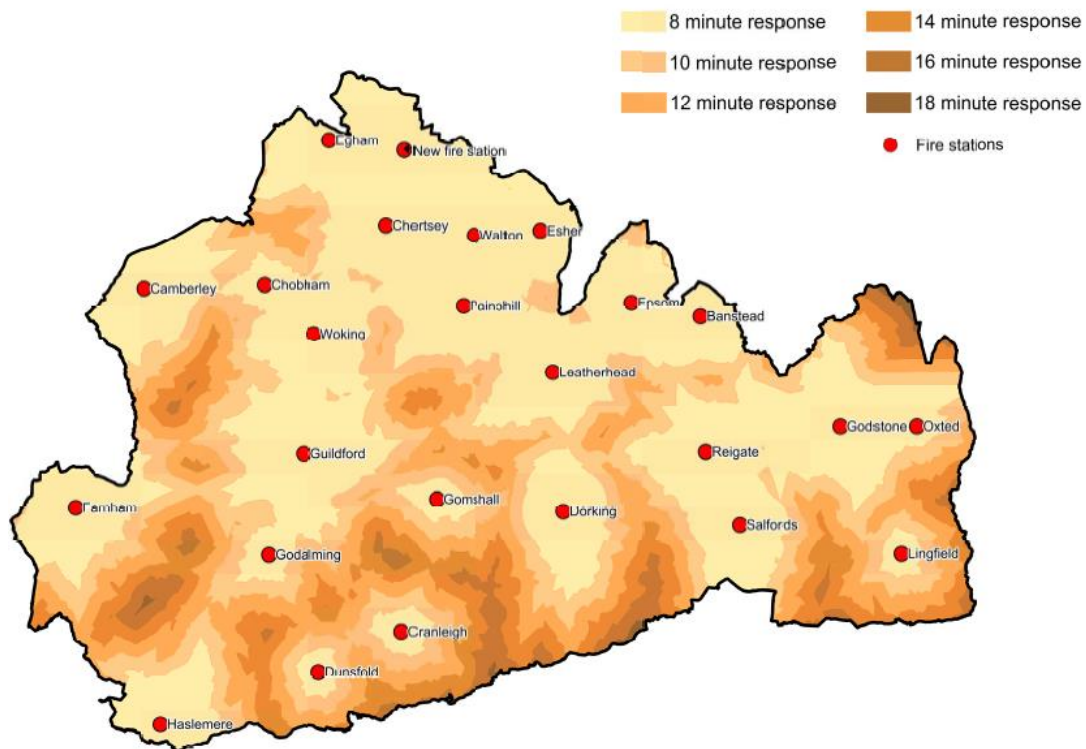
Automatic Fire Alarms are alarm systems that are designed to react automatically where heat or smoke is detected to alert the occupants of a building of a potential fire situation. As outlined in our proposals, we will be reviewing our automatic fire alarm policy.

This is because, over the last five years, we have been called out to 16,358 automatic fire alarms, of which 15,919 (97%) were false alarms. We refer to these false alarms as unwanted fire signals. Responding to unwanted fire signals means there is a risk that we may not be able to send fire engines to genuine emergencies and increases the occasions when risk is posed by our fire engines travelling on blue lights. Reducing the number of unwanted fire signals we attend will free our resources to focus on our prevention and

protection activity. We already challenge calls from commercial premises and this can result, during the day, with a non-attendance if a false alarm is confirmed. We will undertake a risk assessment to see whether we can safely extend this policy to cover more unwanted fire signals, including those at domestic properties.

As we review our policy we will consider our at-risk sites, like hospitals and care homes, to make sure we provide a risk-assessed response to those more vulnerable. By doing this we believe that we can use our resources to respond to real emergency incidents. We hope that this will also help organisations. Evacuation of buildings due to false alarms can be inconvenient, costly and harm productivity. Frequent false alarms can also lead to complacency among those who live or work in the building, which may put them at risk if there is an actual fire. We will analyse the impact this might have on our response standard as we review our automatic fire alarm policy. There are questions on this in our consultation survey and we would welcome your views.

This map shows the response times across Surrey. This is based on a new fire station in Spelthorne.





We know that we cannot achieve our response standard for incidents in the more remote areas of our county. We will increase geographically targeted prevention and protection activities in those areas.

We cannot guarantee how quickly we will reach you but we can guarantee that we will be there as fast as we safely can.

We are implementing additional measures so that we can monitor our performance and report on it in a more meaningful way to both the service and our communities. We will outline these measures in our forthcoming Action Plans and our Statement of Assurance.

### **Public safety**

To ensure that we have competent staff who are able to respond effectively to local need, we support coordinated delivery of identified training needs for operational station-based personnel to develop and maintain their operational competence to the required standards. We continually review our crewing arrangements and systems to afford the highest level of protection for the community and staff.

### **Responding to major emergencies**

The Civil Contingencies Act 2004 places a legal duty on all emergency services to carry out risk assessments in their area. Significant risks are recorded on the Surrey Community Risk Register. We have to assess the risk of major emergency incidents such as flooding, derailments, major spillages, fires, chemical incidents, civil unrest, terrorist attacks and flu pandemics.

Our resilience planning ensures we have capacity to deal with such large-scale, unpredictable events. Our business continuity arrangements help us deal with industrial action and other service delivery disruptions. Other arrangements involve agreements with other emergency services and partners in the Local Resilience Forum. These arrangements have been successfully tested on numerous occasions, both as part of our exercise planning and as a result of actual incidents, providing our communities with a good level of cover during such periods.

In the event of a terrorist incident involving chemical, biological, radiological or nuclear (explosives) materials (CBRN(E)), the Initial Operational Response (IOR) provides the latest guidance on how we will work with other



emergency services to save as many lives as possible in the most effective time. The FBU is working with the Chief Fire Officers Association (CFOA) National Resilience team on an assurance process to assure the government that the response is safe and effective.

### Our achievements

We published two action plans that gave details of targets and actions we set out to deliver in our last PSP (2011-2020). Our first action plan concluded in March 2013. A number of the items were 'enablers' to allow more significant changes to be made in the [following action plan](#) (2013-2016). Our achievements include:

- Embedding the Surrey response standard
- Mutual assistance with neighbouring fire and rescue services
- Reform of the on-call duty system
- Reviewing fire station locations
- Commencing income generation
- Reform of wholetime duty systems
- Review of governance arrangements
- Provision of specialist capability and contingency crewing

We have made significant progress in delivering the 'enabling items' set out in our [previous action plan](#). The next phase of the PSP will build on the current framework and encompass a longer period beyond the current Medium Term Financial Plan (MTFP) and enable us to provide direction on the challenges and opportunities we face.

### Equality, fairness and respect

We place equality, diversity and inclusion at the heart of everything we do. We want to ensure that we provide the communities of Surrey with services that are accessible to all. We are committed to:

- Knowing our communities, staff and volunteers
- Protecting our most vulnerable people
- Taking action to make a difference

- Evaluating our performance

We recognise that people have different needs and that some groups within our community share protected characteristics and have specific requirements. We aim to ensure that we identify risk factors for vulnerable people and address these both in our work and within the workplace.

### **Refreshing our Values and Standards**

We are currently working on our refreshed values and standards. We are asking our staff to reflect on who we are and how each of us can further promote ethics and integrity in every way in which we work with each other and our communities. Our fundamental values and standards will continue to guide our operations effectively in this rapidly changing environment. Honesty, integrity and the highest standards of professionalism and conduct remain the foundation upon which we will build the refreshed values and standards.



**Case study: Telecare**

Surrey Fire and Rescue Service began a pilot in 2013 to respond to vulnerable members of the public who need assistance in their home due to health or mobility issues.

On-call firefighters in Walton and Chobham respond to non-emergency situations, such as falls, when an ambulance is not required and where there is no relative or carer to assist. Firefighters are alerted via a Telecare system which is linked to the resident's mainline telephone via a pendant or other sensor.

The scheme has generated much praise from clients, including Kim\*, a 54 year old Surrey resident who suffers with multiple sclerosis and cancer. Watch Commander Keith explains:

*"On a number of occasions firefighters have been requested via Telecare to attend this lady's property during various times of the night. Unfortunately Kim has serious mobility issues and often falls whilst moving from her bed to her wheelchair. Kim has no strength in her legs so she totally relies on her carers, neighbours, the ambulance service or Surrey Fire and Rescue Service to respond to her community alarm which she can activate if she has fallen.*

*During the night her carers are often unavailable and as a fall without injury is a low priority call for the ambulance service, she has in the past been on the floor for some time. Since the Telecare trial started we have visited Kim on many occasions helping her back into bed and making her comfortable, with an average response time of just 20 minutes."*

Kim is one of nearly 400 clients we have responded to since the trial began.

*\*Name has been changed to protect identity*

# Chapter two: The future

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## **Looking to the future in an ever changing environment**

The context within which we work is changing. This chapter outlines our vision on what the future of SFRS will look like. We welcome your feedback on our proposals.

*“A fall in the number of calls cannot justify cuts, which will clearly have an impact on emergency response times. Fires still happen. There is no justification for making people who experience the horrors of a fire wait longer to be rescued simply because someone else isn’t enduring the same horror”*

*- Fire Brigades  
Union General  
Secretary*

*Matt Wrack*

## Finding efficiencies

There are a number of options available to a fire and rescue authority when it comes to making savings. One option would be simply to reduce the number of fire stations, firefighters and vehicles that we use on the frontline. We continue to review our frontline delivery and believe that any additional cuts would achieve only a marginal long-term saving. This would result in an inevitable drop in performance, public confidence and union cooperation. Here is a list of some of the things we are considering which support the proposals we are making in this plan. It’s not an exhaustive list and it’s not in priority order.

- Collaboration with police and ambulance services
- Collaboration with other fire and rescue services
- Collaboration with other relevant partners
- Crewing arrangements
- Response vehicles, including different types of vehicles
- Review of our support services
- Collaboration of back office functions
- Review of the Surrey Response Standard
- Review of our Automatic Fire Alarm policy
- Review of our training facilities
- Use of training facilities with other emergency services
- Privatisation of elements of the service
- Options appraisal on outsourcing services
- Commercial joint ventures
- How we provide our prevention, protection and response services
- How we provide our equipment
- Commissioning work with others
- Review alternatives to how services are delivered and responded to across the emergency services

If we do not understand, evaluate and start to deliver some of these alternatives and our budget continues to reduce, we may have to consider how we deliver our frontline services.

We believe that collaboration with our emergency service partners offers greater potential savings because we can look to create efficiencies by eliminating duplication which we cannot do when reviewing our own service in isolation. This collaboration work has already begun.

*“It is now that fire and rescue services need to be looking at greater resilience and such resilience will be found through meaningful collaboration”*

- SFRS CFO  
Russell  
Pearson

## **Long term strategic collaboration**

### **Where we stand**

We have achieved a steady performance in meeting the targets we outlined in our previous PSP and public perception and council confidence in our ability to respond is high.

We have been awarded accolades for our community fire prevention and protection activities, including Safe Drive Stay Alive (SDSA) and the Youth Engagement Scheme (YES) and have received government grants to invest in activities which support achieving medium to long term savings and cost efficiencies.

### **Achieving our outcomes**

Despite the reduction in finances available to us, by co-designing our initiatives with the Fire Brigades Union we are on our way to achieving the majority of outcomes stated in the PSP 2011-2020, while maintaining our performance standards and protecting frontline service delivery.

We are continuing to invest in our stations, with new fire stations opening in Guildford, Woking, Spelthorne and Salfords. This means we are still able to respond to incidents as swiftly as before and, if necessary, can send more fire engines to an incident as overall demand has reduced compared with 10 years ago. We have reduced our crewing levels to four per fire engine while increasing the number of fire stations. We will continue to review our crewing levels based on our assessment of the level of community risk.

### Collaboration and status quo

In this table we have outlined the major features of collaboration and where we stand currently. This is not intended to be an exhaustive list.

	Benefits of collaboration	Risks of collaboration	Benefits of the status quo	Risks of the status quo
<b>Resident Experience</b>	<ul style="list-style-type: none"> <li>• Sharing specialist resources and information to improve prevention work and save more lives.</li> <li>• Operating as one service across borders to allow us to maintain response times.</li> <li>• In line with UK Government policy direction.</li> </ul>	<ul style="list-style-type: none"> <li>• Perceived loss of local identity.</li> <li>• Differences in demographics and geography may impact service provision.</li> </ul>	<ul style="list-style-type: none"> <li>• Local identity maintained and focus on Surrey residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Differing levels of response.</li> <li>• Duplication of activity is inefficient and expensive.</li> <li>• Not in line with UK Government policy direction.</li> </ul>
<b>Value for money</b>	<ul style="list-style-type: none"> <li>• Greater economies of scale for purchasing.</li> <li>• Potential for savings by merging back-office functions.</li> <li>• More opportunities to generate income.</li> </ul>	<ul style="list-style-type: none"> <li>• Investing to save can take time to realise savings.</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of collaboration with other services already achieved will be maintained.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited further savings to be realised against further budget constraints.</li> <li>• Less purchasing power.</li> </ul>
<b>Workforce</b>	<ul style="list-style-type: none"> <li>• Greater flexibility to respond to incidents.</li> <li>• Enhanced training opportunities with other emergency service partners.</li> <li>• More opportunities for progression.</li> <li>• Rationalise management structures.</li> </ul>	<ul style="list-style-type: none"> <li>• Length of time to deliver and embed change.</li> <li>• Shared governance structures would need to be set up and it may take time to align differing service priorities.</li> <li>• Could impact on some roles, e.g. support staff, may impact morale and absence rates.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee relations maintained.</li> <li>• Current governance arrangements with Surrey County Council are maintained.</li> <li>• Easier to develop pay and reward strategy for Surrey's conditions.</li> </ul>	<ul style="list-style-type: none"> <li>• Duplication of workforce efforts.</li> <li>• Continuing informal arrangements with other emergency service partners may not provide a step-change increase in capacity and achievement.</li> </ul>

*“...locally-led collaboration across blue light services can benefit everyone by freeing up front-line staff, investing in fire prevention programmes and allowing for faster response times when incidents do occur - saving lives and saving taxpayers’ money*

*Minister for  
Communities and  
Resilience,  
Mark Francois*

*We need to change our structure to enable us to deliver public safety on the funding made available.*

### **Collaboration: the key to unlocking savings**



The Government has announced legislation to improve collaboration between the emergency services. The Policing and Crime Bill is progressing through Parliament and puts into place the Home Secretary’s vision for emergency services to collaborate closely and for Police and Crime Commissioners to take on fire and rescue services where a local place is made.

In parallel with our co-designed workforce reform, we are already exploring closer working arrangements with other fire services as well as the Police and Ambulance services. Managing in this way would be a lot more complex as each service has a different structure, governance and culture; however collaboration would open up new opportunities to significantly reduce cost through combining resources whilst ensuring interoperability. Such collaboration should unlock further savings without reducing frontline delivery and performance standards. It may even enhance resident experience by reducing overlaps in service provision and enable better targeted prevention and protection activities.

At this time we are looking at the changes we need to make to our frontline service and the opportunities available through our collaboration work.

*“We must ensure new areas of collaboration are fully evaluated so that we can determine which of those are sensible, workable and truly deliver benefits for our patients and the public”*

*- Association of Ambulance Chief Executives  
Managing Director,  
Martin Flaherty*

## Emergency Services Collaboration Programme

Joint working is nothing new to our emergency services. We are already working with Fire, Police and Ambulance services from Surrey and Sussex<sup>1</sup> and have formed the Emergency Services Collaboration Programme (ESCP). The aim of the ESCP is to co-design the way services are delivered across this sub-region to improve delivery, reduce cost, increase resilience and remove overlaps between services.

The collaboration programme is still in its early stages, but we have agreed key principles around further collaboration and can continue to build on current successful practices and benefits to our community. We currently operate Integrated Transport and Immediate Emergency Care Projects and have plenty more planned for the future. Surrey firefighters now provide assistance to other emergency services with defibrillator usage, missing person location, assisted entry and, if we are first to attend an incident, immediate emergency care. These projects are examples of how we can offer better value for money and a safer, more coordinated community response, which focuses on the needs of residents, to the changing nature of emergencies. Our work has been recognised nationally by the Improvement and Efficiency Awards 2016, where we won gold in the ‘working together’ category. Judges commended the partnership for developing innovative projects, like our co-responding scheme, aimed at better serving communities while ensuring maximum value for money.



<sup>1</sup> South East Coast Ambulance Service NHS Foundation Trust, Surrey and Sussex Police Forces, East Sussex, Surrey and West Sussex Fire and Rescue Services.



*“The UK Fire and Rescue Service is a world class emergency service with a distinct brand and reputation, but there are opportunities for closer working with colleagues in the police, ambulance and beyond”*

- CFOA President,  
Paul Hancock

Emergency services are reviewing how they can prevent emergencies through improving community safety. They are also examining how they receive, manage and respond to calls for assistance and are looking to collaborate on the provision of support arrangements, such as the management of vehicles and equipment.

#### **Case study: Defibrillators**

In April 2014, South East Coast Ambulance Service (SECAmb) worked with our trainers to develop a bespoke training course to give firefighters skills in trauma care.

Additionally we made defibrillators available on all Surrey fire engines, in officers' cars and some of our 4 x 4 vehicles. All 26 fire stations were fitted with a publically accessible defibrillator by the end of 2015.

Providing frontline firefighters with training and additional trauma care equipment means they are now able to provide emergency care at incidents, before ambulance crews arrive.

Over 350 members of staff have received training to date. Examples of how they have used their newly acquired skills at incidents so far:

- Attended over 230 co-responding incidents with SECAmb to deal with incidents like cardiac arrest
- Provided CPR at road traffic collisions
- Assisted SECAmb clinicians in making casualties ready for the air ambulance
- Used a defibrillator to re-start someone's heart.

## **Identity**

Collaborating closely with our emergency partners, and in particular with other fire and rescue services, need not mean we lose our Surrey identity. Each service could combine functions they currently carry out individually, such as emergency call centres, to ensure a more efficient and better shared response across the region, with particular focus on our borders. One example would be borderless mobilising of resources; we would just behave as if we were a larger service. This would help address the different levels of response that you might receive at present.

The process of collaborating with our partners is complicated, yet the potential benefits, savings and value added are enormous. We are clear that collaboration between emergency services remains our aspiration for the future and we will continue to drive its development. However, we cannot rely on it entirely and are simultaneously exploring all opportunities to generate income to offset the savings we need to make.

With the ongoing financial reductions facing the public sector, emergency services would get progressively smaller and weaker if they were to remain operating in isolation. As in other services, being sub-optimal in scale is not sustainable. This is not good for our communities.

**Case study: Transport**

In 2014, Surrey Fire and Rescue successfully bid to central government for £5.96 million to fund a project with police, ambulance and other fire services across Sussex and Surrey to deliver a joint emergency service transport function.

Currently these organisations independently procure, manage and maintain their emergency and non-emergency vehicles and equipment.

This project aims to integrate the transport provision and maintenance activities of emergency services into a single function, thus increasing resilience and reducing cost to taxpayers.

## Medium Term Financial Plan 2016-2021

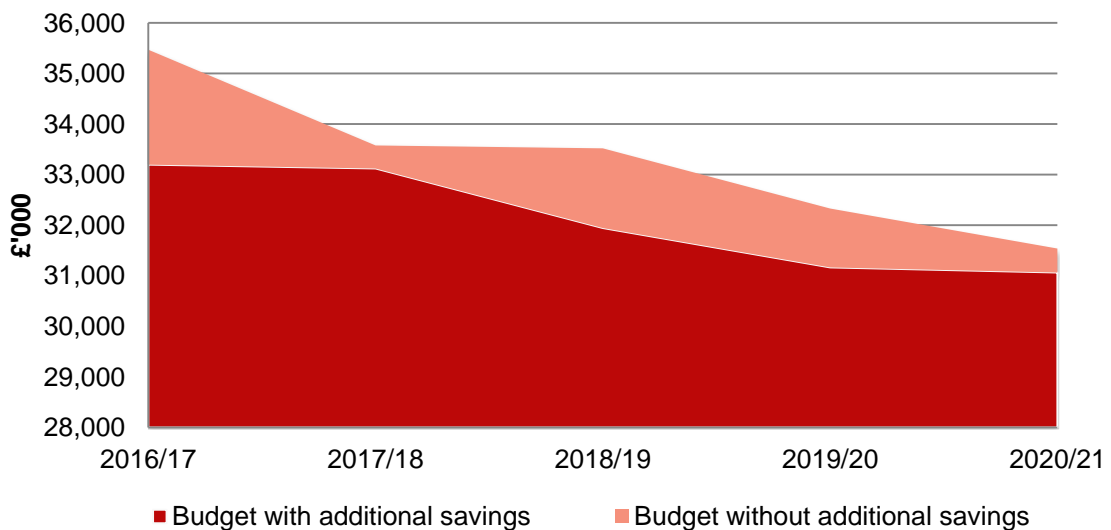
We are committed to operating as efficiently and effectively as possible. We have already saved **£4.8m between 2010/11 and 2015/16**, and plan to save a further **£5.9m by 2020/21**. This will create total savings of £10.7 million between 2010/11 and 2020/21.

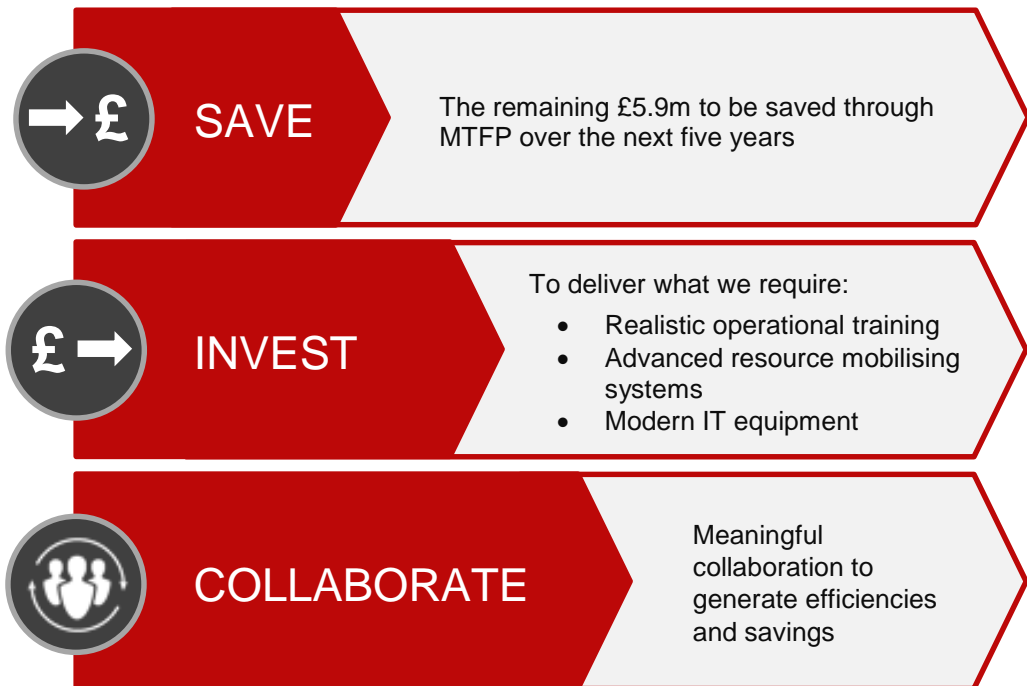
The Fire and Rescue Authority produces a five year Medium Term Financial Plan (MTFP) which is reviewed annually. The table below highlights our current budget and savings commitments over the next five years. The annual budget includes assumed inflationary increases for staffing, supplies and services. The graph illustrates the difference between our budget with and without the additional savings that need to be made.

*We need to develop new ways of working... More must be done with less*

### Impact of MTFP on our budget

	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£,000
<b>Budget</b>	£33,197	£33,125	£31,949	£31,172	£31,066
<b>Savings</b>	£2,270	£457	£1,571	£1,161	£476





## Planning for the future

*Our purpose is to protect, prevent and respond in order to save lives, relieve suffering and make Surrey safer.*

### Planning assumptions

The key planning assumptions used as the basis of our previous PSP were:

- we will probably need to have fewer staff;
- they need to be in the right locations; and,
- if fewer in number, they need to be better trained, better equipped and potentially better rewarded.

As we look forward to 2025, learning from our experiences and with a significant agenda for us to deliver, the planning assumptions are sound but need further refinement. To deliver optimal prevention, protection and response services as a modern fire and rescue service, we need to be mindful of the ongoing financial constraints, significant population growth, greater proportions of the population in the higher age bands, and the likely impacts of climate change.

**So how have these factors informed our planning assumptions?**



## Reshaping our workforce

We must plan for the changing risk profile of Surrey, with terms and conditions that suit the service as far as practicable. We need a variety of people in defined roles, at the right times and able to meet anticipated demand.

We will continue to look at the workforce to determine what shape it needs to be in the future. We will most certainly have fewer wholetime staff than we do now and fewer tiers of management; however we may have more on-call staff and possibly more volunteers. We will also look at the roles of the private sector, volunteers and partner agencies – in the correct proportions for the right purposes, in a resilient form, to meet local, regional and national responsibilities and expectations. Any workforce changes will be made in the best interest of our community's safety and within the limits of our MTFP and will be developed in conjunction with our staff and the representative bodies.

While our staff will remain key to delivering and supporting our frontline services, some functions are likely to change as the potential for more ambitious collaboration within the fire sector, with emergency service partners or others, becomes clear and is implemented.

## Our crewing models

We will continue to consider different crewing models and the use of on-call firefighters. On-call units are potentially more economical than Wholetime or Variable crewing models of providing fire cover and we are considering where we could increase our proportion of on-call units. However, these units are not without limitation and any economic gain is only achieved when personnel are available throughout the working day. We face challenges regarding the relationship between demand and personnel availability, which can impact response times.

## In the right locations

Station relocations require significant multi-million pound investment and our latest risk modelling shows that only small improvements in performance could be gained through further station relocation. We cannot justify the expense. However, as with the current town centre redevelopments at Woking and Epsom, if there are any new opportunities to work with partners and boroughs to develop new locations with better resources and facilities we will consult with you locally.

We want to get the most value and use out of the stations we have. As our prevention and protection activity becomes increasingly targeted to specific communities, our on-station crews will develop an even more fundamental role in the local delivery of tailored preventative services. This will simultaneously enhance communication, visibility and rapport with the public, all while improving community safety. We already have some multipurpose stations and as we work more closely with other emergency services and other partners in the future we will seek to make all our stations multipurpose stations. These will be agile workspaces with flexible work areas, shared spaces which

are multi-functional. We want to make sure that we are always considering both public safety and value.

We must invest in facilities that are able to simulate realistic conditions for training purposes, whilst remaining a safe and controlled environment for our staff. We also need to ensure that our staff have the time and appropriate equipment to enable them to maintain and develop an increased range of skills as we adapt to the needs of our communities.

### **Better equipped**

Fire and rescue vehicles and equipment play a key role in keeping staff and residents safe. We want to make the best use of our resources, which includes using more multi role vehicles designed to provide support in severe weather incidents, where a fire engine cannot reach. We have invested significantly over recent years in quality vehicles and equipment and propose to continue doing so. We want to continue to engage our staff and our residents effectively so that we achieve the best outcomes. We are also looking at the environmental impact of vehicles throughout their lifecycle of production, use and disposal. We are committed to operating in a sustainable and responsible manner, assessing and balancing carbon footprints in line with operational requirements to ensure the highest standards of public safety continue to be met. For example, we are encouraging our staff to be more aware of fuel-efficient driving when they travel around our county, as this helps us to keep our fuel costs down and protects the environment. Work is ongoing with our emergency services partners to develop an integrated transport function, to ensure that through collaboration the current and future transport needs for emergency services across Surrey and Sussex are met by improving delivery of services in an affordable, efficient, resilient and sustainable way.

**Case study: Improvements to vehicles and equipment**

A variety of new vehicles have come into Surrey this year, each designed to enhance our emergency response to a variety of incidents. These include:

- The country's highest **Aerial Ladder Platform** which boasts a reach of 42m (about 10 storeys high). This vehicle is used to access high rise housing and business premises.
- 24 new **Multi Role Vehicles** to support off road, flooding and severe weather incidents where fire engine access is challenging. The vehicles will also be used to support co-responding activity and to transport staff and equipment to those hard to reach incidents and also to school visits, community groups and other fire stations to provide operational cover.
- Three new **Water Carriers** – each with a 17,000 litre water capacity. Water carriers transport water to incidents where water is not available for firefighting operations. This includes emergencies on motorways, in woodland and in rural areas.
- Two new **Unimog** vehicles to greatly enhance our off-road firefighting where fire engine access is difficult such as at a heathland fire.
- New **officer cars**, fit to operate in all conditions on a 24/7 basis including for co-responding to medical emergencies.
- A full set of state of the art **cutting equipment** on every Surrey fire engine. This means residents receive help immediately at the scene of a road incident, rather than waiting for a special appliance to arrive.

**Better trained**

Our success in reducing fires over the last decade means we have less opportunity to maintain skills through attending and dealing with incidents. Furthermore, the range and complexity of incidents that we respond to, or must be prepared to respond to, is increasing. We will continue to unlock the potential of our staff through our extensive leadership, mentoring and coaching programme.

**Realistic operational training**

Quality realistic operational training is essential and we are committed to ensuring our workforce is well prepared to deal with all types of emergency, which is particularly important if we are to be fewer in number.

One example of enhanced realism training is our new incident command training suite. This computer programme allows us to create a three-dimensional digital environment within which an officer can command a custom-made incident that develops in real time in response to the decisions they make.

We also collaborate with the [Local Resilience Forum](#) which periodically organises multi-agency partnership exercises for practice on emergency planning.



### Community safety training

We recognise that the responsibility for training, development and assessment does not rest within a single given department. It is good practice when delivering input of a complex, innovative or emotive nature to involve subject experts to support effective learning opportunities.

To support the delivery of Surrey's community safety strategy, community safety training is available to all staff. We are a Dementia Friendly Surrey Champion organisation and have signed up to the Surrey Living and Aging Well organisation pledges.

#### Case study: Dementia Training

As part of our commitment to being a Dementia Friendly Surrey Champion, the community safety team supplied 43 Dementia Awareness staff training courses in 2014. At the centre of the training was the Virtual Dementia Tour, a practical, scientifically proven method of training designed to build sensitivity and awareness in individuals caring for or dealing with dementia sufferers and allowing them to 'walk in their shoes'.

This kind of training allows our crews to communicate more effectively with residents with dementia. It also gives them the ability to identify signs of dementia in those who may not be aware they have it and direct health services to provide support.

Additional examples of our commitment to this approach include South East Coast Ambulance Service (SECAMB) devolving responsibility to our training team for the delivery of medical training to both trainee and operational uniformed staff in immediate emergency care response, and our Equality and Diversity training which includes e-learning sessions and Surrey County Council courses on equality and inclusion matters and equality impact assessments.

### Better rewarded

If we can continually improve outcomes for our residents by being smarter and more responsive about the services we offer, additional responsibilities and high performance may lead to improved reward. We want to develop options through our workforce strategy to see what is possible. It is important that we co-design any proposal with the workforce and representative bodies and we know this will require negotiation.

### Collaboration

Emergency service organisations respond to an extraordinary range of incidents and provide a very good service to local residents, yet until recently they have traditionally done so with limited formal collaboration.

National reports have highlighted the need for local areas to respond to changes in demand for services. Locally, partners recognise that by working more collaboratively they could achieve a joint prevention campaign that saves more lives, reduces risk and improves the quality of life for residents. They would also be in a stronger position to respond to emergencies across Surrey and Sussex.

Furthermore, collaboration would deliver efficiencies that would generate significant financial savings that are essential as we know we will have less money in the future, all while keeping our communities – the same communities – at the heart of what we do.



### Income generation

We will focus on identifying value for money by highlighting innovative ways to generate income, avoid expenditure and recover staff and resource costs.

SFRS is a professional and highly skilled service, with staff possessing high quality expertise. We will continue to utilize our unique skills by providing Subject Matter experts to the council’s trading company, S.E Business Services Ltd in order to develop income streams and we will focus on developing efficiencies within our service through different ways of working. These include:

- Increased use of technology to improve staff training and development.

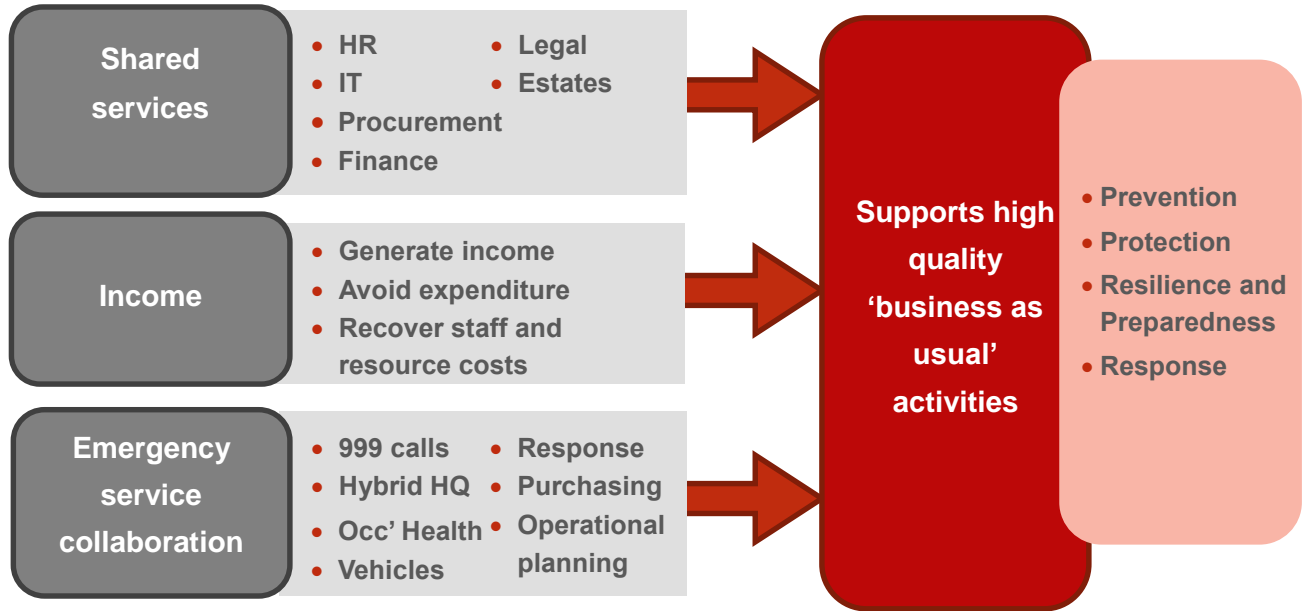
- Better planning and resource management to improve and focus service delivery in both prevention and response activities.
- Using fire service skill sets to deliver other emergency and related services such as taking calls for assistance from other services and members of the public 24/7, e.g. emergency call taking for other emergency services, Telecare and non-emergency enquiry calls.

These efficiencies will create capacity to focus on becoming a training and education centre for Surrey, surrounding local authorities and emergency services. As a central south-east county, Surrey is ideally located to provide such partnerships. Co-locating services to shared locations and standardising our expertise across the region will increase safety in the community, generate savings and reduce the cost of training provision and service delivery across the board.

### **Our income proposals**

1. In line with the Surrey County Council Corporate Strategy, we will adopt new ways of working and service delivery and identify where we can recover current costs or fund in alternative ways.
2. We will support and maximise savings through emergency service collaboration to reduce long-term fixed and variable costs.
3. We will continue to build a reputation for quality, service and partnership working across local authorities, emergency services and commercial providers.
4. We will build a client base across business and emergency sectors that link to our areas of expertise to generate cost recovery and commercial income.
5. We will develop our products, services, intellectual property (relating to training packages and specialised computer systems) and infrastructure to grow partnerships and generate income.

Further to widespread savings and generation of income, adoption of these methods will ensure continuous improvement of services, and delivery that is both resilient and sustainable.



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## Outcomes and aims

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The safety of our communities and our staff is the most important aim of Surrey Fire and Rescue Service. Our target outcomes highlight what we want to do over the lifetime of the PSP to ensure we can achieve our aims.

These target outcomes are high level and more detail on how we will measure and review the success of our strategies is in our [Statement of Assurance](#).

### What we want to achieve

#### Access to our range of fire and rescue services

We want to make sure we provide services based on our understanding of the community, infrastructure, risks and intelligence in order to meet the needs of our communities.

#### Improved safety of our communities

We want to provide earlier and more effective services to manage and reduce community risk. We target our prevention and protection activities based on local need so that we can provide local solutions. We determine this need by analysing community risk across the county and how quickly we can respond to you.

#### Improved services through partnership

We want to collaborate with other services and organisations to deliver transformational change that improves community safety, increases efficiency, enhances delivery and generates savings.

#### Develop a culture of high performance

We want to deliver a high performing, valued and cost effective fire and rescue service. Innovation will lead us to being effective, resilient, affordable and valued.

### Our aims

#### Prevention

To engage with, inform and educate communities to improve community safety by reducing risk of fire and other emergencies and do all we can to support prevention of crime.

#### Protection and regulation

To work with businesses and other organisations to protect people, property and the environment.

#### Resilience and preparedness

To continue preparing and planning for major incidents and other events to ensure we perform efficiently and effectively in any situation to best preserve life, property and the environment.

**Response**

To plan for potential emergencies and broaden our role in order to deliver a high quality, effective and resilient response.

# Chapter three: Fire Brigades Union

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## **A few words from the Surrey Fire Brigades Union**

Throughout the development of this plan we have worked closely with the FBU. It is important that they have the opportunity to comment on our proposals and our vision for the future of Surrey Fire and Rescue Service.

**Austerity**

The Fire Brigades Union (FBU) in Surrey is acutely aware that the substantial budget reduction Surrey Fire and Rescue Service has suffered over the last few years will continue for the foreseeable future. These substantial budget reductions have already reduced the crew size on fire engines from five to four members and reduced the overall number of fire engines available to respond to emergency calls. Both of these cuts increase the overall risks encountered by firefighters and detract from their ability to provide an effective emergency service for the public.

The fundamental flaw with the current funding model for fire and emergency services is that it is based on cost rather than outcomes. This means that SFRS can model only those options for Surrey which meet the funding it receives. The alternative would be to set the funding to meet the outcomes we all want in terms of community safety and the wider social and economic benefits of having a highly effective emergency service. The result is that we have to send all the necessary resources to an emergency incident over a protracted period when we know that the outcomes of these emergencies would be much better if all the resources arrived in much closer succession.

A good example of this is this would be a road traffic collision on the M25 in rush hour. On average, for every minute of delay in clearing the road, the traffic jam lengthens by one mile which causes havoc in the daily lives of thousands of commuters. Our current funding does not allow all the necessary resources to be there to extricate and render first aid to casualties and then allow the other agencies to clear the road as quickly as the public would like.

**Increased demand for additional services**

In addition to the financial pressures, SFRS like others, are facing increasing demand due to a range of changing factors beyond its control, e.g. growing population, aging population, increased traffic causing longer emergency response times, spate weather conditions associated with climate change (see the drivers for change in Chapter One) and the need to diversify the service supplied in support of SECamb. In non-austere times, these additional demands would probably lead to increased budget rather than substantial reductions. So this is the simple equation we now face and it does not balance:

**Substantial funding reductions  $\neq$  Meeting changing demands**

**Continue on our own**

If we continue as a lone fire and emergency service financing and supplying our own services and support functions, we will continue to shrink in size and capacity. Our frontline emergency service capability will be drastically reduced year after year. Our firefighters would face unacceptable uncontrolled risks though the inevitable under-resourcing of the incidents they attend. We will not be



able to support SECamb or any other emergency service as we would not have enough funds to provide our own services to an acceptable standard for the public or to a standard of relative safety for our firefighters. Producing further savings would force continuing cuts in the frontline service we provide.

With this backdrop of austerity and increasing demand, the challenge of providing an effective frontline emergency service for the residents, businesses and those commuting through Surrey, is quite simply one we cannot achieve on our own. If we try to do so, we will fail.

### **Collaborate, share, save, invest and diversify**

The only viable alternative is for SFRS to work closely with its neighbouring emergency services to reduce costs by ending the duplication of functions that currently exist across these services and realising the economies of scale by working like a much larger emergency service. Such savings should not cause detriment to the frontline service we provide but would provide the necessary investment to improve and diversify the services we provide to cater to growing public expectation and other increasing demand factors.

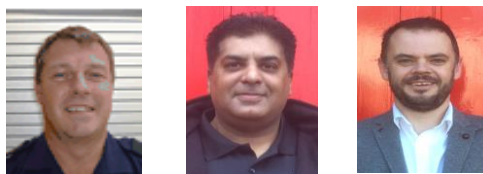
### **Transitional period**

This collaborative approach has the potential to realise substantial cost reductions across all the emergency services but we will need a period of stable funding in order to work through the substantial transformation required to realise these savings.

### **Conclusion**

FBU Surrey knows that the collaborative approach described here is the only viable option to secure a safe future of not just the people and firefighters in Surrey, but the whole of the south east. Therefore we fully support the collaborative approach outlined in this Public Safety Plan and are fully committed to jointly working towards realising these savings and investment opportunities with the all emergency services concerned. We are open-minded to opportunities to reform to protect frontline delivery, as long as we are engaged in the process.

However, we will oppose any cuts in frontline services that cause any loss of safety for the people of Surrey or its firefighters, which may have been avoided by realising collaborative options.



Richard Jones, Asif Aziz and Lee Belsten

# Chapter four: Picture of Surrey

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## **Community Risk Profile**

We publish a [Community Risk Profile \(CRP\)](#) for the county to provide a picture of the changing landscape of community risk in Surrey, highlighting areas of concern, identifying plans for improvement and exploring the impact of geography, demographics and lifestyle of community risk.

# Picture of Surrey

## Reducing...



▼ **1,348**  
primary fires in 2014/15

▼ **20%**  
fewer than 2009/10



▼ **947**  
RTCs in 2014/15

▼ **17%**  
fewer than 2009/10



▼ **584**  
wildfires in 2014/15

▼ **51%**  
fewer than 2009/10

## Increasing...



▲ **25%**  
population aged 65+  
by 2037

▲ **59%** increase in  
those aged 65+ by  
2037



▲ **16%** of primary  
fires in 2014/15  
occurred in single  
occupancy homes,  
yet accounted for  
**30%** of fatalities

▲ **10%**  
more primary fires in single  
occupancy homes than  
2009/10



▲ **254**  
Telecare responses  
in 2014/15, compared  
to **37** in 2013/14

▲ Telecare response  
and single  
occupancy predicted  
to rise with Surrey's  
aging population

## **Managing risk as we explore our options**

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As we consider our options through the PSP we will assess the risks, develop strategies to reduce the risks, and continually monitor and review as we deliver and develop our options.

Community risk represents the **likelihood** of an emergency incident occurring in a given location and its expected **impact** on the community. Intelligence and an assessment of what, where and when emergencies may occur feeds into our risk modelling and helps us understand how our efforts can impact on the risks we identify. This provides an advantage when planning to protect the community and generates knowledge to inform critical decision-making.

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### *Community risk reduction underpins our planning assumptions*

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We will work with our main interest groups to design and create risk models for all foreseeable risks facing the county and will use integrated risk maps as a tool to help us visualise risk and plan our services accordingly. We will consider, but not fully rely upon, those assets in our neighbouring fire and rescue services. We will publish our methods for scrutiny and the approach will produce the following products, which we will review and refresh annually:

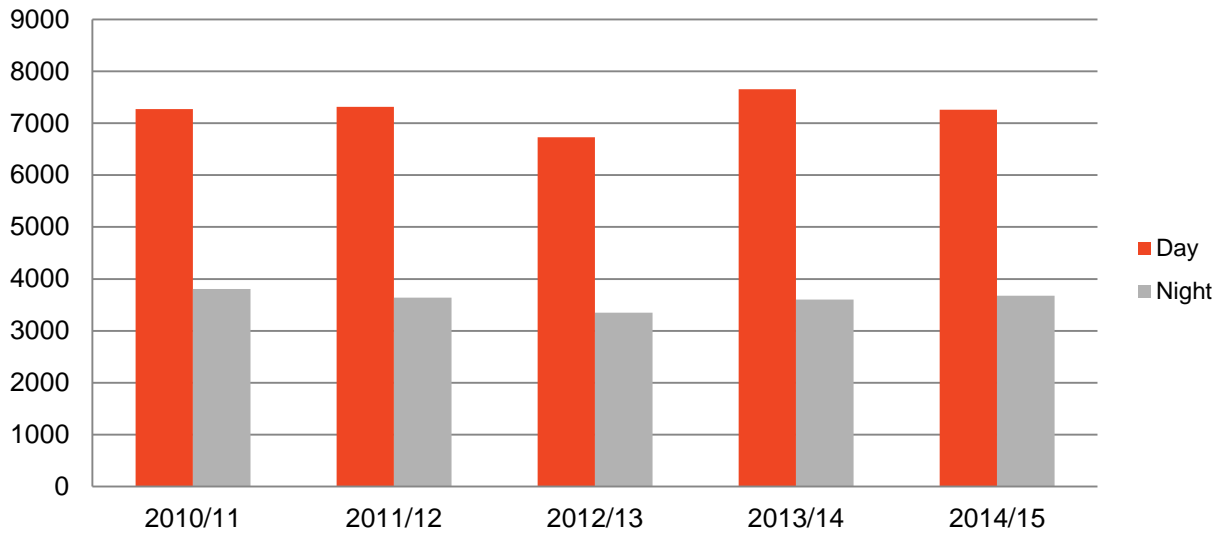
- Risk assessment methodology
- Integrated risk model
- Tactical risk models (those targeted at specific incident types, such as flooding or dwelling fires)
- Community resilience programmes

If we consider changing how we arrange our resources we can model these plans and use our understanding of the underlying risk to inform us of the likely impact. We can critically evaluate our plans using this feedback and improve them where required. Critical feedback and testing is an important part of the modelling process and models will undergo rigorous assurance as to their suitability.

We are reviewing how we respond to incidents on an ongoing basis. This is in terms of how many operational personnel are required. It is also the types of vehicles and equipment we use when we respond. This may impact on our response standard as well. If this is likely to lead to any changes we will consult with you and, once a suitable solution is agreed, we will implement the recommended changes.

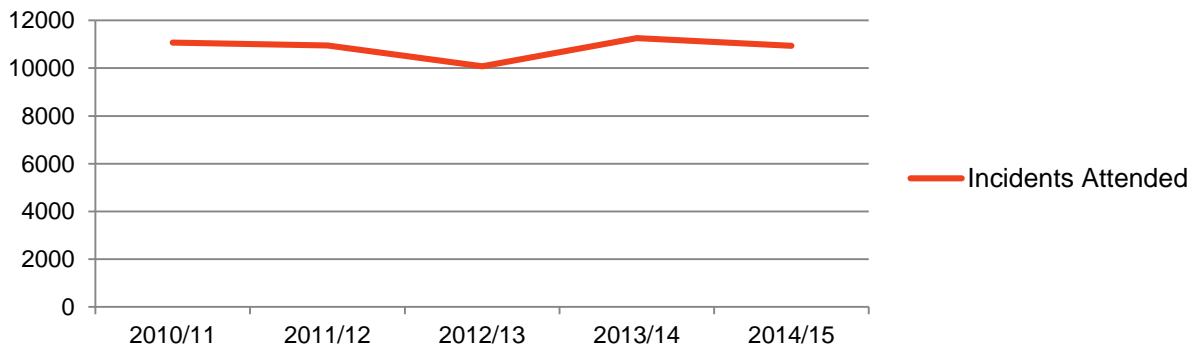
## Delivering our services

Incidents attended: day and night



We receive approximately double the number of emergency calls between the hours of 8am-8pm than during the corresponding night-time hours. Approximately 8% of the emergency calls we receive don't require an emergency response. Call challenging, where we check whether incoming emergency calls might be hoax, non-emergency or a false alarm, reduces the number of incidents we attend and ensures our resources remain available to attend genuine emergencies.

Incidents attended

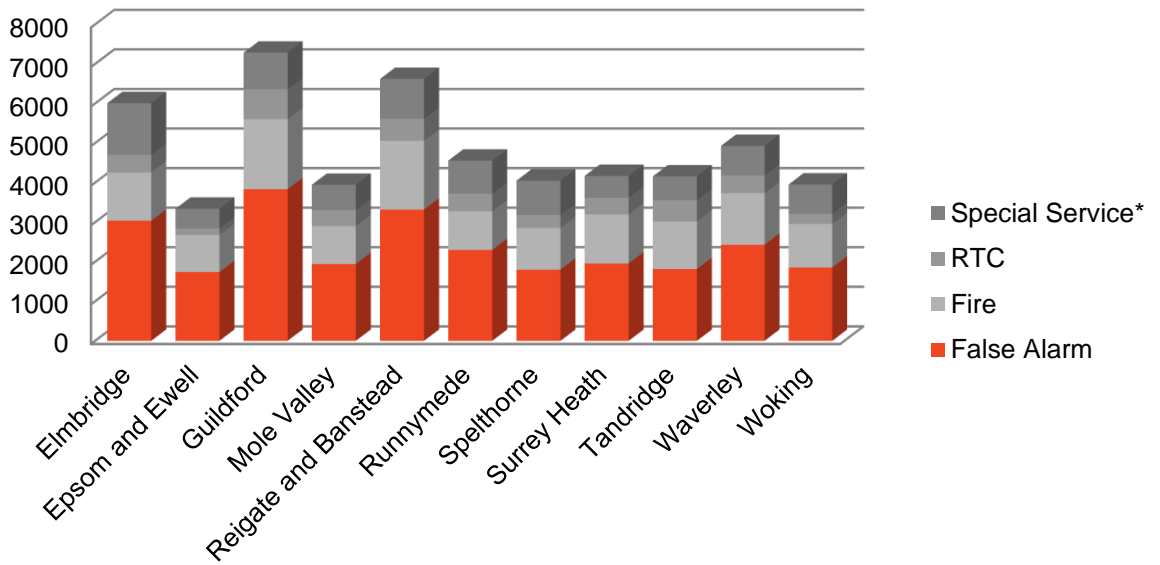


The number of incidents does not reflect the complexity of the events in which we attend. For example, the major flooding event of winter 2013/14 saw a long-term service response, with national support, to rescue all those affected. Despite a decline in traditional service demand, the number of incidents we attend will increase in future due to increased collaborative working

across the emergency services network, such as assisted entry and immediate emergency care response.

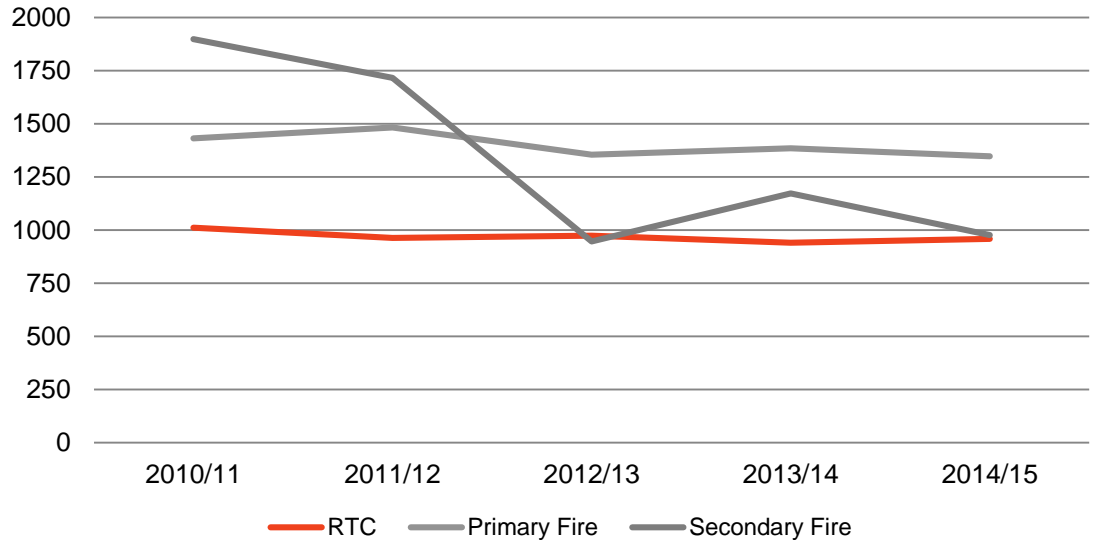
The lower incident rate in 2012/13 was largely a result of fewer outdoor fires (45% fewer than the previous year), in large part due to the above average rainfall that year.

Attended incidents by district 1 Apr 2010 - 31 Mar 2015



\*Special Service means anything outside or normal statutory functions, like animal rescue, rescuing people stuck in lifts etc.

### Fire and road incident attendance rates

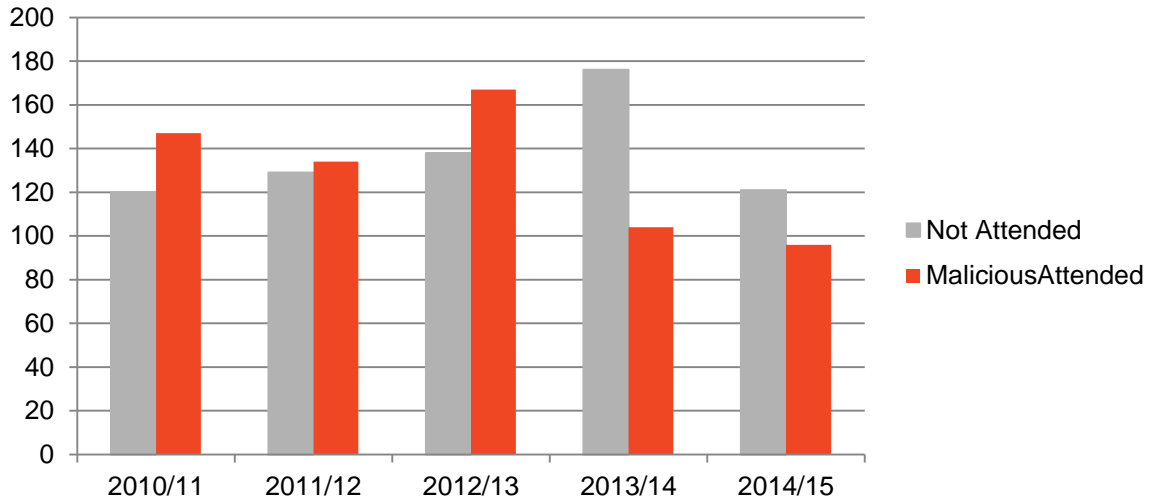


Both primary and secondary fires have seen a decline between 2010 and 2015. This success can be attributed to our increased focus on prevention and protection work with the most vulnerable members of our community through our Keeping You Safe from Fire campaign, free Safe and Well Visits (Home Fire Safety Visits) and Youth Engagement Scheme.

Road incidents have also seen a decline over this period, however, the slight rise in 2014/15 is reflected in national figures. Road traffic collisions do not always require attendance from a fire and rescue service and between 2010 and 2015 we needed to respond to an average of only 25% of all reported road injury incidents in Surrey. The downward trend is the result of a combination of improved vehicle safety engineering and our increased focus on prevention work with the most vulnerable members of our communities through youth-focused Safe Drive Stay Alive courses. Since these courses began in 2005, reported injury incidents have fallen by 18% in the county.

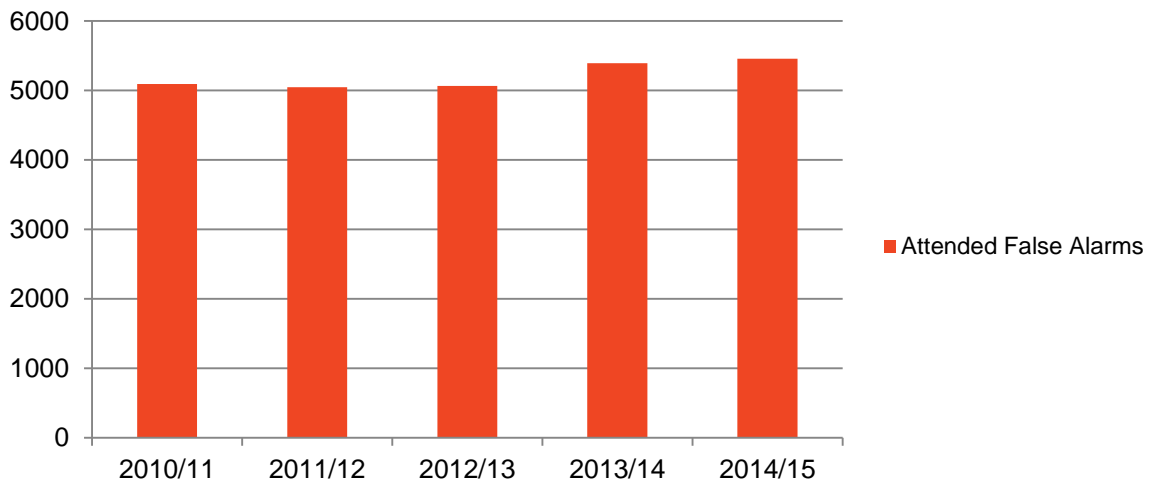
The trends outlined in this graph contribute to the overall reduction in traditional demand seen across national fire and rescue services and highlight our need to expand into collaborative work that allows us to support and help our communities in other ways.

### Number of malicious calls



The number of malicious calls remains low in Surrey and in 2014/15 we had the lowest number of malicious calls compared to the previous four years and attended fewer than 100 calls.

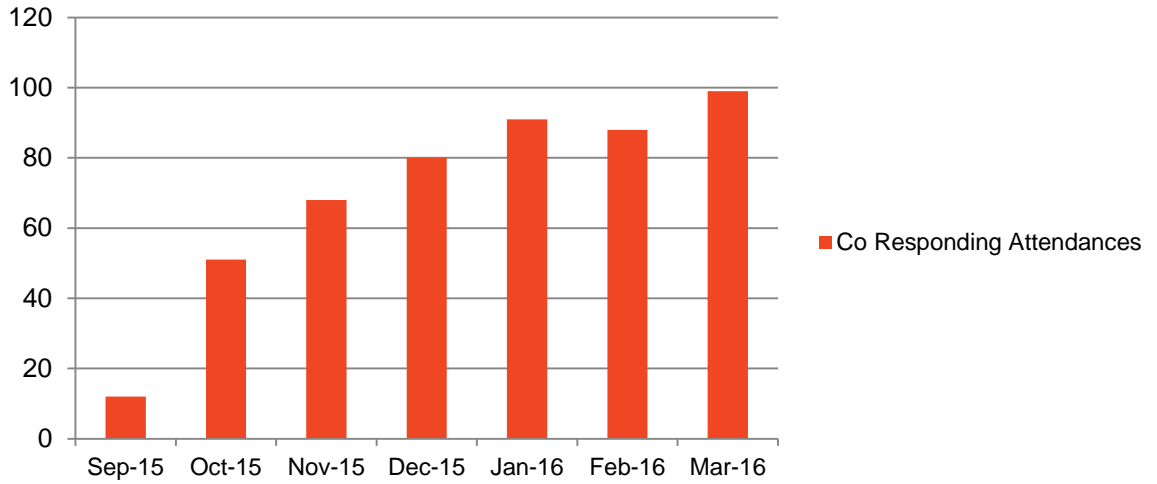
### Attended False Alarms



The number of false alarms attended has seen a slight increase over the last two years and attendance remains high. We propose within this plan to review the way we call handle and respond to fire alarms. We know that 97% of calls to automatic fire alarms turned out to be false alarms over this five year period and this accounts for 60% of the number of false alarms attended.



### Co Responding Attendances



Since the beginning of the co responding pilot virtually every month there has been an increase in the number of incidents we attend. We have trained over 350 firefighters and this number is increasing. We co respond to certain health emergencies in the community with SECAmb personnel.

## **Frequently asked questions (FAQ)**

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### **Will you become the police or ambulance?**

We don't want to become the police service or ambulance service – the roles of all three services are rightly separate and distinct. It is important to recognise that we all support the same communities and there are opportunities for us to assist each other's areas of work to give residents the best service. Our traditional demand has lowered, while the workload of other services remains high. We can help with aspects of their service delivery at no detriment to our own. We also believe that collaboration with our emergency service partners offers greater potential savings than we can achieve on our own, as we can reduce elements that are often duplicated across services.

### **Will lives be put at risk?**

All our proposed changes are informed by risk and local circumstances. If we stay with the way we operate today as a stand-alone service, a shrinking budget is likely to result in a lengthening of response times in the future. Implementing our proposals will give us the options to make efficiency savings in some parts of the Service thereby creating capacity to maintain our current level of operational response. Our emphasis on helping you prevent a fire occurring in the first place or having your early warning system such as a smoke alarm, will help save lives in your community.

### **What about firefighter safety?**

We are committed to maintaining and improving firefighter safety. All firefighters are trained to make decisions based on the incident type, the situation on the ground and intelligence available and the resources they have available to them and if they need more resources, whatever is needed will be sent. This response ensures our firefighters have the equipment they need and are trained and experienced to meet the challenges that they face. We have already invested additional resources to improve firefighter safety. We remain committed to protecting the public and our staff. We have a strong track record in improving the safety of our staff and we aim to continue this approach.

### **Will staff be made redundant?**

To ensure we can operate in a more cost effective way, we will need to operate with fewer firefighters. We have a commitment at this time to avoid making compulsory redundancies. In working to achieve the reduction in staff numbers required, we are limited by the number of staff who leave through normal turnover each year. By offering staff new contracts, changing the shift system and increasing flexibility from our wholetime staff and increased reliability from our on-call staff, we will get a better service.

### **What are 'on-call' and 'wholetime' firefighters?**

On-call: These units, previously known as retained units, are crewed by fully trained men and women who have other jobs or are

homemakers but carry an alerter and take on their fire-fighting role when an incident occurs. When crews are available, this type of crewing arrangement is very economic as, apart from an annual retainer fee and paying for training time, firefighters are only called in as and when needed.

Wholetime: Elsewhere we have fire engines that are crewed full-time with firefighters working on a system of two day shifts, two night shifts and four days off, working an average of 42 hours per week.

### **How will we show improvement?**

We will publish our performance on the Surrey County Council website as part of our accountability to the scrutiny process and to Cabinet.

### **Have we considered alternatives?**

In developing this plan we also considered and discounted alternatives. One alternative would be to make cuts in the service provision that are not informed by an intelligence-based approach that considers our community risks. We have modelled the impact of this alternative and whilst we could achieve similar savings, the risk to community safety is increased. This is in contrast to the proposals in this plan, where we can make savings without increasing the risk to community safety.

### **If you attend a health emergency, will that mean the ambulance won't prioritise it?**

SECAmb will always send their nearest available response and any assistance we

provide is in addition to this, to help improve the life chances for the patient – every minute is critical. If SECAmb judge that we can attend more quickly, they will request our resources, but will still be sending their own nearest available response.

### **What happens to incident response across our borders?**

If you live in Surrey, you are our responsibility. If you live in close proximity to a border we will ensure a fire engine gets to you, whether it be from Surrey or one of our neighbours.

### **Where is the additional income generation coming from and will this reduce our normal service?**

Our priority is to deliver our core service of Fire and Rescue activity and to maintain the high standard to which our communities expect. Whenever we are not performing these core activities we will look to generate income from other activities that may emerge from collaborating with partners, both in and out of the emergency services network. We will seek to do this only to maintain the high level of service that we wish to deliver and to reinvest in our workforce, not to generate profit for profit's sake.

### **Will we need to save more money in the future?**

The financial climate will always impact on public services and we expect there to be more challenging times ahead. On 25 November 2015 the Government published its Spending Review, where there was a focus on innovation

and greater collaboration across emergency services. Our plan supports this and sets out how we can be even more efficient and

effective whilst maintaining high performing services with community safety at its heart.

## Glossary of terms

### Assisted entry / gaining entry

In medical emergencies when patients are critically ill or unable to open their doors to medical clinicians, it is necessary to forcibly enter properties. Surrey Fire and Rescue Service does this on behalf of the Ambulance service as medical staff lack the equipment and expertise to carry out the task.

### Call challenging

Checking whether incoming emergency calls might be hoax, non-emergency or a false alarm. Also allows the service to mobilise the correct resources.

### Chief Fire Officers Association (CFOA)

The Chief Fire Officers Association is the professional voice of the UK fire and rescue service.

### Emergency services

The three emergency services referred to in this document are the Fire, Police and Ambulance services.

### Emergency Services

#### Collaboration Programme (ESCP)

The collaborative partnership set up between South East Coast Ambulance Service NHS Foundation Trust, Surrey and Sussex Police Forces, East Sussex, Surrey and West Sussex Fire and Rescue Services.

### Fire and Rescue Authority (FRA)

The governing body responsible for setting the strategic direction, policies and priorities of a fire and rescue service. In doing so it must ensure the service has the people, equipment and training needed to carry out its duties in relation to:

- Fire prevention
- Fire protection and enforcement
- Fire fighting and rescue
- Road traffic collision extrication and rescue
- Other emergency rescue activities, eg. responding to flooding or terrorism

### HM Government

Her Majesty's Government. In the context of this document, the term reflects the combination of the Home Office, Department for Communities and Local Governments (DCLG) and the Department of Health.

### Immediate Emergency Care Response (IECR)

This co-responding scheme sees firefighters from across the county attend certain 999 calls on behalf of South East Coast Ambulance Service (SECAmb) when they are able to attend an incident quicker.

Firefighters taking part in the trial have been given extra training in conjunction with SECAmb to allow them to respond to certain life-threatening emergencies such as cardiac arrests, breathing problems and chest pains. They will also, if necessary, be able to use a defibrillator, which they will carry as part of their

clinical equipment, to attempt to restart a patient's heart.

Fire and rescue emergencies will always come first for Surrey Fire and Rescue Service so please be assured that fire cover in the county will not be compromised. We will only respond to health emergencies if fire crews and vehicles are available.

### **Local Authority Trading Company (LATC)**

A trading company that is wholly owned by a council but operates as a commercial enterprise, providing more opportunities to compete for contracts. Any profits are either returned to the local authority, which remains the main shareholder, or ploughed back into the company to improve services.

### **On-call firefighter**

Previously known as retained, these fully trained firefighters have other jobs or are homemakers but carry an alerter and take on their firefighting role when an incident occurs. When crews are available, this type of crewing arrangement is very economic as, apart from an annual retainer fee and paying for training time, firefighters are only called in as and when needed.

### **Primary Fire**

Fires with one or more of the following characteristics:

- All fires in buildings and vehicles that are not derelict or in outdoor structures
- Any fires involving casualties or rescues

- Any fire attended by 5+ fire engines.

### **Reported road injury incident**

Road collisions where injury has occurred to one or more people and have been reported to Surrey Police. Such statistics do not include 'damage-only' incidents or any incidents where injury may have occurred but were not reported.

### **Road Traffic Collision (RTC)**

The law defines a reportable road traffic collision as an accident involving a mechanically-propelled vehicle on a road or other public area which causes:

- Injury or damage to anybody - other than the driver of that vehicle.
- Injury or damage to an animal - other than one being carried on that vehicle (an animal is classed as a horse, cattle, ass, mule, sheep, pig, goat or dog).
- Damage to a vehicle - other than the vehicle which caused the accident.
- Damage to property constructed on, affixed to, growing in, or otherwise forming part of the land where the road is.

### **SECAmb**

South East Coast Ambulance Service NHS Foundation Trust.

### **Secondary Fire**

Secondary Fire is any fire not categorised as a primary fire. It is normally a smaller fire and would never involve a casualty nor require more than for appliances to deal with it. There are four types of secondary fires: rubbish, open land, derelict buildings and derelict cars.

**SFRS**

Surrey Fire and Rescue Service

**Single occupancy dwelling**

Any individual home which has just one occupant. This includes individual flats within a larger complex.

**Telecare**

A response service to vulnerable members of the public who need assistance in their homes due to health or mobility issues. On-call firefighters respond to non-emergency situations, such as falls, where an ambulance is not required and when there is no relative or

carer to assist. Firefighters are alerted via a Telecare system which is linked to the resident's mainline telephone via a pendant or other sensor.

**Variable crewing firefighter**

Wholtime firefighters that work only Monday-Friday between 7am-7pm. They do not work evenings or weekends – this time is covered by on-call units.

**Wholtime firefighter**

Full time firefighters working on a system of two day shifts, two night shifts and four days off, working an average of 42 hours per week.

## Other formats

If you would like this information in large print, Braille, on CD or in another language, please contact us on:

**Phone:** 03456 009 009

**Minicom:** 020 8541 9698

**Text:** 07527 182861

**Email:** [contact.centre@surreycc.gov.uk](mailto:contact.centre@surreycc.gov.uk)

Nëse dëshironi që ky dokument të jetë me shkronja të mëdha, në kasetë ose në një gjuhë tjetër, ju lutemi n'a telefononi në një nga numrat e mësipërm.

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

আপনি যদি এই ডকুমেন্ট বা নথি বড় ছাপার অক্ষরে, টেপে বা অন্য কোন ভাষায় পেতে চান, তাহলে দয়া করে উপরের যে কোন একটি নম্বরে আমাদের সাথে যোগাযোগ করুন।

Si desea este documento impreso en letra grande, en casete o en otro idioma, rogamos que se ponga en contacto con nosotros llamando a uno de los números anteriores.

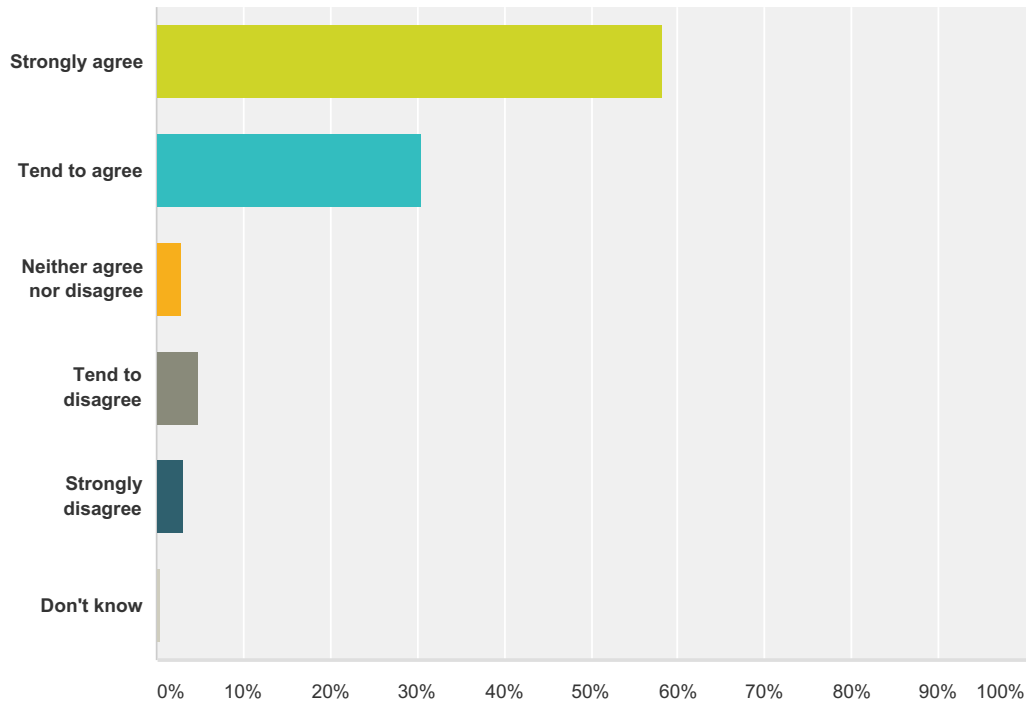
如欲索取本文的大字體版本、錄音帶版本或另一語言版本，請撥以上任一個電話號碼，與我們聯絡。

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



**Q1 Q1. Proposal 1: Continue to work closely with other Fire and Rescue Services, and with Police and Ambulance Services, and undertaking an options appraisal to look at all opportunities available to us for future joint working.a. To what extent do you agree or disagree with this proposal?**

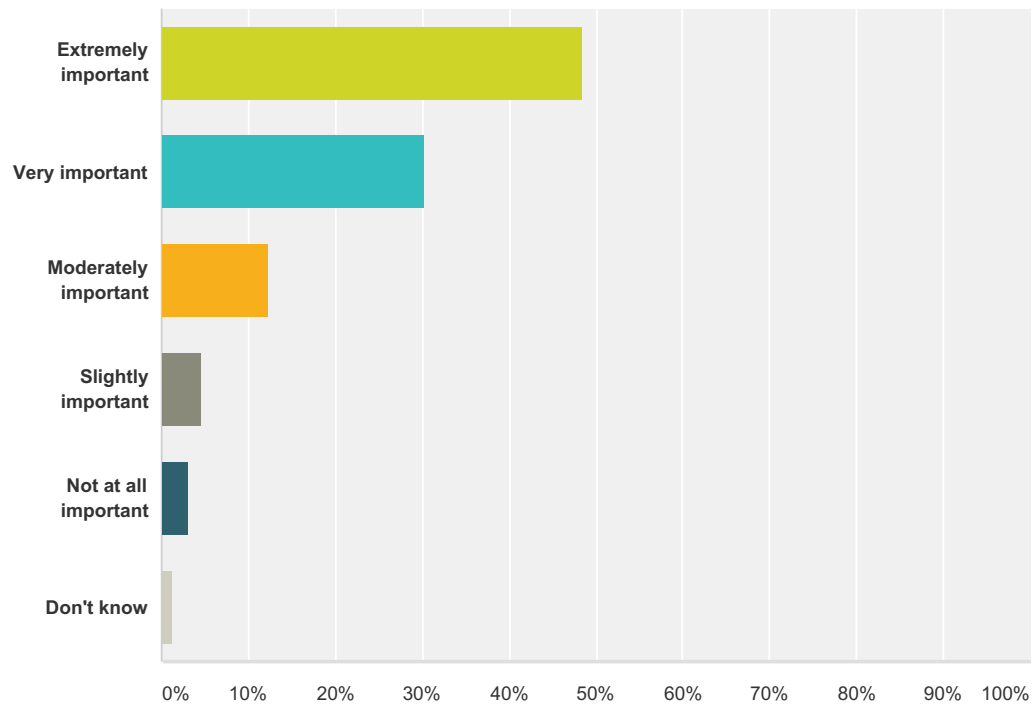
Answered: 496 Skipped: 0



Answer Choices	Responses
Strongly agree	58.27% 289
Tend to agree	30.44% 151
Neither agree nor disagree	2.82% 14
Tend to disagree	4.84% 24
Strongly disagree	3.23% 16
Don't know	0.40% 2
<b>Total</b>	<b>496</b>

### Q2 b. How important, or unimportant, do you think this work is?

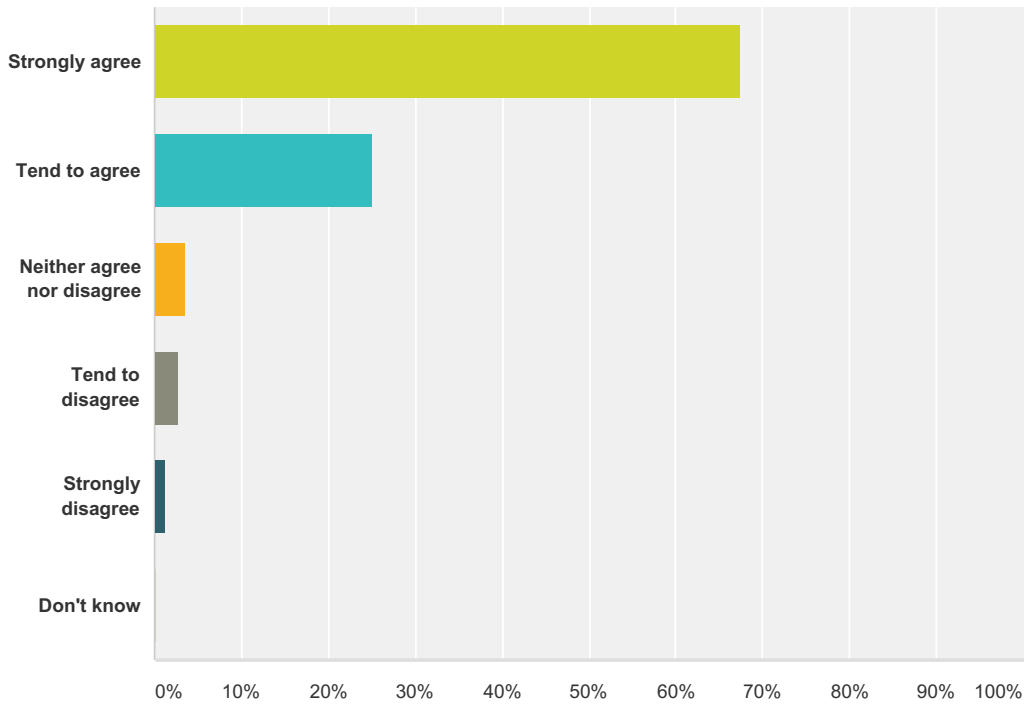
Answered: 492 Skipped: 4



Answer Choices	Responses	
Extremely important	48.37%	238
Very important	30.28%	149
Moderately important	12.40%	61
Slightly important	4.67%	23
Not at all important	3.05%	15
Don't know	1.22%	6
<b>Total</b>		<b>492</b>

**Q3 Q2. Proposal 2: Identify people and businesses most vulnerable to fire in the community, by using a broad range of data including information shared by other agencies, so that we can help reduce the risk of injuries and loss of life.a. To what extent do you agree or disagree with this proposal?**

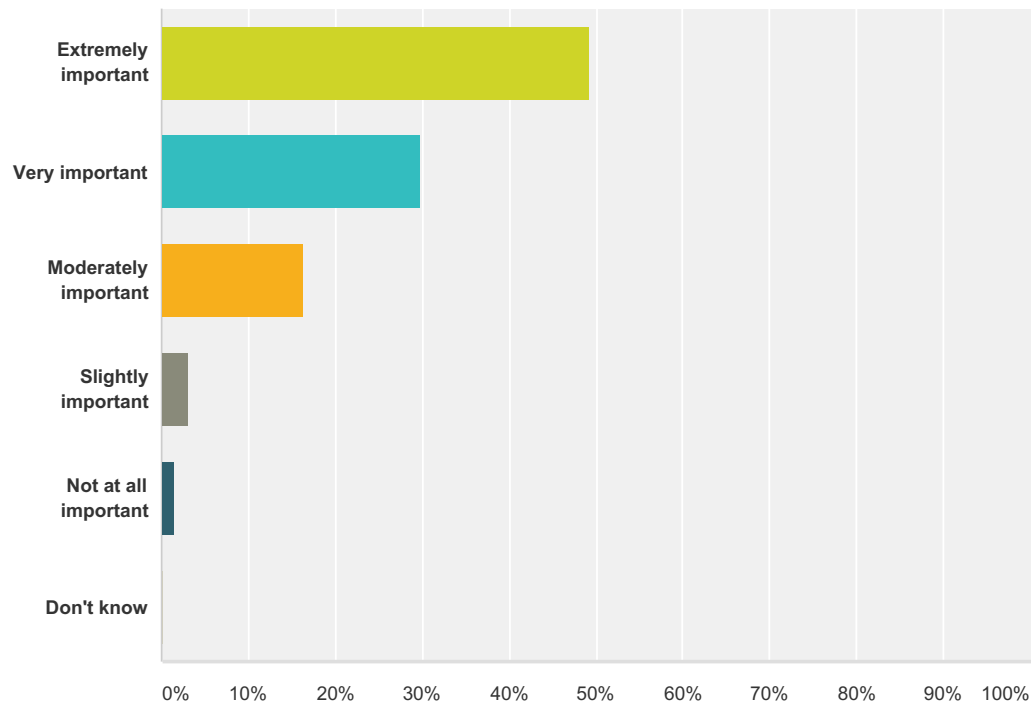
Answered: 496 Skipped: 0



Answer Choices	Responses
Strongly agree	67.34% 334
Tend to agree	25.00% 124
Neither agree nor disagree	3.63% 18
Tend to disagree	2.62% 13
Strongly disagree	1.21% 6
Don't know	0.20% 1
<b>Total</b>	<b>496</b>

### Q4 b. How important, or unimportant, do you think this work is?

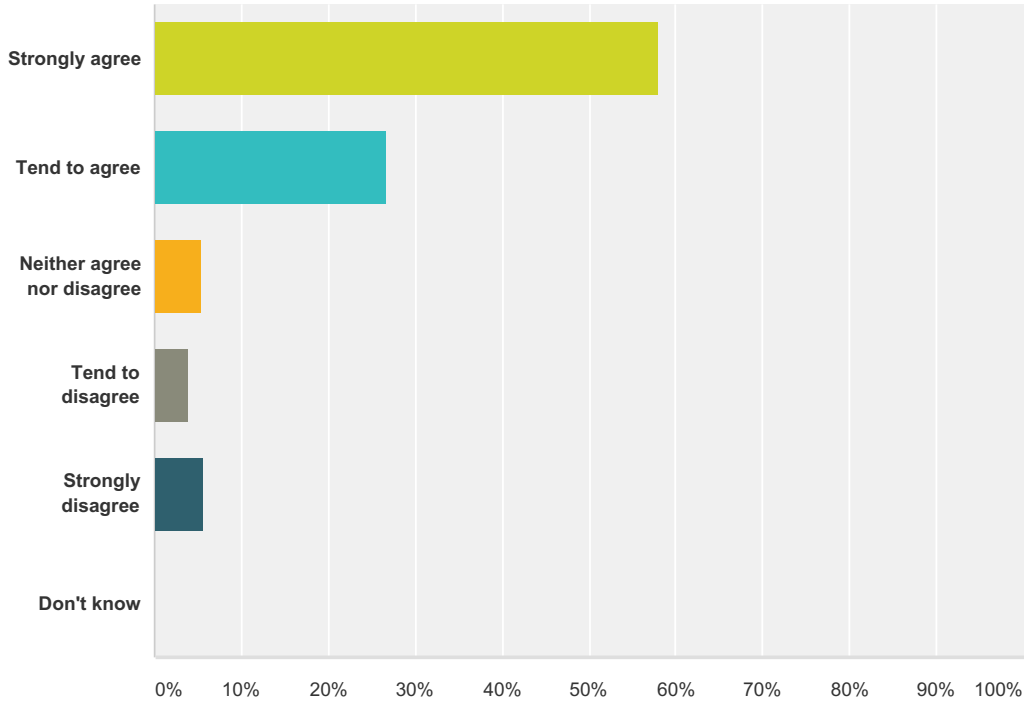
Answered: 493 Skipped: 3



Answer Choices	Responses	
Extremely important	49.29%	243
Very important	29.82%	147
Moderately important	16.23%	80
Slightly important	3.04%	15
Not at all important	1.42%	7
Don't know	0.20%	1
<b>Total</b>		<b>493</b>

**Q5 Q3. Proposal 3: Work with the Police and Ambulance partners to help meet demand, improve safety and add public value.a. To what extent do you agree or disagree with this proposal?**

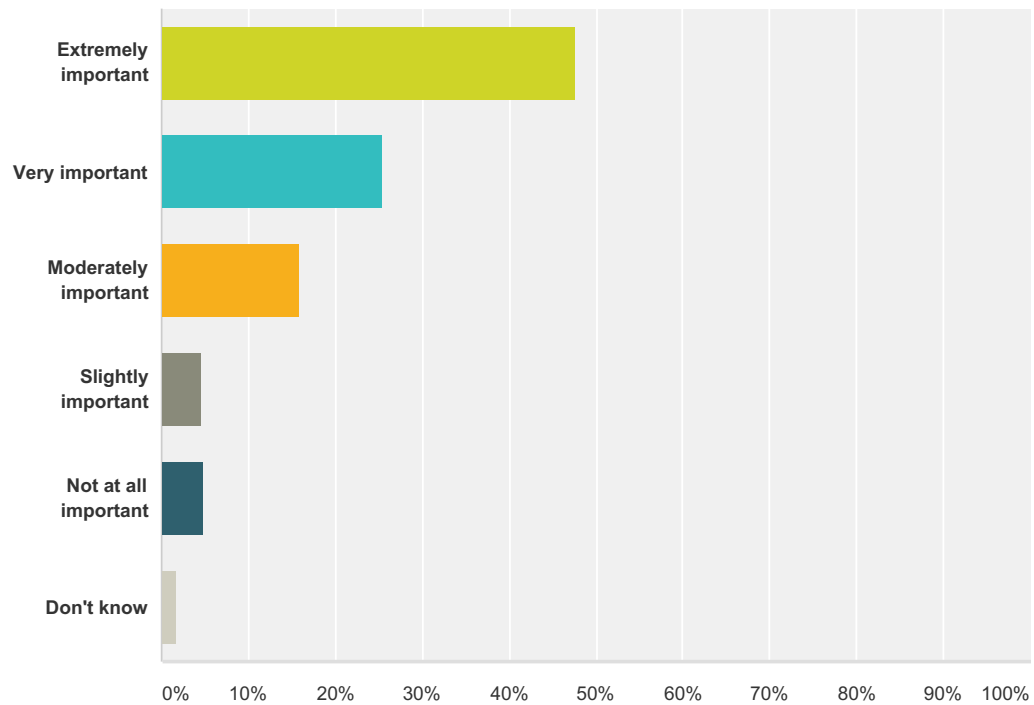
Answered: 496 Skipped: 0



Answer Choices	Responses	
Strongly agree	58.06%	288
Tend to agree	26.81%	133
Neither agree nor disagree	5.44%	27
Tend to disagree	4.03%	20
Strongly disagree	5.65%	28
Don't know	0.00%	0
<b>Total</b>		<b>496</b>

### Q6 b. How important, or unimportant, do you think this work is?

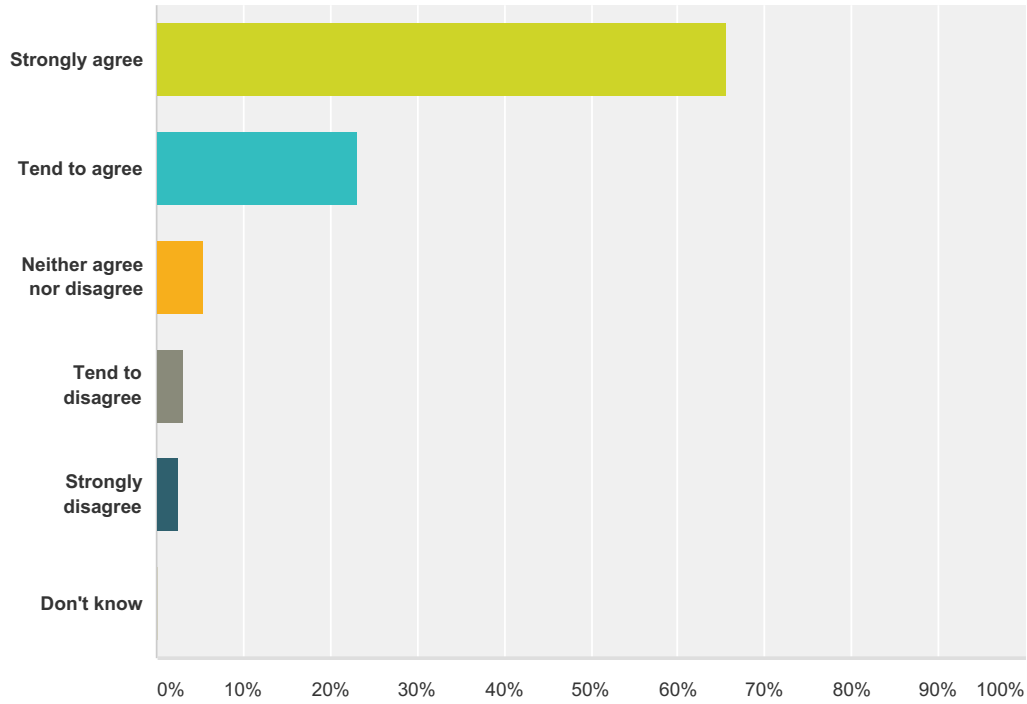
Answered: 492 Skipped: 4



Answer Choices	Responses	
Extremely important	47.56%	234
Very important	25.41%	125
Moderately important	15.85%	78
Slightly important	4.67%	23
Not at all important	4.88%	24
Don't know	1.63%	8
<b>Total</b>		<b>492</b>

**Q7 Q4. Proposal 4: Explore our 999 control centre operations to improve how we communicate, share information and respond to incidents with the Police, Ambulance and other Fire and Rescue Services..a. To what extent do you agree or disagree with this proposal?**

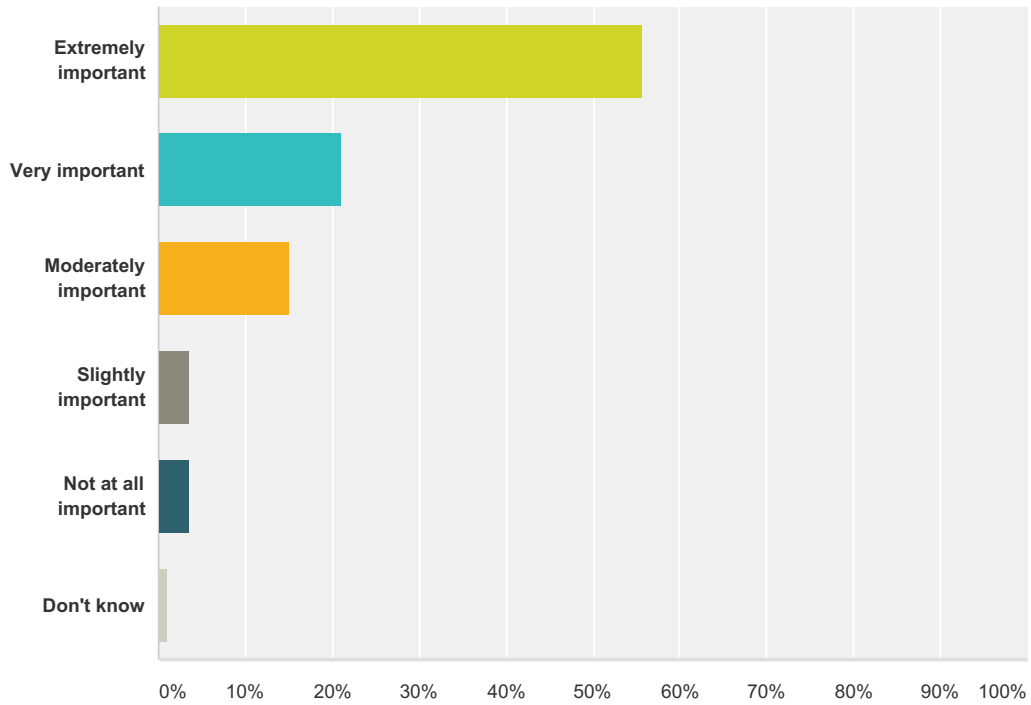
Answered: 496 Skipped: 0



Answer Choices	Responses	
Strongly agree	65.52%	325
Tend to agree	23.19%	115
Neither agree nor disagree	5.44%	27
Tend to disagree	3.23%	16
Strongly disagree	2.42%	12
Don't know	0.20%	1
<b>Total</b>		<b>496</b>

### Q8 b. How important, or unimportant, do you think this work is?

Answered: 491 Skipped: 5

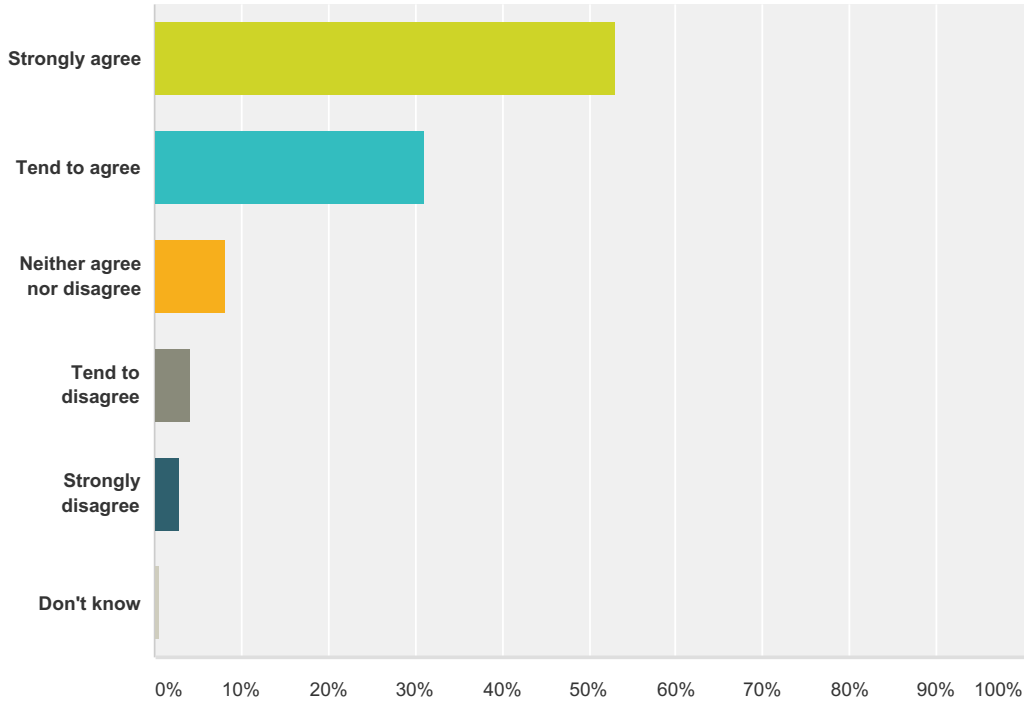


Answer Choices	Responses	
Extremely important	55.80%	274
Very important	21.18%	104
Moderately important	15.07%	74
Slightly important	3.46%	17
Not at all important	3.46%	17
Don't know	1.02%	5
<b>Total</b>		<b>491</b>



**Q9 Q5. Proposal 5: Review our training requirements and introduce more realistic training to offset the fall in demand for our traditional services.a. To what extent do you agree or disagree with this proposal?**

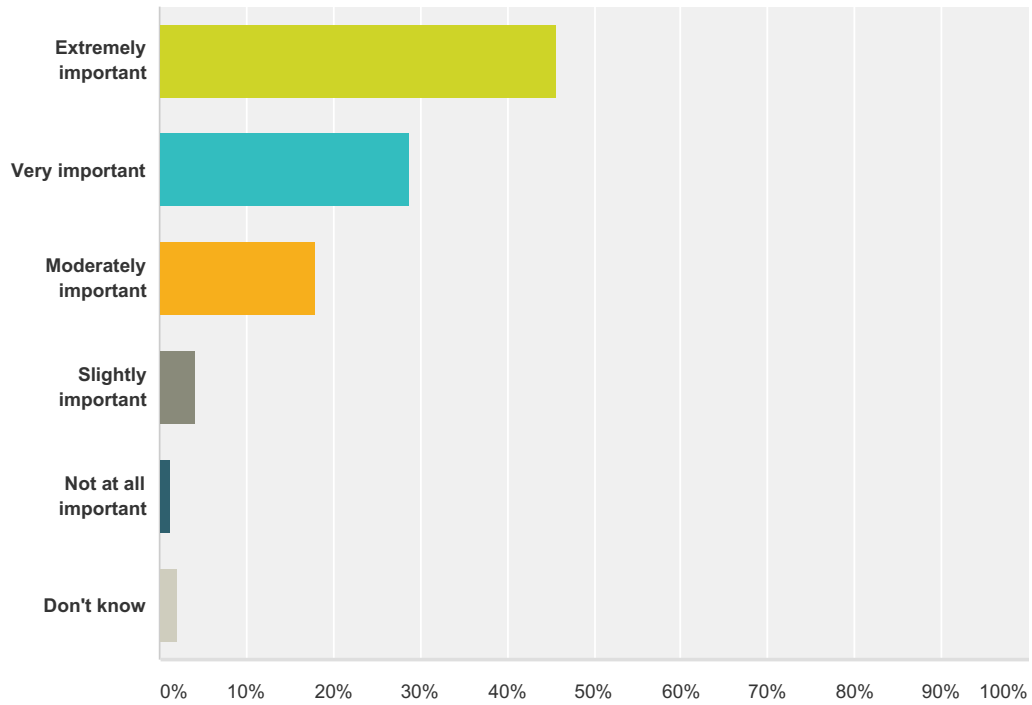
Answered: 453 Skipped: 43



Answer Choices	Responses
Strongly agree	52.98% 240
Tend to agree	31.13% 141
Neither agree nor disagree	8.17% 37
Tend to disagree	4.19% 19
Strongly disagree	2.87% 13
Don't know	0.66% 3
<b>Total</b>	<b>453</b>

### Q10 b. How important, or unimportant, do you think this work is?

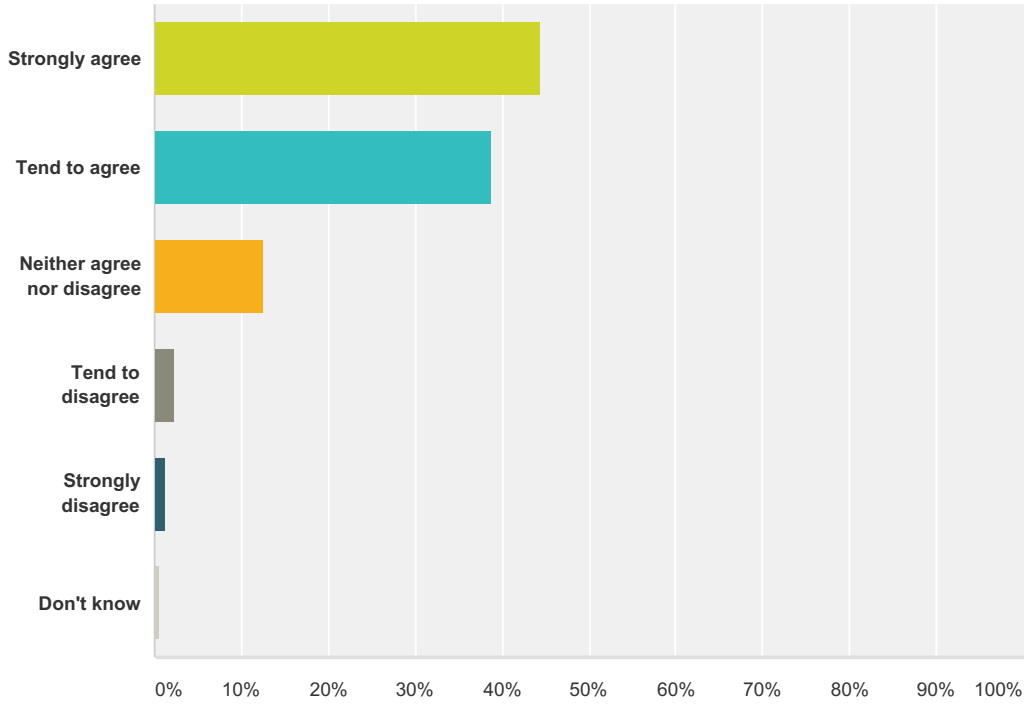
Answered: 448 Skipped: 48



Answer Choices	Responses	
Extremely important	45.76%	205
Very important	28.79%	129
Moderately important	17.86%	80
Slightly important	4.24%	19
Not at all important	1.34%	6
Don't know	2.01%	9
<b>Total</b>		<b>448</b>

**Q11 Q6. Proposal 6: Better understand our communities, providing safety programmes that will reflect local needs and benefit residents.a. To what extent do you agree or disagree with this proposal?**

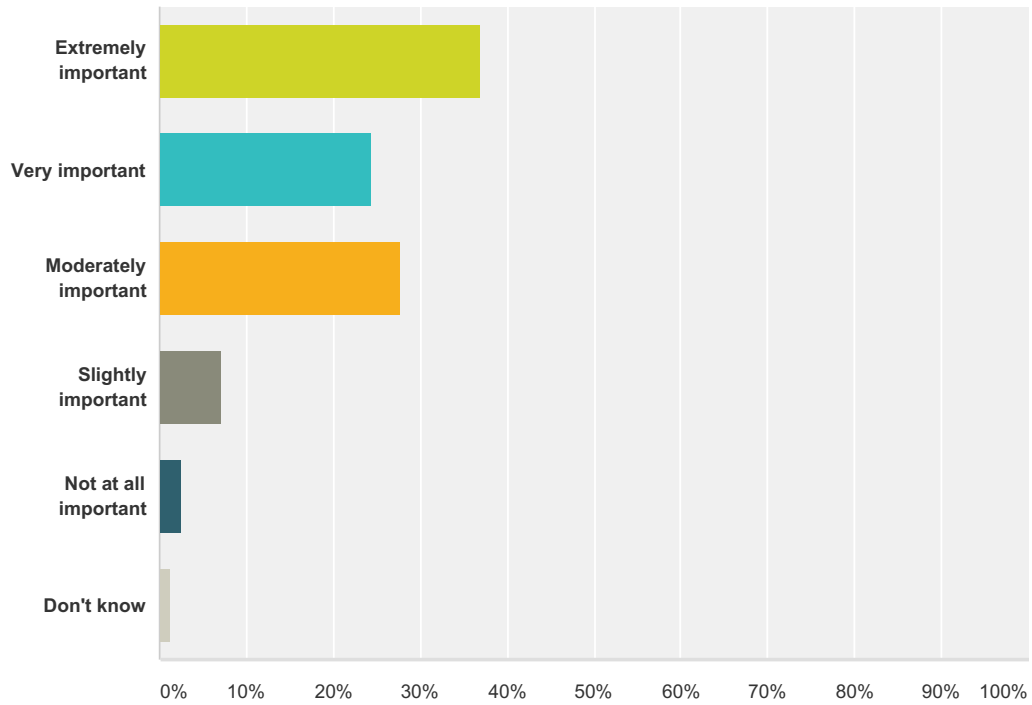
Answered: 453 Skipped: 43



Answer Choices	Responses	
Strongly agree	44.37%	201
Tend to agree	38.85%	176
Neither agree nor disagree	12.58%	57
Tend to disagree	2.21%	10
Strongly disagree	1.32%	6
Don't know	0.66%	3
<b>Total</b>		<b>453</b>

### Q12 b. How important, or unimportant, do you think this work is?

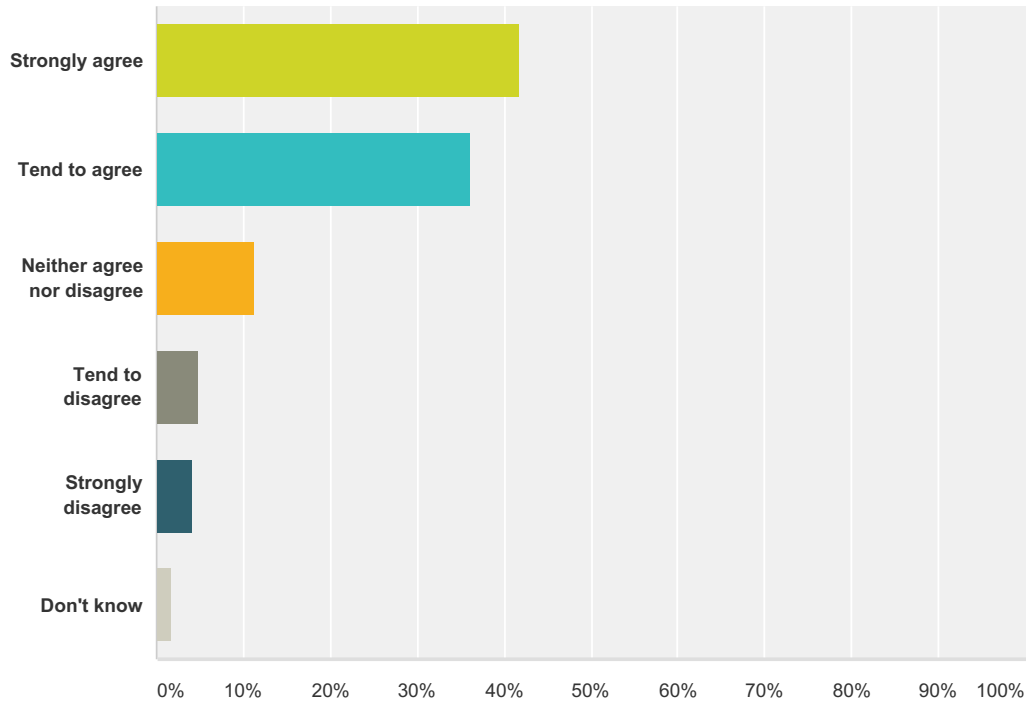
Answered: 450 Skipped: 46



Answer Choices	Responses	Count
Extremely important	36.89%	166
Very important	24.44%	110
Moderately important	27.78%	125
Slightly important	7.11%	32
Not at all important	2.44%	11
Don't know	1.33%	6
<b>Total</b>		<b>450</b>

**Q13 Q7. Proposal 7: Continue to look for ways to reduce costs and maximise income opportunities, allowing us to invest money in our workforce, facilities and communities.a. To what extent do you agree or disagree with this proposal?**

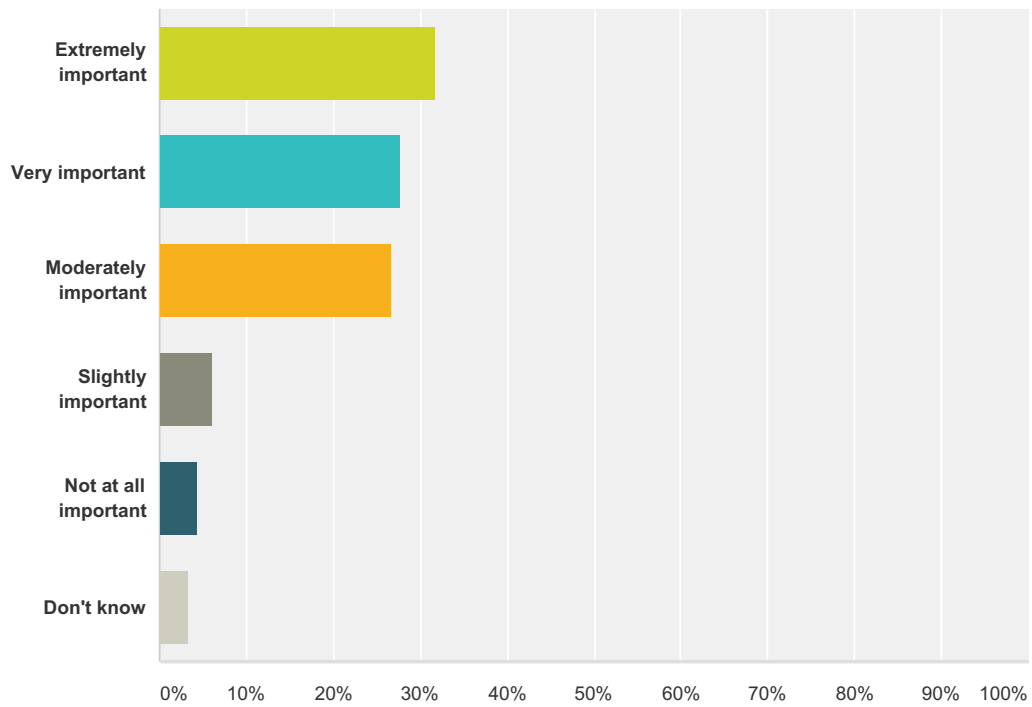
Answered: 453 Skipped: 43



Answer Choices	Responses	Count
Strongly agree	41.72%	189
Tend to agree	36.20%	164
Neither agree nor disagree	11.26%	51
Tend to disagree	4.86%	22
Strongly disagree	4.19%	19
Don't know	1.77%	8
<b>Total</b>		<b>453</b>

### Q14 b. How important, or unimportant, do you think this work is?

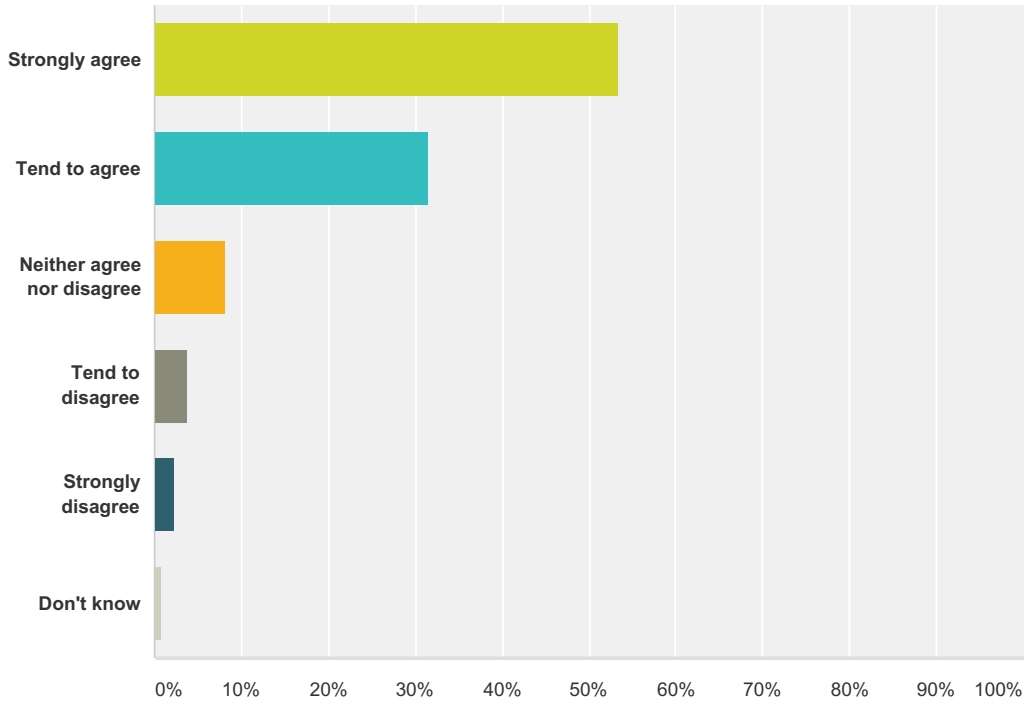
Answered: 450 Skipped: 46



Answer Choices	Responses	
Extremely important	31.78%	143
Very important	27.78%	125
Moderately important	26.67%	120
Slightly important	6.00%	27
Not at all important	4.44%	20
Don't know	3.33%	15
<b>Total</b>		<b>450</b>

**Q15 Q8. Proposal 8: Review the criteria for the Surrey Response Standard, to ensure it takes into account the attendance of the most appropriate vehicle and crew for the type of incident reported.a. To what extent do you agree or disagree with this proposal?**

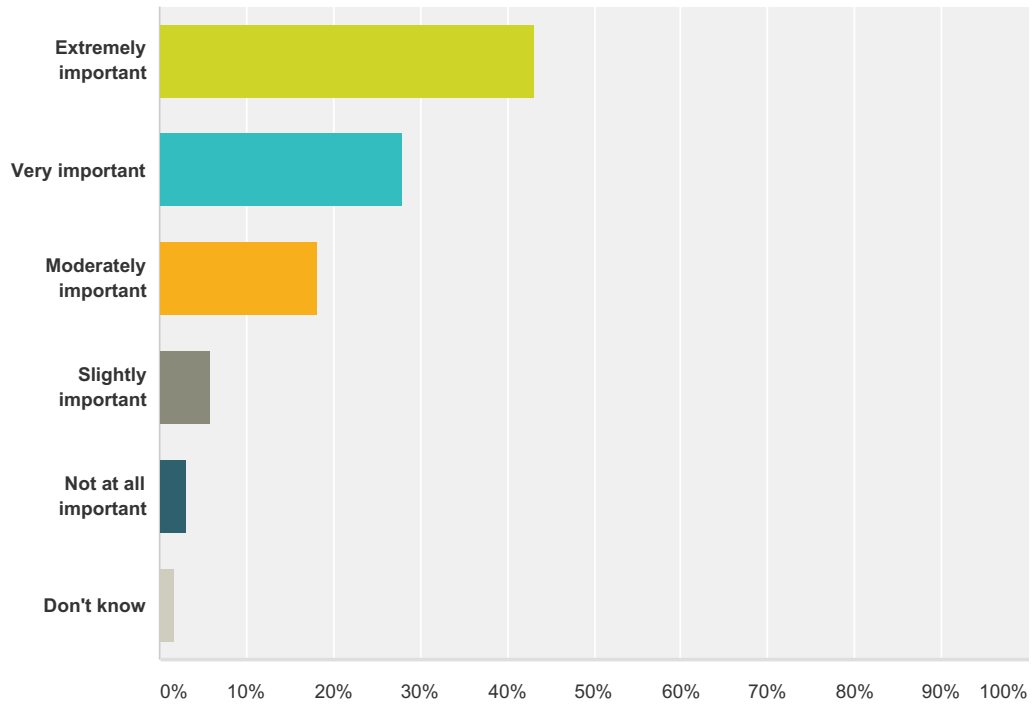
Answered: 453 Skipped: 43



Answer Choices	Responses	
Strongly agree	53.42%	242
Tend to agree	31.57%	143
Neither agree nor disagree	8.17%	37
Tend to disagree	3.75%	17
Strongly disagree	2.21%	10
Don't know	0.88%	4
<b>Total</b>		<b>453</b>

### Q16 b. How important, or unimportant, do you think this work is?

Answered: 451 Skipped: 45

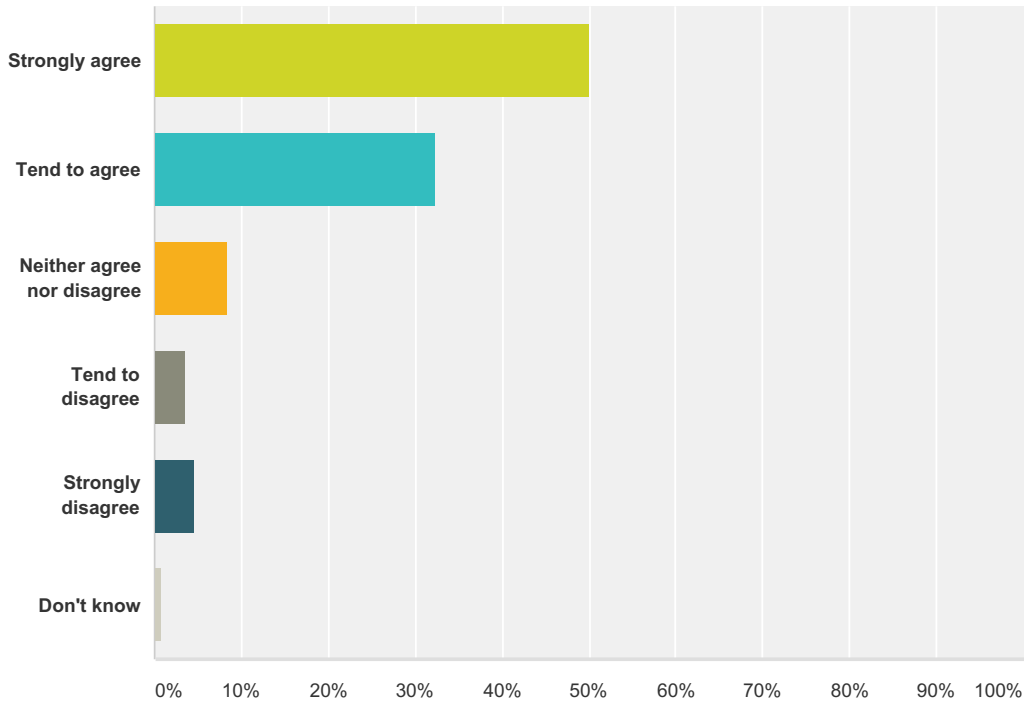


Answer Choices	Responses	
Extremely important	43.24%	195
Very important	27.94%	126
Moderately important	18.18%	82
Slightly important	5.76%	26
Not at all important	3.10%	14
Don't know	1.77%	8
<b>Total</b>		<b>451</b>



**Q17 Q9. Proposal 9: Explore how we deal with automatic fire alarms, including how we handle the initial call, because these can restrict our ability to respond to genuine emergencies.a. To what extent do you agree or disagree with this proposal?**

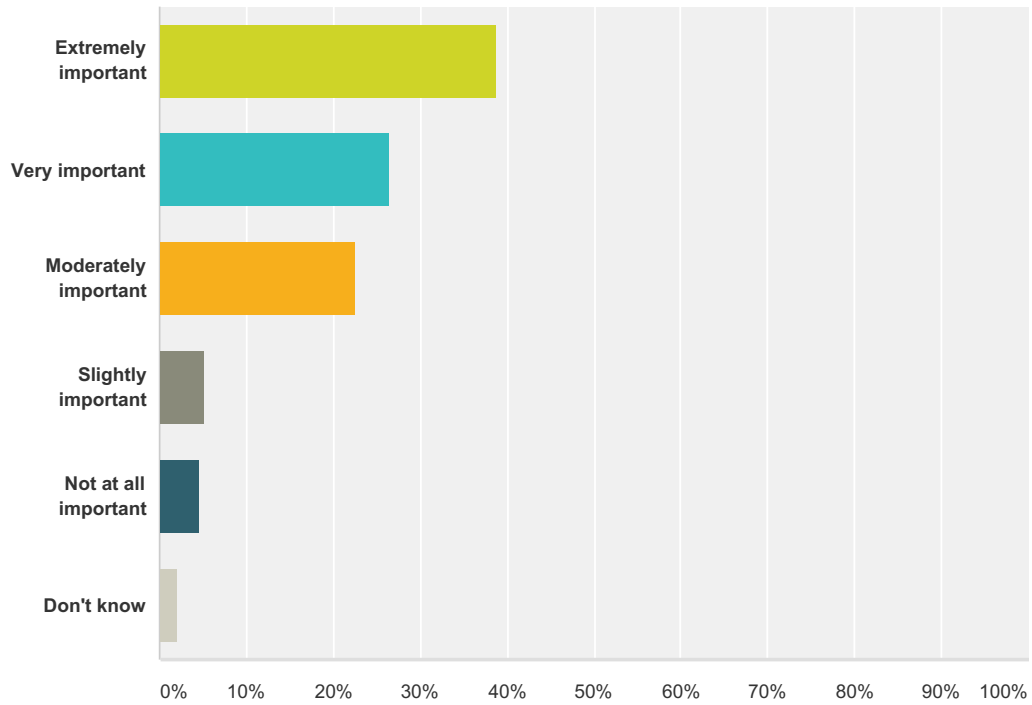
Answered: 453 Skipped: 43



Answer Choices	Responses
Strongly agree	50.11% 227
Tend to agree	32.45% 147
Neither agree nor disagree	8.39% 38
Tend to disagree	3.53% 16
Strongly disagree	4.64% 21
Don't know	0.88% 4
<b>Total</b>	<b>453</b>

### Q18 b. How important, or unimportant, do you think this work is?

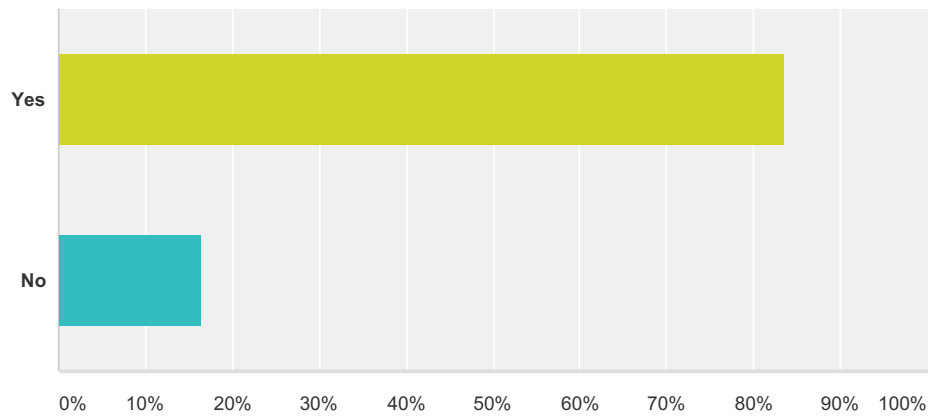
Answered: 451 Skipped: 45



Answer Choices	Responses	
Extremely important	38.80%	175
Very important	26.61%	120
Moderately important	22.62%	102
Slightly important	5.32%	24
Not at all important	4.66%	21
Don't know	2.00%	9
<b>Total</b>		<b>451</b>

### Q19 8. Are you happy to answer some equality and diversity questions?

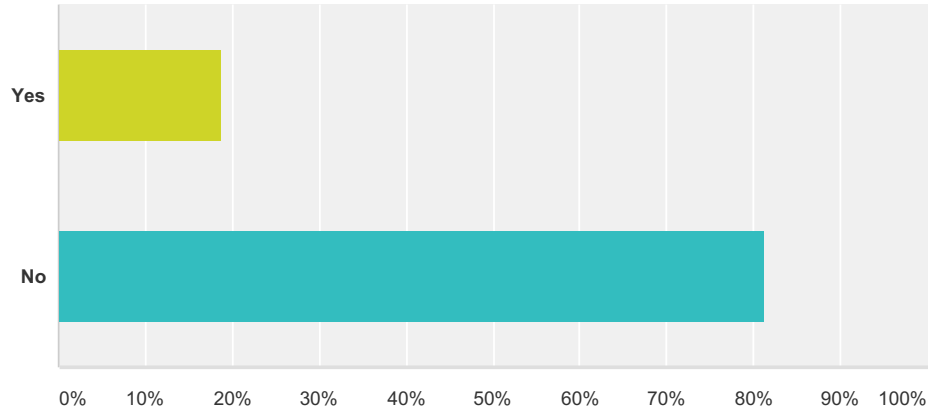
Answered: 452 Skipped: 44



Answer Choices	Responses	
Yes	83.41%	377
No	16.59%	75
<b>Total</b>		<b>452</b>

**Q20 1. Are there any positive or negative impacts that you believe we should take into account?**

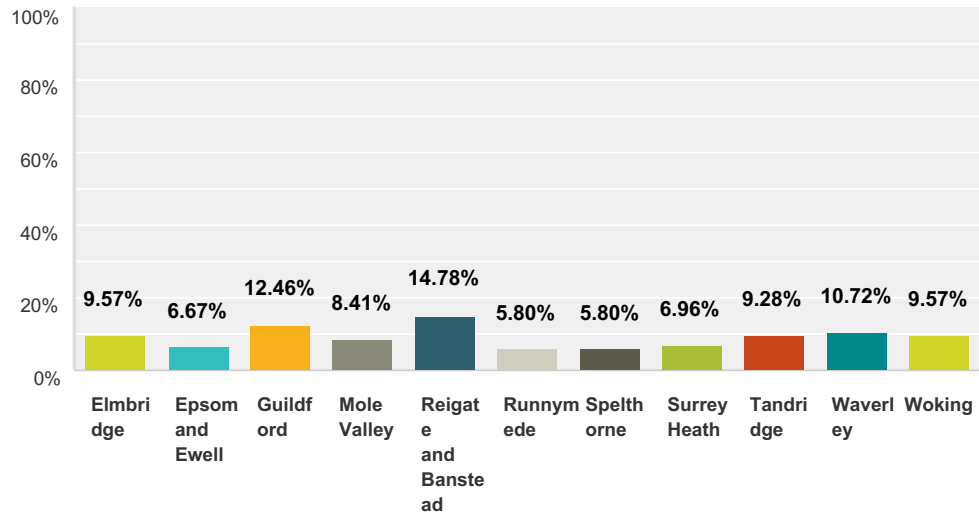
Answered: 335 Skipped: 161



Answer Choices	Responses
Yes	18.81% 63
No	81.19% 272
<b>Total</b>	<b>335</b>

## Q21 2. Which District or Borough of Surrey do you live in / is your business located in?

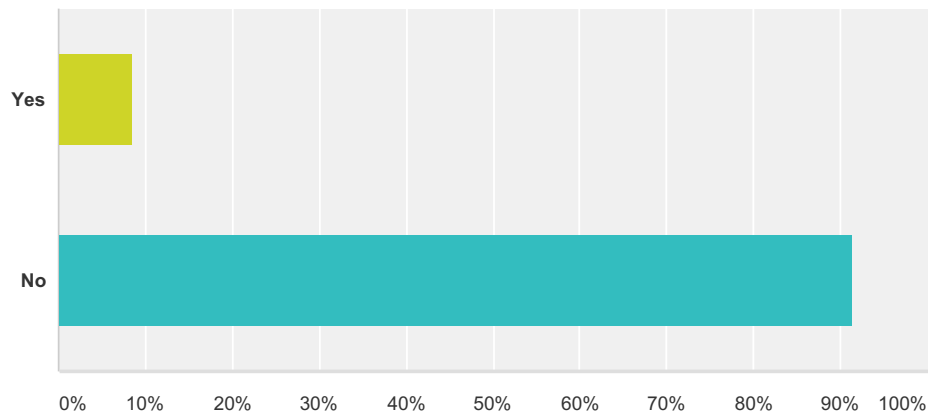
Answered: 345 Skipped: 151



Answer Choices	Responses	
Elmbridge	9.57%	33
Epsom and Ewell	6.67%	23
Guildford	12.46%	43
Mole Valley	8.41%	29
Reigate and Banstead	14.78%	51
Runnymede	5.80%	20
Spelthorne	5.80%	20
Surrey Heath	6.96%	24
Tandridge	9.28%	32
Waverley	10.72%	37
Woking	9.57%	33
<b>Total</b>		<b>345</b>

### Q22 3. Are you responding on behalf of an organisation?

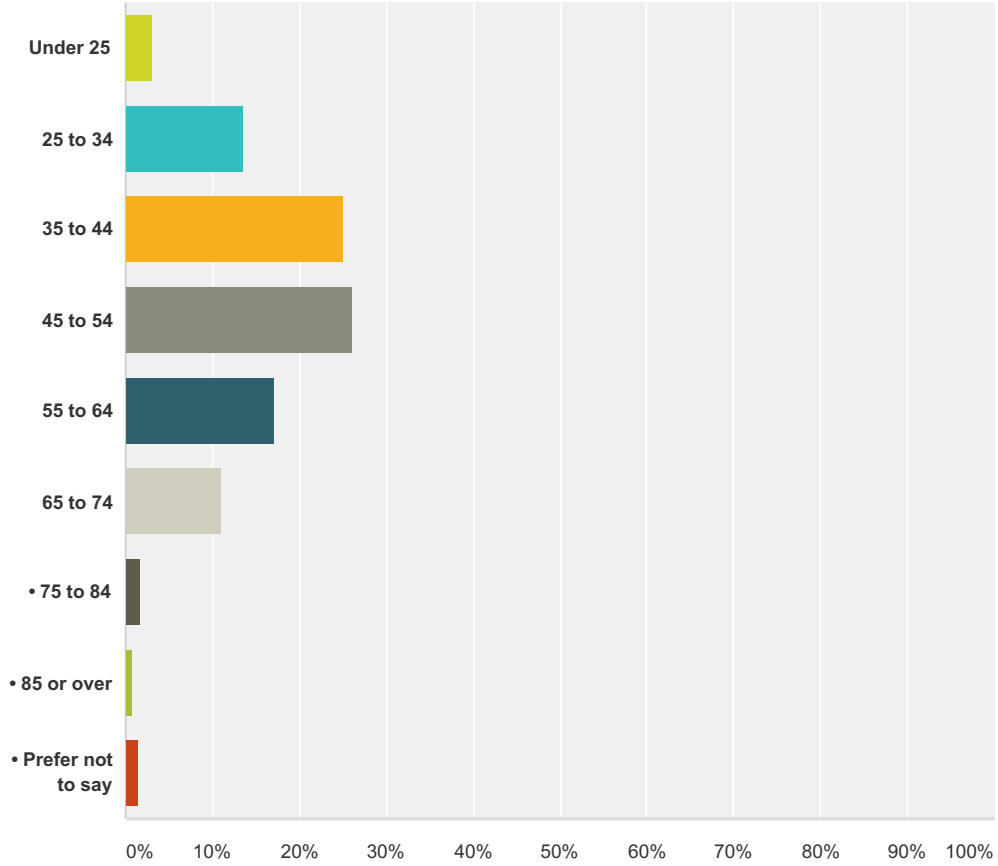
Answered: 359 Skipped: 137



Answer Choices	Responses	
Yes	8.64%	31
No	91.36%	328
<b>Total</b>		<b>359</b>

**Q23 4. What was your age on your last birthday? Please choose one of the following answers:**

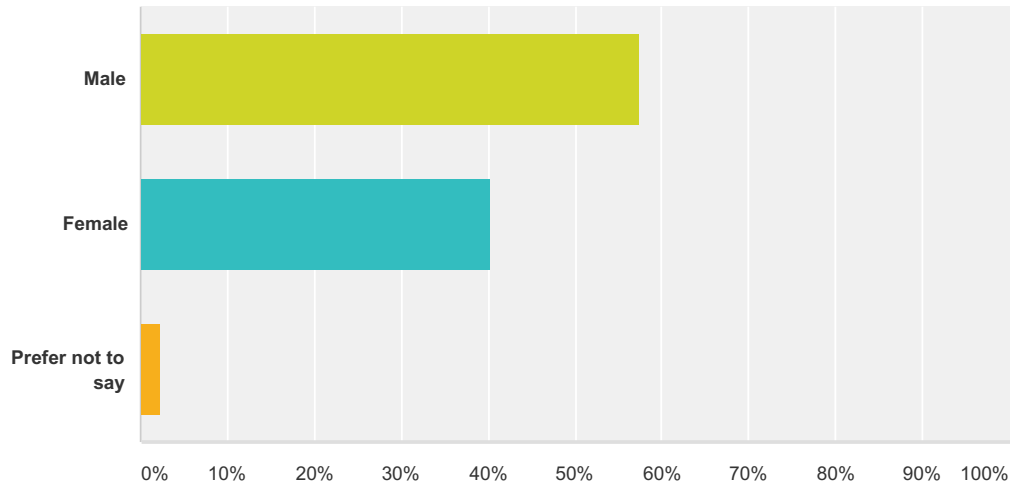
Answered: 360 Skipped: 136



Answer Choices	Responses	
Under 25	3.06%	11
25 to 34	13.61%	49
35 to 44	25.00%	90
45 to 54	26.11%	94
55 to 64	17.22%	62
65 to 74	11.11%	40
• 75 to 84	1.67%	6
• 85 or over	0.83%	3
• Prefer not to say	1.39%	5
<b>Total</b>		<b>360</b>

### Q24 5. Are you male or female?

Answered: 357 Skipped: 139

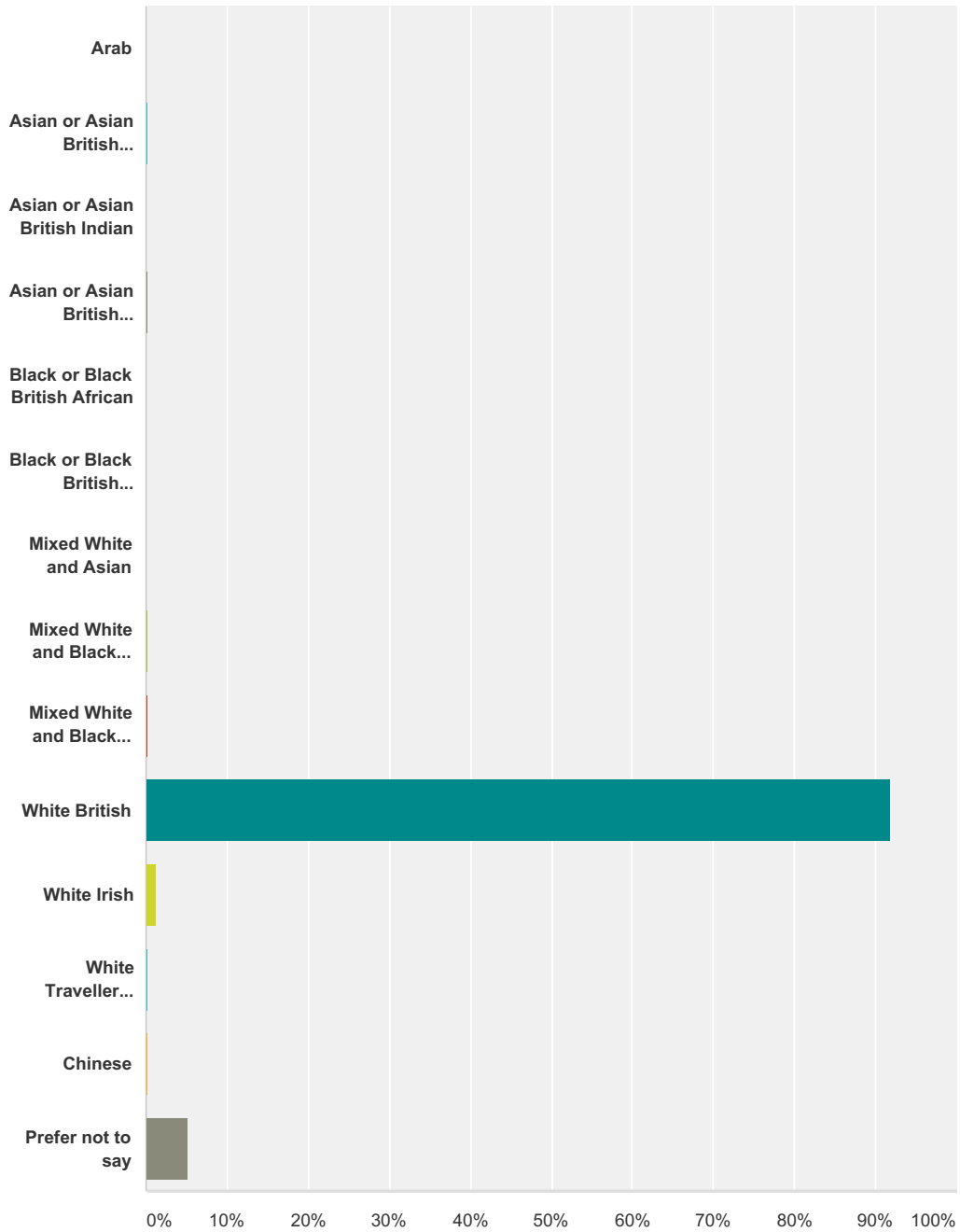


Answer Choices	Responses	
Male	57.42%	205
Female	40.34%	144
Prefer not to say	2.24%	8
<b>Total</b>		<b>357</b>



### Q25 6. Which one of these groups do you belong to?

Answered: 348 Skipped: 148



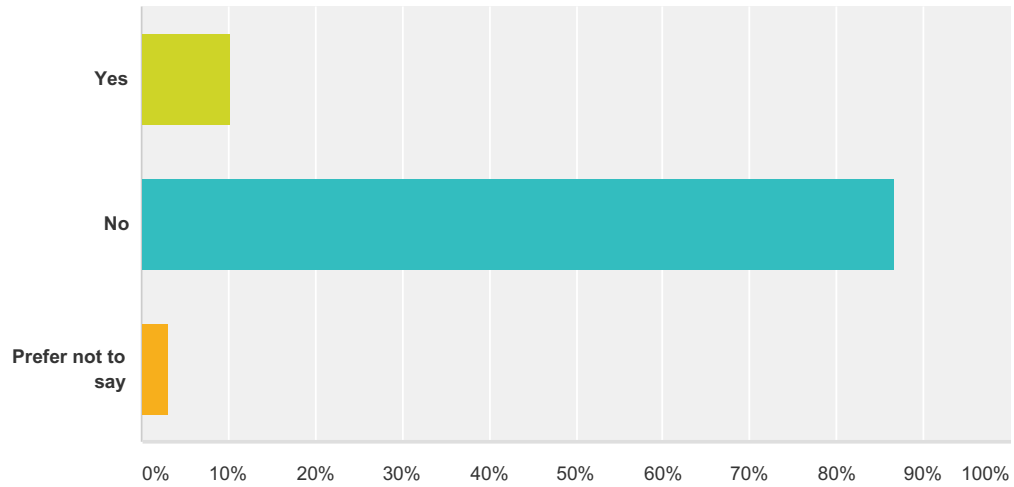
Answer Choices	Responses
Arab	0.00% 0
Asian or Asian British Bangladeshi	0.29% 1
Asian or Asian British Indian	0.00% 0
Asian or Asian British Pakistani	0.29% 1

## SFRS - PSP Refresh

Black or Black British African	0.00%	0
Black or Black British Caribbean	0.00%	0
Mixed White and Asian	0.00%	0
Mixed White and Black African	0.29%	1
Mixed White and Black Caribbean	0.29%	1
White British	91.95%	320
White Irish	1.15%	4
White Traveller (including Gypsy, Roma, or Irish traveller)	0.29%	1
Chinese	0.29%	1
Prefer not to say	5.17%	18
<b>Total</b>		<b>348</b>

**Q26 7. Do you consider yourself to have a disability (this includes any physical or mental health longstanding condition) that affects how you live your life?**

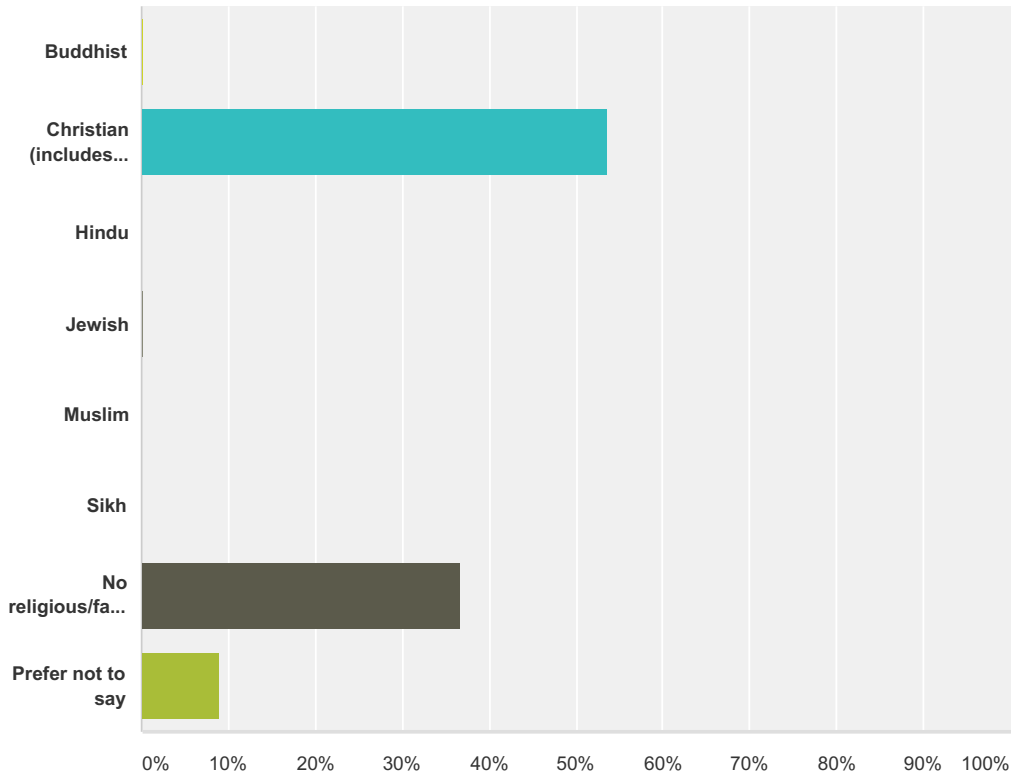
Answered: 359 Skipped: 137



Answer Choices	Responses
Yes	10.31% 37
No	86.63% 311
Prefer not to say	3.06% 11
<b>Total</b>	<b>359</b>

**Q27 8. Which of the following faith and belief groups do you identify with? This includes a religious belief or philosophical belief which affects your view of the world. It also includes people who have no religion or belief.**

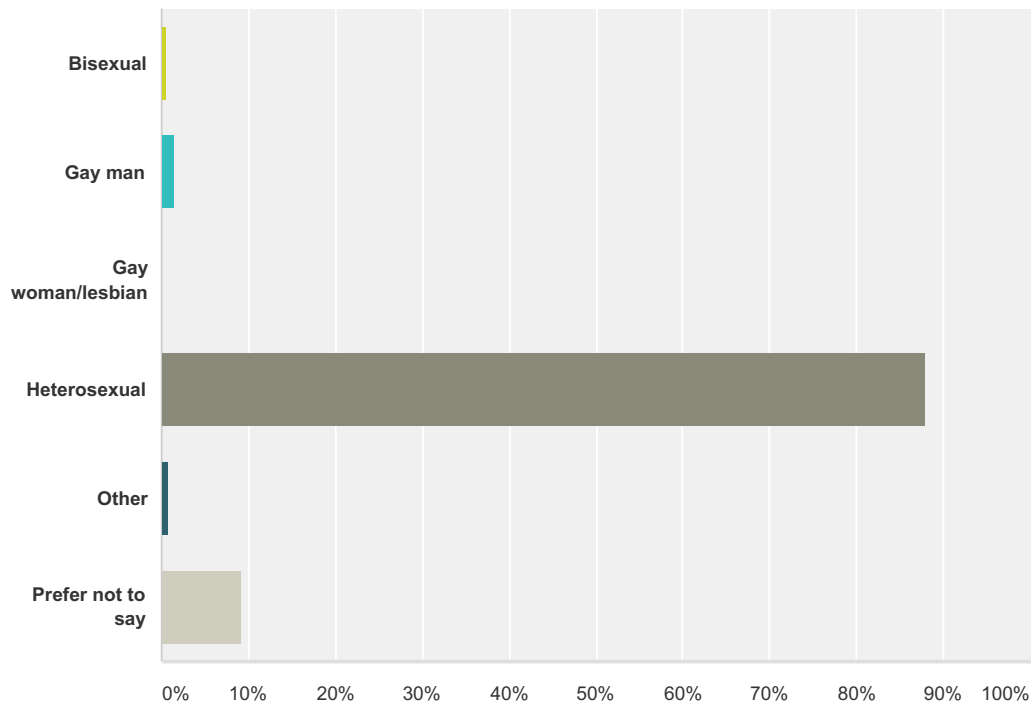
Answered: 354 Skipped: 142



Answer Choices	Responses
Buddhist	0.28% 1
Christian (includes Protestant, Catholic, Methodist and Evangelical)	53.67% 190
Hindu	0.00% 0
Jewish	0.28% 1
Muslim	0.00% 0
Sikh	0.00% 0
No religious/faith group	36.72% 130
Prefer not to say	9.04% 32
<b>Total</b>	<b>354</b>

### Q28 9. Which of these best reflects your sexual orientation?

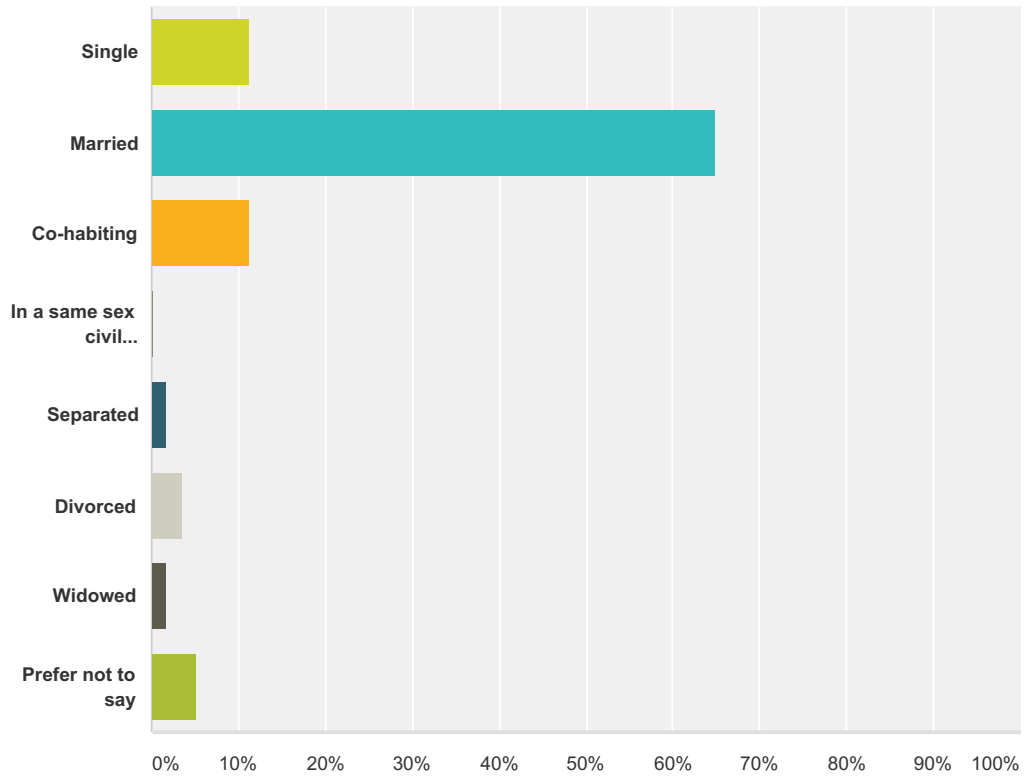
Answered: 358 Skipped: 138



Answer Choices	Responses	
Bisexual	0.56%	2
Gay man	1.40%	5
Gay woman/lesbian	0.00%	0
Heterosexual	87.99%	315
Other	0.84%	3
Prefer not to say	9.22%	33
<b>Total</b>		<b>358</b>

### Q29 10. Which of these best describes you?

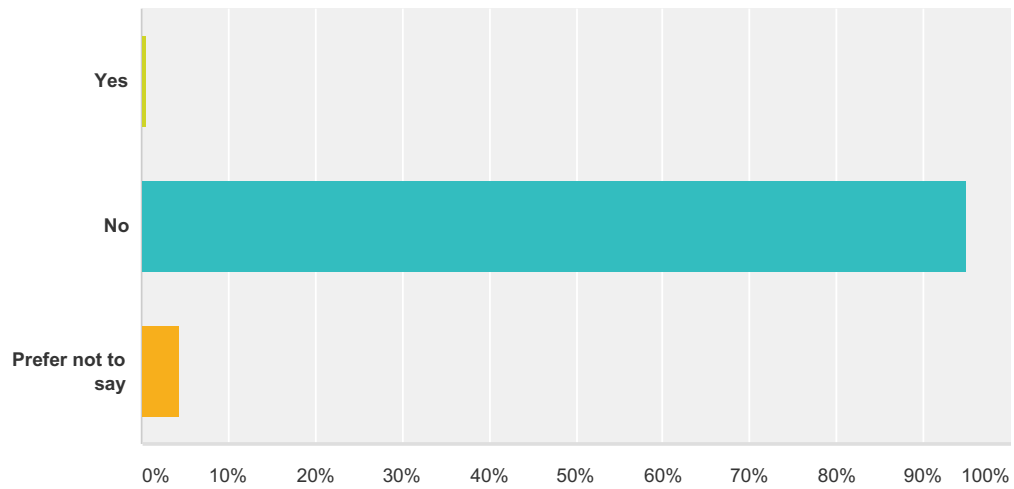
Answered: 357 Skipped: 139



Answer Choices	Responses	
Single	11.20%	40
Married	64.99%	232
Co-habiting	11.20%	40
In a same sex civil partnership	0.28%	1
Separated	1.68%	6
Divorced	3.64%	13
Widowed	1.68%	6
Prefer not to say	5.32%	19
<b>Total</b>		<b>357</b>

### Q30 11. Does your gender differ from your birth sex?

Answered: 357 Skipped: 139



Answer Choices	Responses
Yes	0.56% 2
No	94.96% 339
Prefer not to say	4.48% 16
<b>Total</b>	<b>357</b>

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## Qualitative Comments

### **Proposal 1: Working even closely with other Fire and Rescue Services, Police and Ambulance Services and undertaking a joint options appraisal to look at opportunities for future joint working**

- As long as staff are trained to do their role
- Commit to being a United emergency service and utilise the resources of neighbouring brigades more widely
- It is important to maintain collaborative working practices with partner agencies to benefit the public
- Co-operative working is all well & good as long as SFRS does not lose sight of its prime objectives and not providing 'free' cover to other budget cut emergency services to the detriment of its own service.
- Should utilise staff more
- We would agree that collaboration across fire and rescue services and with other blue light partners creates more robust, resilient and relevant service delivery for the public and offers best value through the effective and efficient use of resources. As this work continues we would value the opportunity to be part of discussions and align our work with Surrey FRS and other fire and Rescue Services across the region. We believe this is important for the varying boundaries of different blue light services and therefore the value that can be achieved by all parties working towards effective collaboration beyond those boundaries. For example both FRS's work with South East Coast Ambulance Service. Alignment and collaboration in similar areas of work with SECAMB would add value for all services in the future.
- teamwork is important
- Joint working needs to be agreed before trials take place to ensure all parties are aware of each other's limitations, and to see what we are able to assist with.
- If joint working means combined call centre, back office and more collaboration then I am all for it. If it means sending a fire engine and crew to attend emergency health issues then I am not. This I feel is unsustainable, gives duplication of services & call outs. This is a waste of resources and cannot be cost effective.
- It is crucial that the fire service works closely with other emergency services, to provide a better service for Surrey residents.
- Whilst maintaining focus on local issues and requirements
- Where duplication is avoided and savings can be made this should be a priority.
- More integration with the other 2 emergency services. Cut costs by merging the call centres and train fire-fighters to double up as paramedics
- I believe money can be saved by joint use of command and control facilities. We also need to think about the most appropriate use of the 3 services at a scene. It does not make sense to send all 3 where with a little more training one would do.
- The aftermath of a terrorist attack is a typical example of a situation where collaborative work is crucial. Should such an event take place (and one hopes and prays it will not) having blue light services well accustomed to work together would mean faster and better coordinated action.
- Further collaboration can only serve to offer more effective emergency services.

- Your strength has been in your success to protect your ability to respond. You have resilience. One cannot help but feel that the fire and rescue programme to assist the ambulance service is more of a reflection of their underfunding. It would be a shame for your service delivery to be affected negatively in the pursuit of papering over deficiencies in a partner agency.
- Why aren't ambulance and fire stations based together to save costs and promote joint working?
- Fire, police and ambulance teams sharing premises is a good idea, although the services are too different to be merged into one, with a single management.
- The amount of down-time Fire and Rescue have would be best spent acting as paramedic back up
- The Fire Service must modernise and it is vital that all staff are gainfully employed for all of each shift less meal breaks.
- Close working and co-operation between all emergency services is very desirable and if improvements can be made, it can only be for the benefit of all who work in them, plus the general public (providing this does not mean staffing cuts as they are already cut down to their limit).
- Believe that the control room functions of the fire service should be moved to the police service control room site.
- no opposition to training with other services but co-responding is of great concern
- It reads very much like working together in a way that people and therefore services will be cut as others are available. Lock fire and rescue is extremely important, working together must be an acronym for sharing resource at the expense of safety
- Keep the fire service police and ambulance separate and concentrate on what you are good on.
- Working together planning, training and attending incidents is fine, but integration is not. It will worsen the service to the public by watering down the effectiveness of each service.
- You should also look at other service providers, highways England, local council etc
- There are times when other counties need help and times when we may. Working with other services in Surrey will help in a serious time.
- Not sure why this is a proposal, I thought this was already happening.
- Considerable potential cost savings in joint working.
- Must overcome all data/information silos - read about Gen McChrystal in Afghanistan - would lead to better response, Greater flexibility and over time a greater range of capabilities with better career opportunities to boot
- Understand the need but feel Surrey needs to remember it is a Fire Service first of all. Does seem to be forgetting that in the proposals.
- The distinct lines between the services need to remain, particularly between fire and police as the fire service is seen as neutral in the eyes of the public. The fire service are NOT the police and should NOT do any policing or police jobs.
- It needs to be done to ensure joint working is effective and efficient. It must ensure that all services understand and support the role of each other using common communication methods. it should not be to cut costs alone.
- I would like to have a say in agreeing or disagreeing the final option selected
- The fire and rescue service should not be used to fill shortfalls in other services. Reducing its availability

- The compilation of 'new' ideas outside of conventional standards is vital.
- Makes economic sense, but have to be careful each service retains its individual identity
- I disagree with what is happening to all emergency services in Surrey.
- Major savings could be made by sharing costs of buildings and back office support. Further savings could be possible by sharing software and databases and enabling staff to work across services, esp rescue and ambulance services
- While I agree that joint working is a positive thing, there needs to be clear definition between the different emergency services to protect the level of service to the public and recognise the levels of specialist skills that are required to carry out each role. Too much joint working will lead to a jack of all trades emergency service, unable to deal with anything properly
- I think it is vital we collaborate closely with partner agencies. We need to do this to comply with the direction of central government policy. In doing so we must be mindful that we protect and preserve our identity and purpose.
- Collaboration if cost effective could be great but done in a rushed ill informed way could be detrimental to the fire service. We need to make sure the core strengths don't suffer and the fire service gets dragged down by an underperforming service
- I believe that too much is now being added to the firefighters role! They are being asked to complete and get involved that other services should be managing. Cutting the watch numbers is not practical to maintain public safety.
- Joint working has the opportunity to deliver savings and efficiencies however caution is needed to ensure that quality of specialism is not lost and that bureaucracy does not become obstructive.
- Better collaboration between the services, will always give a better outcome to those who need the emergency services.
- I feel the traditional view of the Emergency Services working separately to each other no longer fits with the modern world... so I think there should be more collaboration between the services. Obviously, each have their own specialties, but there is still quite a lot of overlap.
- It is important to support other services where possible but not to dilute the work of the Fire Brigade or try to duplicate services already provided.
- Must be carefully managed so resources for primary fire service roles & skills are not degraded whilst supporting (propping up!) other services.
- You should remember what your role is and the rep the fire service has, this will be dramatically reduced if you have anything to do with the police, not because there bad but because young people do not trust them as they do the fire service, collaboration with the ambulance service is on the other hand a great idea, you should be saving life!
- Work closely whilst keeping the fire service a separate entity is important
- There are likely to be further financial restrictions on all public services, so looking at ways to work together to improve services, maintain quality and remain financially viable are essential.
- Should not compromise public safety or undervalue staff
- They already work closely with the police and ambulance services
- Only by doing this will SFRS have a say in its destiny.

- Whilst it's good to discuss working practices with other services, it's is very important that each service and each area maintains independence and a local physical presence.
- Options appraisal very important
- SECAMB are very busy and will be biting your hand off to accept any help you can provide. How will you maintain appropriate fire cover if your crews are tied up at medical emergencies?
- Question (b) is unhelpfully worded - by "work" do you mean the work of Fire and Rescue or the cooperation between F&R and Police and AMB (both of which are vital), or the options appraisal work, which is less vital.
- I think the fire service should be kept separate from other services.
- Concerned the Fire Service will become distracted from its main purpose which is to attend life critical fires and road accidents etc.
- The discussion should be based on what the public want and NOT on austerity and cost cutting
- Makes sense to have a joined up approach and best use of resource
- It totally depends on what is in the detail of the proposal. All genres are very different, they are specialist. None of the different jobs can be totally merged because of the specialisms.
- this needs to include community safety work as well as operational and support functions
- I live in Epsom, a small town of around 30,000 people. Within a few hundred yards there are police, fire and ambulance stations. Consideration should be given to a common estates policy, and a sharing of resources around fleet management and maintenance etc. I recognise that budgeting arrangements come into play, but these should not drive what would be common sense solutions.
- Coordinated service provision must have the primary aim of better responses, and a secondary aim of reducing costs.
- Cuts to such vital services are unacceptable. We are an area with some major risks around us - the M25, M4 and M5, as well as the airport. Added to which the affect of the floods had on us in 2014, and we need our services to remain intact.
- under no circumstances should any staff be cut.
- Meaningless without information on what joint working will involve
- Joint working should not be an excuse for making cuts
- Skill sets needed for Paramedics or Fire officers are significantly higher than for Police. It's important that Police are not used to deliver high skill services just share property and phone resources.
- I think there is great value to be had from emergency services working more closely together, it should improve services to the public. Not really sure why there are so many separate fire services with separate and expensive management structures in place. Streamline that before cutting frontline services.
- It is essential to all work together going into the future
- Look at working with local charities like Surrey Search and Rescue
- This should be 3 questions, it's wrong to put ambulance and police comments together
- All services should remain independent of each other.

- It saves time, effort, cost and most importantly lives
- Working closely together will build a stronger (and one team approach) emergency service with a wide variety of skills. All emergency services have the same common goal to keep the County and Country safe and save lives.
- Emergency operation the dark ages of public sector - True modernisation is required to deliver a vital service, but in a more business like way
- This work should not be at the expense of the core roles of the fire service.
- Evidence within this document highlights the work that SFRS is undertaking on behalf of the Surrey Police and SECamb. This demonstrates the collaboration work we are pioneering in rendering assistance and saving lives. What it does not contain are any direct and tangible benefits to the SFRS in delivering its own responsibilities. This means we are taking on additional responsibilities but it is very one sided. In addition there is a distinct lack of evidence of effective collaboration with other Fire and Rescue Services. The document references what we would like to do but in practice this is not supported with meaningful action and dialogue.
- Important to not be filling in other services gaps
- If firefighters are going to work closely with the ambulance service they must have adequate training in first aid and also how to support relatives if there has been a fatality before the ambulance gets there. Also psychological help may be needed by the firefighters.
- While this includes Blue Light partners it does not show how joint working with other public services and partners will happen
- It is critically important for the emergency services to be working more closely and where possible to integrate functions and responsibilities - this will result in improved services to the community, savings and efficiencies and better training and career opportunities for staff.
- The three emergency services have various common ground in respect to back office functions, Training, office and workshop facilities. These areas should provide easy wins in respect of joint working and in line with the JESIP principles of co-location and training.
- Ensure that staff are trained and rewarded correctly in line with taking on these new and collaborative roles
- support fire/amb integration - less keen on overlap with police work
- Joint working saves lives. Not just financial
- As long as this does not mean that staff and appliances are to be spread out to serve the area in order to reduce staffing and appliances as a means to save money.
- Fire service should be separate from ambulance and police services
- Police and Fire are totally different functions and will totally lose their way under these proposals
- it works in other countries like France however it should not happen if it makes our fire service less efficient by diverting too many resources elsewhere
- The correct training should be given, the co-responding/IEC roll out was and continues to be poor. You need to listen and respond to frontline feedback. Where are our Hep B jobs for example.....
- I notice that internationally the fire and ambulance/EMS are very often combined but in far fewer countries the fire and ambulance services are combined. Will a greater proportion of the overall collaboration be with the police or ambulance service?

- All three services work in a very different way and have different competing priorities - how can you have a one size fits all approach when the case is one size will not fit. I can only see this as a reduction of service whereby fire are trying to cover up/pick up those things the other services cannot achieve due to cuts in their services but as the fire is being cut too how will they cope
- Makes sense in this time of austerity
- It is important for services to work together, however NOT TO TAKE ON EACH OTHERS WORK
- All 3 services should remain separate and experts in their field, however back office functions and buildings could be shared to save money but not at a cost to the frontline
- The words are guff, this doesn't say or change anything, but rather sounds like something a comms team have come up with.
- Fire and Ambulance should become one emergency service as we've seen in so many other countries. I cannot see Fire service and Police being efficient nor cost effective to the fire service.
- Firefighters are firefighters NOT paramedics or police officers!!!
- Fire & Rescue Service is there to provide emergency aid when there is a fire, or when rescues need to be performed, not to undertake tasks that could, and should, be done by others.

#### **Proposal 2: Using data to identify those most at risk of fire**

- The focus on fire prevention should not diminish your ability and resources to deal with incidents on a large scale when they do occur
- Helping vulnerable folk protect themselves is admirable but in any emergency, eg fire or flood, crisis has no respect for artificial social barriers.
- We anticipate that, as a statutory Fire and Rescue Service, this approach would be used to effectively underpin understanding of risk. This understanding would inform where and how resources are directed to reduce and mitigate risk as well as respond in the event of an emergency. As a service that has recently undertaken a risk review we would willingly share our experiences and learning. As work is undertaken, given the shared border between Hampshire and Surrey, we would have a particular interest in any findings and subsequent decisions about how Surrey FRS might deploy Service Delivery resources that may in turn impact on Hampshire FRS. We would welcome the opportunity to align our views on risk so that we have a common approach to addressing that risk.
- I thought this was being done everyday at every fire station?
- If this can prevent fires in the first place, it can only be for the good. Issues such as data protection need to be addressed. How will you define and identify "old and vulnerable" adults?
- If services aren't able to share information about who is the most vulnerable then this really hinders our firefighters in knowing what to expect at an address and how best to prepare, so this is really important.
- Presumably this would result in a register similar to that operated by the electricity companies

- This is bread and butter for the fire service I would hope that this is just continuing what they already do.
  - More effective prevention measures will inevitably leads to less of a requirement to be reactive where poor measures have failed.
  - Fire reduction is a sensible use of your time. Far better to prevent hinge catching fire than to purely react when they are on fire.
  - The service should be careful not to decrease its focus on other sections of the community, as some vulnerable people are bound to be overlooked.
  - they could link in with 39/24 sent to social services by police
  - Surely this is done already ? If not I would be amazed.
  - While I agree that some premises etc are more vulnerable than others, I do not believe this would be the best way forward because it would be going over matters that have already been covered to a certain extent.
  - Very important to protect vulnerable persons - should work alongside police vulnerable adult teams and MASH units to identify those at risk
  - Do not reply understand the question, but think it's quite obvious in the majority who is most risky
  - Who's right is it to decide who's vulnerable and who's not?!
  - No one agency has all information if data can be shared it helps protect everyone
  - Information & data analysis key - a competence that could only be afforded on a national basis though - MUST NOT be reproduced regionally
  - My wife and I and our 2 neighbours live [address details removed] and we have always been worried by the difficult access to our houses if Fire Services or Ambulances are needed. We are situated at the end of the bridle path [address details removed] and access is not improved by 2 iron posts with a gap of 7 foot between them, put there for insurance purposes required [location information removed]. The only other access is from the bridle path's exit onto [address details removed], a steep slope of 100 yards. Our main concern is age, I'm 81, my wife 74 and all 3 of our neighbours are over 65.
  - I would be against cold calling or door knocking to achieve these goals. Social services or housing associations should insist on these visits etc being done without the need to cold call.
  - It is important, but the most vulnerable often live alone and privately and there are no laws permitting us to help them when they refuse it.
  - Once identified, what will you or the service do about it proactively?
  - of my 'normal' building survey process, I look at conditions and associated risk elements closely, and report back on same.
  - Data needs to be kept up to date and should include all those living within sheltered and assisted housing eg adults with learning disabilities need to be supported by those trained and experienced to understand their needs.
  - Prevention is better than cure
  - Consider connecting to the charity sector to identify vulnerable groups, especially older people living alone.
- Once identified, education should be offered to groups other than schools such as day centres for adults with learning disabilities. They can then learn how to keep themselves safe in their own homes.

- Recent incidents involving fire fighter fatalities have exposed a lack of risk information as a primary factor in unsuccessful outcome of the event. The risk to the public must also be quantified so that we can accurately gauge our provision of fire cover.
- targeting should save money by less wide spread publicity needed
- How peoples personal and private space should not be invaded upon and we should not force ourselves on people unannounced
- Prevention is always better than cure however as trends show fire calls are declining is there a need to invest to accelerate this fall or would it be better to maintain current services and therefore the current trend and use the money where greater focus is needed?
- I think that a stronger regulatory hand is needed to ensure these higher risk businesses make improvements to reduce the chance of fire and reduce the severity that the fire can become.
- These businesses that are particularly vulnerable should also be made to make improvements to their premises to reduce the chance of fire and reduce the chance of a fire becoming a major incident. A sterner Regulation role is needed.
- I can't see the point of the the Fire Brigade duplicating others work, support for sure but all emergency services must share information
- Tight management & maintenance of current & relevant data vital
- Are you not already doing this, this is concerning that in the 21st century this is only a proposal!
- This method has been tried previously but with little success as other agencies / partners seem reluctant to share the information the Fire Service require to reach the vulnerable people.
- It is just common sense
- With all that is required of a crew is their time hugely valuable. We now have a database of vulnerable adults to target our safe & well visits. So, no more having spend huge amounts of time trying to locate them ourselves. So now 100% of our visits will be to vulnerable people. A perfect solution.
- I would have thought this data already available and used
- Sounds like good, common sense.
- Am shocked you have not been doing this already!!
- this should be done anyway adn regularly updated
- This kind of work is already in progress, however there are still services in my experience that don't seem to carry this through. For example Social Services still gets referrals for the police highlighting fire hazards, they could make a direct referral to SFRS but they expect Social Services to do it. They forget there is a Memorandum of understanding.
- Businesses should undertake this activity themselves with the fire service checking and assisting where needed
- to do this effectively we need correctly resourced intel team, back office systems and admin support
- You should be doing this anyway, but it makes sense to review in the light of developments in 'big data'.
- under no circumstances should any staff be cut.



- Far less important than proper resourcing to respond to demands.
- Targeting resources delivers better results
- Don't you do this already?
- With less personnel and a greater expectation of our responses we need to address and identify our vulnerable people in the community
- This is a good thing to do
- Highlighting those most vulnerable will allow the service to focus on those most in need.
- Prevention of fires is very important - talks in schools, community groups etc
- It is important that we have data and analysis to have a better understanding of how effectively our service operates - as well as others - and it is even more important that we make specific and general improvements on the basis of this evidence.
- Information sharing is as equally important at the scene of operations as it is behind the scenes. Working with other agencies to identify those at greater risk will enable the emergency services to provide a better targeted response to the vulnerable
- A targeted approach will bring about the greatest improvements
- Important but would be more efficient if the agencies / businesses could identify the risk and buy in to the reduction model - they need incentive/value - similar to Neighbourhood watch for crime maybe.
- prevent better than cure
- People have to take responsibility for themselves to a certain degree. Prevention is important but not to the detriment of the provision of emergency capacity.
- I don't quite see how that would happen in practice. I am sure the Fire Service knows most of this already....
- I have no real knowledge beyond that of the armchair expert (!) so struggle to say how important this work is. I can only really ask how will this deliver savings. Will it deliver savings to the same degree as collaborating and partnership or is it more about being intelligent and creative in managing risk with less overall resources and thus keeping a lid on, for instance, fire deaths.
- Prevention and sharing data represent vfm
- Not to rely on data as it can be flawed
- I keep a 'Neighbourhood Watch' list for my road which identifies vulnerable residents.

### **Proposal 3: Working with Police and Ambulance Partners to assist and add public value**

- Working with the police and ambulance is important to give the public the whole emergency service approach they deserve. However it shouldn't be forgotten they are still individual services and that should be maintained... Police for policing issues, fire and rescue for just that and ambulance for complete casualty care
- Co-operative working is all well & good as long as SFRS does not lose sight of its prime objectives and not providing 'free' cover to other budget cut emergency services to the detriment of its own service.

- it is achievable , but we MUST be able to respond to a fire call firstly and foremost. If we can have the assurance that if we attend a minor RTC (police assist) then should a firecall require us we get remobilised to the more serious incident, every time.
- I remain convinced that sending a crewed fire appliance to attend when other services are stretched is not the best use of resources and finance. Money would be better spent on more ambulance crews and/or paramedics in cars.
- Ultimately all the emergency services are serving the same group of residents, so working together is the only efficient way of managing demand. Co-responding not only helps Surrey residents but also increases the skills of our firefighters.
- If there is spare capacity in the Fire & Rescue Service to allow this to happen. Should the budget be transferred to SEACamb to give them the resources to manage these emergencies. It seems a bit pointless to dispatch both services
- Police and ambulance services are under more pressure than ever, its time the fire service stepped up to the plate and got stuck in using their existing powers of entry to relieve the pressure on police.
- This relates to what I wrote in (1) above
- It's important but a firefighters expertise should not be intertwined with the skills of paramedics or police officers
- Its should not however be a precursor to cuts where services are diluted or withdrawn.
- Need to alleviate some pressure off ambulance and police, as their capacity is lower and they are over utilised.
- Again, this should not result in a merger of the services. I fear fire crews becoming first responders to too many incidents for which they are not properly trained.
- There is no doubt that in the public eye the Ambulance Service and Police are seen to be extremely busy whilst the Fire Service have spare capacity.
- This is almost the same as Proposal One, as far as I can tell, as I am hoping that Proposal One would also take 'meeting demand, improving safety and adding public value' into account.
- As with Q1 believe that the command and control aspect of the fire service should be absorbed into the police control room functionality - not just in Surrey, but nationally.
- firefighters arriving when an ambulance is required is bad enough but to meet demand of others is madness. firefighters have no powers to stop and search or arrest and so asking them to attend police calls is ridiculous and takes away fire cover
- Is that not happening already?
- Each service should focus on their own responsibilities.
- More important to work with ambulance saving lives. Not sure how fire service can assist police service especially with arrests and burglaries.
- Totally agree that this should be the case, as long as each of the three emergency services do not have too many skills to maintain, which may lead to unprofessionalism.
- While I am happy to see an American model fire station with a paramedic vehicle I don't want firemen to have general arrest rights unless they are fire related and on or near an incident
- I think that each service should concentrate on its strengths and not try and be everything to everyone

- This proposal is s ok aslong as it doesn't take our fire fighters away from doing their job.
- Cost savings in joint use of buildings and good opportunities in co-responding. I still think a core fire response is essential.
- Ideally co-located
- As per q1b, you are a fire service primarily, don't forget this.
- Fire and Ambulance should work together. Police side not so much very different role.
- Consider stronger ties with adjacent services to hopefully reduce overheads and improve overall service
- I'd like more detail and be kept informed as the work proceeds
- Getting worried that maybe you're proposing to create a 'nerve centre' for 'combined' services?
- Consider firefighters' training to include paramedic training and the police/ambulance to consider basic fire fighting. First responder needs to be multi skilled.
- too many changes, things should stay as they are and let each section deal with their own problems
- As above, too much collaboration will lead to added stress on staff and a lack of capacity to deal properly with incidents due to a lack of knowledge and experience. To do one of these jobs is tough, to try and learn all three would be impossible
- This is important, but the caveat is that all of this work must be rigorously assessed to ensure we are making the best use of our limited resources. There is a danger that we overcommit, or take on work that is easy to achieve (the low hanging fruit) but of negligible value to the public. Secondly we must ensure we adequately trained and equipped for new roles. The service should also seek to access new income streams associated with undertaking work for partner agencies. It is not right that we continually offer our services for free, we need to be busier but we should also be financially recognised. Increasing responsibilities for staff should also result in increasing remuneration.
- this is exactly the same as the first question so see my response
- Better collaboration between the services, will always give a better outcome to those who need the emergency services.
- Fire Brigades budget should be spent on Fire Services, of course aid where-ever possible in a life threatening emergency. If Police or Ambulance are having trouble meeting demand they should receive extra funding rather than depleting Fire budgets
- Stay away from the police, this is not your role in anyway! You are to save life & reduce risk not chase baddies and slow traffic.
- Keep the fire service separate and concentrate on its core duties rather than propping up other services
- They should stop cutting the services and invest in them to meet demand. Why would you want a paramedic trying to put out a fire or a firefighter trying to arrest someone. They are trained in that area for a reason and decided to do that job because that's their passion. The more they try to mop up for each other to meet the demands, the more the public are at risk.
- Multi agency approach to co responding is a good thing but the right level of investment in training & equipment must be provided if this is to succeed
- Where appropriate

- There is scope for all kinds of joint working some of which we are not yet aware of but it will evolve over time. It will be interesting to see the final model.
- Important, however any gaps in police or ambulance services should not be plugged Fire and Rescue but addressed individually.
- Fire service should deal with Fire issues only and should not be used just to supplement the shortfall of the NHS let alone the Police. Ambulance staff did not join the NHS to be firemen. If there is a decline in calls for the fire service then downgrading stations to retained status would save money.
- Nothing new here too
- Shared facilities sound like a good idea. HQ buildings, workshops, Control rooms, training facilities.
- Fire service should be completely separate from other services
- Concerned the Fire Service will become distracted from its main purpose which is to attend life critical fires and road accidents etc.
- but each agency should play to their own strengths
- Again this relies on the other agencies to actually value and work with SFRS. If SFRS are supporting the other agencies will the other agencies support SFRS? There are probably more that SFRS can do for the other agencies but not a lot they can do for SFRS.
- we need to monitor this with care so that we maintain time for community and business safety and risk management work - this protects firefighters and the public from injury and death
- In a world of change, with budget increases unlikely, sharing and partnering is not just sensible, it should be mandatory.
- What does that even mean?
- under no circumstances should any staff be cut.
- Obvious but not a key objective
- Only if it improves service to the public. I don't want firefighters doing Police enforcement work, they need to stay neutral and continue to be seen as a service that helps the public.
- Again these should be separate questions this is wrong and misleading
- I have no problem with red 1 calls. We should not be committing resources to other ambulance incidents where the patients need transporting to hospital. We have no right to attend minor RTC as we hold no powers in directing traffic. You are tying up resources and while we are in attendance both the other services will not prioritise the incident we are dealing with
- Working together as one emergency service will ensure the community are kept safe by the increase of demand.
- Many opportunities to save money AND provide a better more tied up total service.
- Assisting the ambulance when possible is very important, firefighters join to help people in their hour of need. The collaboration with the police I believe is less important, sharing premises etc yes but carrying out police work ( e.g. minor rtc) no.
- Police and Ambulance issues are theirs to deal with. It is not for the fire service to bridge this gap.
- There needs to be an assessment that this does not come at the cost a deterioration in the services that SFRs currently provide or a negative impact on response times

- Aligning with police could damage fire service image, and with ambulance already stretched to the limit they could become too dependant on the fire service
- Work with them to share infrastructure, but not overlap of responsibilities. It is a larger decision to combine tasks
- We should be striving to be an singular emergency service to reduce the time it takes to get the most suitable response asset to those that are in need.
- Must not affect the FRS ability to attend efficiently & effectively to their priority and specialism
- What does 'help meet demand' actually mean? If it is responding to calls which the Police/Ambulance would normally deal with how will this be financed?
- coordination and cost saving
- Working together will improve efficiency and the service to the public but the parameters for each service must not be allowed to become blurred. I do not think that fire appliances should routinely be sent to urgent ambulance calls for example as has been my experience in the recent past.
- it works in other countries like France however it should not happen if it makes our fire service less efficient by diverting too many resources elsewhere
- I still believe the joint approach is needed however we are plugging holes for the ambulance service, in essence robbing Peter to pay Paul. This is not a robust solution.
- Employ more skilled police and ambulance rather than trying to upskill an already stretched, important and essential service.
- Let the police and ambulance service do their job, with proper funding and let the fire service do your job, again with the correct funding. One cap does not fit all.
- What does "help meet demand" mean - who's demand, what demand - you state traditional fires are reducing so fire would be meeting the demand of the other services which we know are already stretched. I can only see this as bringing the fire down to the level of other services so they struggle to meet their own demand
- The public should receive the best service from the best qualified people, the services should not cross over especially with very little training and no experience and no compensation for taking on extra work
- Working with is one thing, doing the job of another service should not happen as this dilutes expertise.
- Again, the words means nothing, of course these are things you will do, but how will you do it?
- Each of the services should be funded and resourced enough internally to meet their own service demand without relying on other services to fill the gaps. Improving safety and adding public value is a must and savings can undoubtedly be made by 'joint' working across some areas however I do believe it is not necessarily done through multi - skilling firefighters to be first responders for ambulance or first on scene for RTCs for Police. Whilst I agree sending a fire engine to a critical call to save a patient is better than no ambulance for 30 mins due to shortages, I believe the ambulance shortages should be addressed first before using the fire service as a 'stop the clock/response time' facility
- The resources need to be used in the correct manner not just sent because another partner doesn't want to deal with it as part of their normal day to day work. Fire

service is the only highly skilled to train with fires this must be the highest priority for what they attend.

- Early intervention by Fire Service if they are better placed to attend would be good. Could be conflict with other Services re pay, terms and conditions as 3 emergency services are not equitable. Fire Service helping to lift people who have fallen could be really helpful as comparably younger workforce.
- I believe we learned how effective joint operations worked during the 2013/14 flood.
- How is this different from proposal 1? Looks very similar, see answer to Q1.
- Currently disappointed that cost savings and budget restraints have curbed visible neighbourhood policing teams. They were a vulnerable asset.

#### **Proposal 4: 999 control centre operations**

- All data should be shared with other services without fail. That doesn't mean joint control centres. Computing in this day and age gets information across quicker and more effective. You should focus on the integrity of the fire service as an individual and share information on a technical basis
- Reducing back office costs is good as long as staff have sufficient time and knowledge to know the geographical boundaries of their respective services. Currently Police & Fire seem to follow County demarcation lines whilst NHS has its own territories & boundaries.
- We would be interested in working in conjunction with Surrey FRS and other services in the Region to explore the above question. We would want to go further and identify viable options, a means for achieving improvements and putting those improvements in place. Hampshire Fire and Rescue Service are part of the Network Fire Control Service Partnership with Dorset and Wiltshire FRS and Devon and Somerset FRS. We are open to discuss how Surrey might benefit from this experience and arrangement.
- If money can be saved through shared working then it can only be supported, as long as the operators are kept up to the level that ours is at this moment, no shortcuts or reduction in skills base.
- I cannot believe this hasn't been done before. No duplication of call outs, the right service first time. This will require careful planning however but it has been done by multinational organisations. i.e. British Gas.
- All part of the collaboration work that needs to go further.
- National call centres to receive emergency calls and direct relevant services is achievable, huge savings can be made. This is achievable and I would like to see a firm plan that would make this happen, rather than just being an aspiration. Most commercial organisations that run 24 hour response services have already centralised their emergency call centres.
- It cannot be cost effective to work in isolation to the other 2 emergency services - merge the control room with the police to cut costs.
- This relates to what I wrote in (1) above

- If you desire a joint Control Centre for Fire, police and Ambulance please can someone have the guts to say it!
- This is on the face of it sounds a good idea as when there are incidents involving two or more of the services then it can only be a benefit to have greater comms. Consideration is required however where comms relating to criminal activities or operations of the Police could be compromised by non police personnel working in the same control room
- Of course it is important to communicate well. Who would ever suggest it isn't?!
- Should there be a shared control centre? This would help with major incident coordination
- Share control centre information more, but do not have a single control room.
- It is about time that one Control Room covered all three Services.
- Surely covered under Proposal One again, unless my logic is at fault?
- As with Q1 believe that the command and control aspect of the fire service should be absorbed into the police control room functionality - not just in Surrey, but nationally.
- Will lead to job losses and a clouding of skills in each department
- I think the existing small fire control is perfectly adequate and able to meet its needs
- Please see answer above.
- We are behind the curve on this - speed is essential
- Don't cause delays, overload your staff or impact local knowledge.
- Surely it is about time the service used the new number - 112.
- Makes sense to help co-ordination
- Important to consider integrating with adjacent operations to get benefit of scale and hopefully reduce overheads.
- Local knowledge in an emergency situation is key!
- See comment above..there's an old saying "If it aint broke, don't mend it" safety and service is NOT all about money.
- I have used the 999 service and found it to be very efficient.
- Communication at early stages can allow appropriate response to be deployed
- Absolutely. Rationalisation that results in a quicker and more efficient emergency response is difficult to argue against. However we need to be mindful of the difficulties that major projects IT present (I am sure the regional control fiasco is in the fore front of everybody's minds). The public sector has a very poor track record in this area. If this work is outsourced then there needs to be very careful legal scrutiny of the contracts as it seems that when private companies get it wrong it is the commissioning public organisation that carries the burden, both financial and reputational rather than the consultants that draft the contract.
- again we do not want to become a jack of all trades and master of none
- The work is extremely important and should be a specialist service not linked to other emergency services
- I don't know enough about any current issues or trends to comment meaningfully about this. I would have thought that if it's not broken it doesn't need fixing - is it broken? Are the potential improvements a greater need/easier win than other areas, is this needed to sustain services in future?
- I think that an incident is an incident, and having to decide which service to call, and than either follow up to the other services, or hope that the message is passed on to

other services, wastes time. A combined call 'emergency incident' centre could provide a better incident notification system.

- Communication is key to Any situation... An incident is an incident, and proportional response can include several branches of our emergency services... having to decide which service to ask for on the phone, then hope they get the message to the other services, is wasted effort, in my opinion.
- A sharing of premises to house all control rooms seems sensible
- Individual Services skills & standards must be respected & retained not lost under the umbrella of technology. People skills and person to person communications are vital.
- The police are not great at sharing information and their mobilisation is a joke! You call the fire service they respond with 10 to 15 mins. The police may or may not turn up a few days later.
- All forces need to share information- I don't understand why this doesn't already happen
- Joint control rooms may not provide the best response to the public. If for instance you call the Fire Service you generally get an immediate response, however if you call police or ambulance the response may not always be immediate, in particular with the ambulance service being stretched to capacity & having no resource available to send, & the police depending upon the nature of the call being assessed by their operatives as urgent or non urgent may turn up a week or so later.
- It is a no brainer
- There should be one control room covering all the services. All services should be housed under one authority.
- Any improvements possible will be very welcome
- Combined Control rooms would improve communication.
- This would mean improving the skills and knowledge of the 999 workers.
- Explore the possibilities of sharing your Mobilising & Control Centre with the Police
- information sharing is key to timely interventions
- under no circumstances should any staff be cut.
- Poorly described and lacking specific outcomes. Needs a complete review and re-provision to cater for new technologies and modern ways of working.
- Surely in 2016 you can share information quickly and easily between services!
- Moving in the right direction to have joint 999 Centres
- Needs a lot of thought to get this right
- having the 3 services in one large building may be beneficial, as long as there are no job cuts between the control staff
- This should be vital and fundamental to future working.
- So much waste with current setup not a particularly great service for incredible amounts of money.
- Lots of cost savings to be gained. Although the work has some differences it is largely similar
- The 999 control centres must not cover too large an area - it is important that the operators have local knowledge.
- appointing a response asset to a emergency call should be as simple as selecting the right asset and sending them the details of where to go. Why is there a need for three different control centres?



- explore/promote new technologies to enhance 999 response re text and videos
- This information needs to be collated and used by all agencies to improve their own overall situational awareness. There should be greater freedom on information sharing between responders.
- Place your control room with either surrey police or secamb
- Common sense -
- on going self assesement/review
- This will and has led to mistakes. Once misdirected call will and has led to loss of life. An ambulance was mobilised from Poole for a fatal road acciident between Haslemere and Liphook
- I would have thought you already do this
- This is just common sense.
- As long as it is only sharing information. Not joint mobilising.
- These must not be merged they all have different requirements and ways of working, again there has been much evidence of failings in both police and ambulance control centres
- Most residents would assume this happens already
- More business as usual.
- It needs to be explored in the right manner that all partners get equal say in the future of the control rooms as they have highly trained staff in them with a depth of knowledge and experience that could be last
- Fire Control staff are specialists in their field and should not be expected to cover work meant for other organisations.
- Again, what about parity of pay, terms and conditions? Would we need different/ new control centres?
- And let the public know. Many citizens know you are working together! Highways Customer Panel. (Resident enclosed leaflet about the Highways Customer Panel, writing on it 'Not every citizen has the facility! However a modern Fire Service must have!').

### **Proposal 5: Review our training**

- To maintain safety to crews and public.
- Can't agree more. The community we serve is diverse in its structure, there are still the simplistic old houses and buildings that should be trained for along with the modern state of the art buildings that are complex. The same as motor cars, boats etc. Along with all he other services that are provided.
- Rather surprised this is not happening already as continuing appraisal of demands on the service should have already revealed this shift in demands on the FRS.
- We would agree that realistic and sufficient training are of critical importance to both firefighter safety and to ensure effective delivery of services. As Hampshire Fire and Rescue Service develops its own Training Academy we would welcome enquiries from Surrey Fire and Rescue Service as to how they can benefit from this capability and provision.
- Still using PPV defensively after 12 years of promising that we will train offensively?

- Would this mean training Fire fighters as paramedics and using them during off peak and quiet times? If so, this would require careful planning so as not to leave the Fire emergencies without cover.
- It's great that demand is falling, but skills need to be developed so our crews know what to do when they get to an incident.
- The implication is that training will be reduced. This potentially puts your employees at risk as the type of problem to be dealt with remains the same though less frequent resulting in a greater need for training.
- This is an obvious thing to do, more training with how to deal with a terrorist attack I hope would feature in the future plans more so than they do now.
- If your service is more and more successful at preventing fires it makes sense to use your current down time more effectively.
- Motorway accidents with multiple vehicles involved is the typical example, also with the increased number of foreign drivers/vehicles in our roads the risk profile has changed considerably in the last 5 years or so.
- An outcome of greater fire prevention and reduced general risks means that the service has to adapt to a wider public safety service including the provision of medical services in an emergency.
- Training is not a luxury. It is the bedrock of resilience.
- Training must take into account of changing technology of buildings and vehicles
- Training within the fire service needs to be maintained to meet the changing needs of the local community as well as the changing technology for both building and vehicle design and construction
- Better and more realistic training can never be wrong.
- Life moves on, training must reflect this.
- I read recently that less than half of Fire Service response staff had agreed to extra training in order for them to attend certain medical episodes if there would otherwise be a delay in an ambulance attending. It should be compulsory.
- Training is important but this sounds like an excuse to drop fire training and increase other so can co respond more resulting in less fire cover for public
- Who said the traditional services are falling? People still being rescued or dying in fires and car accidents.
- It is nonsense to change training based on demand. Firefighters need to be fully trained for all incident types. If they are attending certain incidents types less frequently, then experience is lost, so more training is required for those types. This does not allow time for training on the work of other services.
- The training should still be the same in case of an event which warrants it - perhaps the demand for traditional services is tending to decline but to not have firefighters trained in case would be detrimental to safety.
- Why is this a proposal and not an existing dynamic process of feedback, training design, execution & feedback-answering my own question are you getting feedback to unsure Unions to move??
- We have the best fire and rescue service in the world. Do not change it
- Training is paramount, you could argue that more time should be devoted to training as less time is accrued in experience at incidents
- Are you saying that training is currently not realistic,

- You have to review training so that you protect both the public and yourself
- Most training is already realistic. Future methods should not be allowed de fault to on line training, just to meet guidelines. There is no substitute to face to face and practical training. On line tick box is not training!
- Are you suggesting that firefighters aren't properly trained?
- Ensure that your training protocol combats this incessant requirement for saving money.
- Hard to comment since we do not know what is the problem
- We are in an ever changing world and everyone needs to adapt to it
- Include awareness training of vulnerable groups eg dementia, autism, learning disability etc
- what does this statement even mean?? doing less training? more of the things we don't do a lot of? different things ie propping up a failing ambulance service??
- You have to meet needs, and there is no point in having staff who cannot deliver.
- While I think that realistic training is extremely important, I think that the fire service already provide amazingly realistic training to it's staff, from what I've seen at open days.
- Having seen some of the training at Fire Station open days... I'm not sure how much more realistic the training can get... it already is extremely good.
- Major incidents and fires with persons reported are thankfully rare. It has taken many years and sacrifices to get to that position. Fire Services must be fully trained and funded
- Demand may have fallen but traditional skills & and standards cannot be downgraded. Training to cover wider spectrum to cover wider role.
- Without knowing what training the firefighter have to do this is not a great question!
- Realistic training is very important
- There may be less fires but what about RTA's that are on the increase?
- Training for the Fire Service personnel has always been a high priority to ensure the safety of crews & the public. This should continue with investment being directed towards this area as fires will always occur. Also with the ever expanding role of the modern firefighter now including water rescue, flooding, wildfire, chemical incidents , CBRN incidents etc investment in training for these type of incidents is crucial.
- The concept has been with us for a good number of years but the reality has never quite matched the aspiration. It would be true to suggest we are going in the right direction and future collaboration should help to realise this aim. Often it is the time it takes that is the frustration.
- Not possible to make a dessionion on no information
- If the services do not move with the times then you have problems
- Isn't the fall in demand a good thing?
- The traditional role of the Firefighter will not go away even it has reduced. Maybe you could reduce the amount of staff who get all the training so that you always have some fully trained staff available.
- take care to include resilience into this rather than the minimal training and ongoing access required to maintain training standards
- less reviewing and more action required as we have been discussing this of a few years

- under no circumstances should any staff be cut.
- Establish why there has been a fall in demand
- It is really important that firefighters are fully trained and equipped to deal with the incidents they respond to.
- Develop a commercial arm to training
- As FF's we have a large skill base in lots of different aspects. To keep the service working to the top of their ability training should be frequent and consistent. By taking on all the other projects that get mentioned we are gradually getting away from doing our basic training on station which can't necessarily be a good thing
- Training should be in-line with the current trends of incidents the service is attending regularly.
- Fewer incidents, means less experienced personnel - move away from online training - It's cheap, but doesn't add sufficient value.
- The provision in training is being reviewed as a result of the need to make savings and the limited capacity of operational personnel to be detached from operational duties to attend training. It is wrong to state that a review of training is down to the fall in demand for traditional services. It is simply less money means less training. Frequency of training is being reduced to accommodate these factors, based not on risk but on cost. Currently we do not provide sufficient practical operational training. This is misleading and inaccurate.
- As incident numbers decline frequent quality training is the only way to reduce the risk to staff. Also as FRS attend more diverse incident types training of core skills will keep staff safe and competent.
- More realistic training needed if firefighters are to be the first people to arrive at an emergency
- I feel the level of training current fire officers receive is of a very good standard and officers are well trained in all areas they are involved in/respond to. Training will need to be amended/reviewed if their roles and responsibilities do so that can ensure they are fit for their role.
- Training should be harder and more frequent than the real event ensuring that when called upon staff are more than capable of meeting the demands of the job
- The Fire and Rescue Service has been extremely successful in the recent past and this should be a good indication that we will be successful in meeting the emerging new requirements and demands - it is therefore important that our staff have the best available training and equipment.
- Realistic multi-agency training is essential to get it right when it's really needed in real situations.
- Has there been a fall in demand for the traditional services.
- The training must be relevant to the role. It should not be a deskilling but a development
- don't think there is a fall in demand for an instantly responsive professional trained force at a fire whether it is one house fire a year or hundreds no cost can be put on a life.
- If the way of working is to change then obviously training needs to follow
- With all of the admin and community work we have to do now you give us little or no time to maintain our core competencies through drills. This needs to be addressed, you can only spread us so thin.

- I take this extra training would be such that the service can respond to call that it perhaps does not currently; will this mean responding to calls which are currently the preserve of the police and/or ambulance service. My only potential concern is that the service could find itself like the police, in a situation where the organisation has expanded its remit so far that it takes on roles which are far beyond its core purpose and expertise that a whole host of problems are caused and then the painful process of contracting away from some areas has to happen.
- This proposal is not very clear, what type of traditional services have fallen in demand? Fires do and will always occur as well as cats in trees, people stuck in lifts, RTC, water rescue etc etc
- I'm starting to wonder what the point of this survey is, it's clear you should already be doing all these things and should continue to do so.
- Then why has the training over the last few years been cut right back?
- If you want to introduce more realistic training then you need to start by allowing crews to actually practise the skills that are dropping off from 'traditional services' by giving them appropriate exposure to realistic training scenarios without being trained on the run! A W@H session interrupted 4 times by fire calls etc is of no benefit to anyone least of all the firefighters whose only exposure to that skill may be their 'annual' refresher. Realistic training for firefighters is predominantly practical based exercises. Stations and HQ need a huge amount of investment to make training more viable and realistic for all
- Although fires are an every day situation that cannot be avoided, I think firefighters on all units should be equipped and trained for water rescues in our county due to the amount of water and not reliant on water rescue units.
- Still need firefighters to be highly trained in their own area of expertise but would require additional training, support ambulance and police.
- I did express concern at the meeting that the services continue to recruit young officers.

### **Proposal 6: Communities and local needs**

- Stop the use of front line firefighters carrying out needless tasks for the sake of number crunching and employ people that choose to carry out these roles.
- Does this mean increasing local knowledge so that appropriate vehicles are dispatched as required?
- We need to also better understand and provide increased safety to those passing through/visiting our county ie those travelling on Surrey roads and motorways and not just residents.
- Accepting the approach proposed in question 2 we would also agree with this proposal as it aligns to the better understanding of risk and targeting of resources. We would highlight the role FRS might play in the wider public health agenda and the potential alignment between FRS risk, target groups and priorities and those of colleagues in Public Health, Social Care and Health Care. HFRS are progressing work in this area and we welcome the opportunity to work together to find alignment with our progressive approach to 'Safe and Well' and 'Fire as a Health Asset' work, so that programmes that operate near or on the Hampshire/Surrey borders are aligned.

- we know our local communities, we see them daily. we work with(or against) them regularly, we understand most if not almost every persons needs in fire/RTC and social wellbeing, and we adapt our safety messages accordingly already.
- Common sense!! Silly question!
- It's important to have a county-wide offer, but to make sure that local areas can tailor their work to the needs and circumstances of their residents.
- Programmes needs to reach community leaders, as well as those on the service line in positions of responsibility for the safety of others, such as wardens, caretakers.
- It is hard to see how this concept translates into anything tangible
- More community education is required, to further reduce the risk of fires. Perhaps the fire service needs to get more involved in schools.
- Prevention is so much more productive than funerals.
- whatever your background you're still flammable!
- Don't overcomplicate putting out fires or cutting roofs off cars.
- I think that all those that are willing to be educated have been already
- Forces need to be able to mutually support - skills/trg should reflect all threats, liaison might reflect local circumstances
- Without impacting on full and retained staff front line availability.
- Doesn't really say anything. The public need trained, motivated, appropriately equipped fire and rescue service.
- we already live in our community and know what are local needs are.
- Why is this never been done before?
- Being a Man from the 'Fifties' we used to have a understanding of 'initiative' where did that go?
- see my comment above regarding those with learning disabilities.
- more communication is required between publics and services
- In culturally diverse communities, education is essential
- again this is a very blank wishy washy statement that doesn't really say anything
- Need to work in partnership with Voluntary and Community Groups which may already being working in this area to reduce duplication
- I'm surprised this is not already the case, what is the value in a service that does not understand the community it is serving.
- As they say prevention is better than cure...
- Better prevention is always going to beat better response...
- This should already be happening.
- Need to look at a provision for schools again
- Safety is safety; localising basic safety programmes is probably not cost effective.
- Concerned the Fire Service will become distracted from its main purpose which is to attend life critical fires and road accidents etc.
- this may benefit from working with other apts of the council such as public health
- This would mean pulling on the resources of the SFRS personnel that are LOCAL and not central offices that don't actually work in the field anymore. You need to listen to the folk that are in field and working with the public.
- may be difficult to achieve with current resources and a declining budget
- Without a true picture of needs, the temptation will be to continue to do what was done yesterday and repeat the current model. It will be tough, as doubtless there will be resistance to change.
- Fire service is a key community stakeholder
- under no circumstances should any staff be cut.
- How will you achieve? Use big data. Age of buildings, occupancy and use to determine risk areas.
- Again, don't you do this already? But if you can improve it why not!
- Focus on the vulnerable

- Important to target for local needs
- This needs to be a structured and targetted activity but its impacts will be limited by other factors and issues such as income levels and education levels etc among the groups being targetted.
- I read this as prevention and this is the real gold in the service.
- But you already do this!!!
- We are a emergency service, not a social work agency. Let us stick to what we do and do it better rather than being jack of all trades, masters of none.
- More money should be spent on actual 999 response that prevention attempts because they are not 100% effective, especially in the world we live in today.
- To let the people of Woking know how the new Fire Station is coming along and building on this for local knowledge and understanding.
- Public value in Woking can be a bridge from the past to the future. A new beginning with all the old goodness brought forward to a new Fire Station. What an opportunity!
- Seems to be working well already contributing to fall in demand.
- I have attended a number of meetings. It is apparent that councils and community services are endeavouring to combine these activities for the benefit of the community.

#### **Proposal 7: Income Generation, cost avoidance, cost recovery**

- Budgets are important but understaffing is not an option for safety for the public or staff
- I disagree that reducing costs is necessarily the way to go as this potentially details that the brigade can be run on a lesser budget. I agree with further investment into the workforce. But bearing in mind the council tax for policing is ridiculous compared to the measly budget allowed for fire and rescue services. Why not consult for the public to change the way it's funded.
- No more cuts to fire stations and pumps available
- Constant reviewing to increase effectiveness through change and evolution of response within decreasing budgets has to happen. Does not Wray Park already earn money from running training courses etc. Increasing income could mean anything from car washing in the station yard to offering fire extinguisher inspection services etc to community buildings etc, BUT commercial companies may shout 'Foul'
- Use volunteers
- It is not possible to keep on cutting costs without reducing services. Central Government need to realise this before there is a real disaster caused by cuts to Fire and Rescue services
- We would agree that, as with all public services, all FRS should be continually applying measures to deliver efficient services.
- every justifiable cut without diminishing the frontline forces protecting the public should be explored to provide a capable and enthusiastic workforce. Also a pay rise would be great!
- Joint call centres, Joint servicing contracts, Joint training, Joint IT projects. Flexible and versatile equipment. Charge for 2nd (?) and subsequent false alarms. Look for income by offering training schemes, safety assessments etc. (in commercial Office

and retail sectors). This could cover Fire Marshall courses, Evacuation procedures Risk assessments etc.

- The scale of the savings needed is large, and requires concerted collaboration and income generation to get there.
- need to get the balance right reducing costs implies reduced services and training.. Maximising income implies charging for some types of call out.
- This relates to what I wrote in (1) above - joint use of command and control facilities. Income generation could be, charging for fire safety checks in line with the insurance industry, to reducing claims.
- Appreciate finances are tight and every penny counts but please don't become too commercially focussed.
- The reducing of costs whilst being continuously explored should only happen if it does not impact on the safety of the community it serves or the fire & rescue crews
- Reducing Costs should only be considered if it can be done without reducing safety of the local and national community as well as the safety of fire fighting & rescue staff
- A bit concerned about maximising income opportunities if it means hiring out fire crews for commercial undertakings such as filming.
- I've seen Fire Service BMW X5's running around Surrey. I suggest that if you are serious about cutting costs you buy something cheaper. How exactly will money be invested in communities ? More like take from communities by charging for certain services.
- The fire service is essential and cost should not be an issue
- The better use of budgets, and the creation of income should be concentrated on, while not denying that there may be some areas where costs can be significantly reduced.
- Perhaps cut the number of people in headquarters and put more firefighters on the engines.
- Pleased to see you taking a cost saving rather than service cutting approach.
- Wasting money on wages trying to find income. The balance is not right
- Cutting costs is good but not when it puts employees under more pressure to do the job with less staff etc
- Stop reducing front line service, it's all well and good having a fireman who's also a paramedic in a special new vehicle, but if there's only one and he's too far away.....a waste
- Reducing costs only if it has no effect on front line services
- The more you cut costs the more the government will think you've got too much budget in the first place and will cut you even further!!
- Bread & butter - worried it is a question
- "Reducing costs" normally isn't associated with investing money back into the work force. I agree with reducing costs in areas which are ineffective and have no impact on the safety of the community.
- Don't impact front line response in the quest to earn money.
- The staff on the front line should not be the ones to suffer from cutbacks it needs to be middle/management that get hit.
- We need to look at methods for cutting waste, before cutting more costs.



- Don't quite see how you expect an income from services mostly based on other peoples misfortunes - charging for ambulances etc?
- Please do not make this the number one priority even if disguised behind political words.
- not be an issue. Corrupt politicians should not be squeezing the emergency services of this country!
- Money, I thought as much!
- Must not reduce cost as expense of service provision
- although important, should not be at the expense of public safety.
- Don't want to see the FRS become a commercial operation!
- cutting services is not the answer, all emergency people should be on duty when required.
- When the sole purpose of the fire service is to save money, things have already gone too wrong. The cuts have had a huge impact already, and now should be a time for reversing those decisions, not cutting deeper into a stretched service
- Why not use hose equipped motorbikes?  
[https://en.wikipedia.org/wiki/Motorcycles\\_in\\_the\\_United\\_Kingdom\\_fire\\_services#cite\\_note-Telegraph23Jul2010-5](https://en.wikipedia.org/wiki/Motorcycles_in_the_United_Kingdom_fire_services#cite_note-Telegraph23Jul2010-5) Why not use hose equipped motorbikes?  
[https://en.wikipedia.org/wiki/Motorcycles\\_in\\_the\\_United\\_Kingdom\\_fire\\_services#cite\\_note-Telegraph23Jul2010-5](https://en.wikipedia.org/wiki/Motorcycles_in_the_United_Kingdom_fire_services#cite_note-Telegraph23Jul2010-5) Why not use hose equipped motorbikes?  
[https://en.wikipedia.org/wiki/Motorcycles\\_in\\_the\\_United\\_Kingdom\\_fire\\_services#cite\\_note-Telegraph23Jul2010-5](https://en.wikipedia.org/wiki/Motorcycles_in_the_United_Kingdom_fire_services#cite_note-Telegraph23Jul2010-5)
- But should maintain sufficient numbers of staff for safe operation
- we can do more but not for less. why are we sending a £250000 17t fire engine with four people on to code reds. Could these people maybe be seconded to seacamb. The brigade cuts costs and the seacamb gets a boost!
- The reduction of costs and/or the maximising of income opportunities must not be done in a way that deteriorates, or detracts from, the current levels of service. Income streams should not come from areas where SFRS should be providing that service for free particularly in the areas of risk identification, raising awareness, and conducting any regulatory safety checks (involving "not for profit", charity, etc. organisations rather than commercial "for profit" people or organisations where the costs for such regulation compliance should be born by them as part of their cost of operating their business).
- But don't put yourselves in financial competition with Voluntary Sector organisations that are already delivering similar services
- This sadly is the future. The current government will strip all public services of the ability to operate without raising additional income. This has to be a priority as nothing else can be delivered without resources; collaboration and efficiencies only partly fill the gap. However this should not be seen as an alternative to improving efficiencies.
- You need to charge more for automatic false alarm call outs!
- Fire Service needs to charge more for false call-outs (where possible), and charge businesses for fire response where negligence was the primary factor.
- Cuts to fund other areas sound great but rarely improve things

- Reducing costs is a fact of life but in real terms means reducing resources and response. No senior management have courage to fight cuts to front line but happy to upgrade to top of range officer transport etc.
- As long as it does not come at a cost to lives!
- I'm sure the public would rather pay a little more to know they were safe. It should never be finance over life
- It appears that very public service is having to make significant financial savings at the current time. It is however important to be able to provide a first rate professional service with the right amount of appliances & the right amount of stations in the correct location. If appliances & stations are reduced to make further savings then I can only see the level of service will fall & the public will receive a reduced service with longer attendance times & fewer resources to deal with incidents.
- Being mindful of the primary requirement to promote risk reduction and provide first class emergency response
- all members of the emergency services (police fire & ambulance) deserve to be paid a fair wage that reflects their value to society. cost cutting should not be a priority
- Whilst I agree with the concept I am concerned that we do not cut funding to a point where it becomes impossible to provide an emergency service. I would like to think that savings made through collaboration can be channelled into other areas where it will have the greatest effect.
- You cannot cut costs when lives are at risk
- Yes it's important to monitor overheads but not at the expense of everything else. Often too much money is spent looking at savings and this counteracts any savings made! Saving lives costs what it costs.
- Not sure what this means
- Don't know meaning of "maximise income opportunities"
- Thanks to the Conservative Government budget cuts are now unfortunately taken as a given.
- Emergency services are fundamentally resource-intensive and low/no-income generating activities. That doesn't mean they should be curtailed. We can't invoice home owners for attendance at house fires.
- this is good practice and should be a regular and repeated process
- Again , it is about listening to those that work day to day in field and how it affects their working practice. Saving money isn't always possible and could put peoples lives at risk. Charging people who waste the Brigades time would be one way, just the same as charging folk who waste Ambulances time. Actually listen to the firemen and not the Officers who don't work on the engine day in day out
- may the solution to dealing with proposal 6 requirements
- Partnering, sharing and collaborating are key. In addition, the opportunity to deliver services for other government departments and agencies (e.g. health and safety assurance, not just fire) is real and tangible.
- Quality of service must not suffer
- Not clear about income opportunities.... Provision of these services is a cost. However if it means recovering cost of fire services from insurers then could be worth considering.
- under no circumstances should any staff be cut.
- Cost reduction is a poor outcome. Targets must be outcome driven first.

- Cost cutting needs a service delivery focus not driven solely by budget
- Nothing good seems to come out of cutting costs. Personally I'd be happy to pay more tax rather than have a stretched emergency service
- Yes - remove duplication in back office / management and protect front line services.
- You are cutting the work force and the savings on this alone should cover the expense of training
- Reducing overheads should not be at the cost of vital services
- Lots of areas for savings - Collaboration being at the heart of this opportunities
- Reducing costs? At Leatherhead Fire Station there are new mats with the SFRS emblem, which get taken away for cleaning every 2-3 weeks. This is an unnecessary cost to the Fire Service, and has been actioned whilst we are under financial restraints.
- This needs to be balanced with maintaining at least a minimal level of operational support.
- Large market for fire related training not to be priding it is foolish. A small amount of effort for a big return.. SCC not always supportive of things like this - the more money you make the more we reduce your budget!!!!!!
- Everything should be based on need - not always on cost.
- Income generation opportunities should be pursued that will provide long term income streams as well as opportunities for operational staff to take up non operational roles if their health requires it. As well as supporting the mission of making surrey safer.
- Given the economic pressures over the last decade which look to continue for many years ahead it is important that we reduce costs and maximise income - this should be done in collaboration with our neighbouring FRS's as well as other partners.
- However, I believe that you should invest in your WHOLE workforce, not just the ones that wear the uniform!!
- Saving costs and working efficiently is sensible and reasonable but has to be balanced with the potential impacts from the changes.
- I don't think this is a very well worded question. Are you trying to hide the fact you will in fact cut engines and stations without saying that?
- An improved and maintained service is best for the people and it all develops ownership and healthy interest in the service.
- but not at the cost of reducing the quality of fire fighting
- None of the reduction in costs must be at the expense of firefighter numbers or their pay or conditions.
- You must already be doing this. don't divert energy and resources further from the real job by looking at admin and peripheral activity
- I do not have enough information about what Proposal 7 would involve. The wording is so broad that it is difficult to give a definitive answer.
- You are linking two different projects. Yes reduce efficiency but don't try to turn the service into a profit centre, its still a public service.
- This is a public service which should be funded by the taxpayer and not treated as a commercial operation
- as long as firefighters and fire engines are not cut

- By employing and training some key additional resources permanently rather than offering overtime every watch should save a huge amount
- Reduce costs yes but not at the cost of frontline services
- Not my area of knowledge, but if there are fewer staff on station then we need fewer managers?
- Combining fire and ambulance would save time, but what is also needed is for no further fire engines being taken off the run and all pumps manned by at least 5 firefighters or 4 firefighters and one paramedic
- Invest in the workforce and the right equipment to meet the needs of the public
- We pay enough in council tax to cover the emergency services without having to pay again when we need them.
- Value for money is important as long as it does not diminish the service
- Would need to understand more about "making income opportunities" before commenting further

### **Proposal 8: Surrey Response Standard**

- Also within this to meet attendance times for all incidents. And going back to a previous proposal work more closely with neighbouring brigades to use their resources when required
- This seems to link with Q6 above on increasing local knowledge of the 'patch'.
- Whilst in principle we would agree HFRS would want to understand future response standards in Surrey and how this may impact upon agreements under section 13 and 16 of the Fire and Rescue Services Act. It is noted the current agreement was formed in 2007. We would value the opportunity to understand any substantial changes by Surrey FRS which might increase demand for HFRS appliances responding into Surrey or increase availability of Surrey resources to respond into Hampshire. With this knowledge we may wish to review the agreement under Section 13 and 16 of the FRSA and consider associated charges. Hampshire Fire and Rescue Authority agreed proposals from HFRS Risk Review in February 2016. The proposals were consulted on by all stakeholders and we ask that you give due consideration to the now planned capabilities in Hampshire. We would ask that particular attention is paid to the Farnham area and key risks such as the Hindhead tunnel so we are assured that we have properly considered risk and have aligned resources accordingly. HFRS having just undergone a Risk Review have a lot of experience and learning particularly in developing our approach to implementing new SD capabilities in the future. We would welcome the opportunity to share our experience and learning in this area.
- All our equipment should be standardised and available at every station, we, as firefighters are expected to work anywhere in Surrey, why vary tools/ equipment at each station resulting in more training and pumps off the run when crewing shortfalls occur?
- No Fire appliance to attend health issues. Consider Flexible vehicles and equipment. Fire officer in cars to attend first unless absolutely sure of needs.

- Review response standard to reflect first officer on site (see above). This will immediately provide cost savings. i.e. fuel, wear and tear of equipment Surrey residents would expect this response standard to not fall, although the levels of traffic across the county provide quite a challenge for maintaining a quick response standard.
- This needs to be under constant review in order to keep up with the current trends and types of incidents the fire service is required to attend
- Already mentioned this above
- This is somewhat obvious, is it not? In any case, it must not affect negatively present response times.
- Understand the need to be effective with appliances ....but don't use this as an opportunity to diminish the service.
- Restricting the type of attendance could cause problems and too-late mobilisation of the correct resources when the exact nature of the incident is ascertained.
- Why wouldn't you send the right resource for the scene?
- sending a fire engine to a smoke alarm installation is a dreadful waste of resources
- I would have thought that it is important to review this Standard on a regular basis anyway.
- If you send a small vehicle to a bin fire that has by the time the crew arrived spread and engulfed half a house how will you justify the death of the public because of cost saving. Surrey residents pay for fire engines not cars or motorcycles or any other ideas you might have.
- A fire engine. With a crew of 5. Within 8 minutes followed by a second within 10 should be gold standard
- Information from the public is often inaccurate or insufficient to justify anything other than sending at least one fully crewed conventional fire engine. Even information from other emergency services can be inaccurate. Mucking about with converted vans and smaller crews will put firefighters and the public in danger.
- Integration of Sussex response standard to ensure compatibility especially in areas on county boundaries
- As long as the review doesn't downgrade or if two options of vehicle
- Essential: (Another question to pressure unions, ?) QUESTION: National vision for future Fire/Ambulance /Police co-operation with Union involvement - role of the 21st century firefighter, Data specialist, Arson cell with Police, Paramedic training, Nuclear, biological, chemical training, floods, boat skills etc Direct Officer Entry, Pay escalator in return for no strikes
- Other local fire services have looked into this. Really unpopular with staff and scares the public. Right equipment and ability to act if incident is different when first team arrive is better than less arriving in a van to tick your time to arrive box.
- Seems to be a vehicle to justify sending "lesser" fire appliances MRV's etc to incidents that used to be attended by proper fire appliances with all the resources which they carry. Could be viewed as clock stopping or watering down of fire service capabilities and flexibility. The type of incident reported and the type of incident which is actually occurring are very often different if you sent a fully crewed fully equipped proper fire appliance it can deal with most of these incidents or the initial stages of them until back up arrives. "lesser" fire appliances, MRV's etc do not have the same capabilities. It is ALWAYS better to over resource an incident than under resource it,

otherwise unacceptable risks to fire service personnel will occur (and massive public pressure to do something without the appropriate personnel/equipment)

- I would have expected this to be a recurring activity for continual service improvements.
- The key reason perhaps NOT to be a combined service?
- This makes economic sense
- I would expect this to happen each year anyway and an assessment made of the number of times the response rate was missed or the number of times an inappropriate vehicle was sent to an incident and how this impacted on the outcome of the incident. How do response times compare to other home counties? are they appropriate to dealing with motorway incidents?
- Perhaps other modes of transport need to be considered appropriate to the need
- Haven't read the standard I'm afraid.
- Sending the right vehicle must be more important than sending just any vehicle, just for the purpose of target hitting, as some ambulance services have done...
- Sending the right vehicle is more important than sending just any vehicle.
- Why is this considered a new proposal - this has always been the concept!
- As long as it doesn't make things less safe
- The right number of appliances & personnel to an incident has a dramatic effect on how well the incident will be resolved. In general the correct weight of attack at an incident determines a successful outcome, if fewer resources & personnel are available I feel more incidents will be lost & safety of personnel put at risk.
- Where risk and safety have higher ranking than operational cost saving
- As resident of Surrey I would be concerned if the response standard were diluted any further. 10 minutes is a long time to wait when you are in urgent need of assistance and a lot can happen in that time. I am not overly concerned on the type of vehicle that attends as long as it is up to the task and has sufficient crew to make a positive impact. As an employee of the SFRS I want to know that the response standard will give crews a better than average chance of making a positive impact when they arrive at the scene and that the vehicle they arrive in, and the equipment they use can be used to good effect. What would not be acceptable is for solution that sees an inappropriate resource despatched where the crew cannot make an intervention because they are too few and/or lack the right equipment.
- Some intelligence is needed here depending on what is reported. Witnesses or people in shock may not always report everything.
- Are we looking at the American format where fire crews act as medics
- A more flexible response capability sounds important and sensible.
- The criteria should be reviewed, but attendance times should be made quicker not slower.
- Taking into account geography and demographics.
- Crews and vehicles are a sunk cost - they are already there and waiting. Better to have them out on a call than doing nothing in base.
- under no circumstances should any staff be cut.
- Setting criteria is pointless unless there is a delivery methodology and they follow the strategy. Premature to include in a strategy review.
- Make sure it's clear so that people can easily understand it.

- Improve our data collection Use many partners
- It is important that the nearest appliances attend an incident, as this is not the case now in some areas.
- The Surrey Response Standard should be reviewed in-line with the current environment, workforce and type of incident.
- Measuring whats easy to measure, not whats important. More focus needed on quality of service on arrival.
- It is right that the most appropriate resources are mobilised to an incident. However this requires additional work on call challenge and intelligent mobilising rather than basing mobilising on historical data. No matter how you word it, a lesser response time means a reduction in standards.
- The highest priority
- There is no point sending resources that are not needed however need to be careful that not enough resources are available
- allows better application of resources across the county based on risk identification for business and communities from the previous proposal
- At many incidents man power is a more important asset to manage than appliances and this should be the standard we mobilise against. How many Fire fighters do you need to deal with the scenario and what is the fastest and safest way to deploy them.
- We need to maintain the Surrey Response Standard recognising that this has become more difficult with the increasing amount of traffic - this is rightly an expectation of all members of the public and particularly the most vulnerable.
- This is a very ambiguously worded proposal. This review of response should be led by requirement of resource not by budget constraint. Do not use the surrey publics safety as a financial argument to reduce resources
- This is a sensible approach but not always practical as timigs is also a factor, as is the lack of situational understanding in the early stages of some incidents.
- I don't understand why you need to send a HGV to each call when maybe a smaller vehicle with a crew of two would do.
- Hope your current standards are working
- If this is leading to sending smaller vehicles to bin fires this is dangerous. I have heard of said incidents that are actually premise fires and this puts lives of crews attending in a real moral dilema which is unfair and unsafe.
- This sounds like code for a lesser service with lengthened response time. SECAM already misses targets in the south west of the county and there is no excuse for other servcies to do the same
- SURELY you must already be doing this!!!!!!
- You continue to get this wrong, I'd be intrested to see if you act in the intrest of your staffs safety and that of the communities that pay for us. We are dangerous low on numbers and response times get worse and worse, particulary for second pumps.
- This is increasinly getting worse, needs addressing
- As long as this doesn't reduce weight of attack or increase attendance times
- These should not compromise firefighter safety just to meet cost savings
- Too much reliance on the knowledge of the caller could prove to be catastrophic if they get their facts wrong, as often happens.
- History takes time!

## Proposal 9: Automatic Fire Alarms

- To have special response vehicles
- Building monitoring can be carried out by outside companies employed by the building proprietor.
- You don't ever go to AFA's you only ever come back from them. I feel it's important to respond to them because it could be a genuine emergency
- Difficult to be too 'tough' on guilty auto callers, do nurses homes and toasters come to mind? As one day it will be a real shout!
- We would support an approach that reduces demand of these Automatic Fire Alarm incidents, has an effective call challenge and call handling system in place and provides a proportionate response given the nature of the risk. We have explored this and found that a distinction can be drawn between building types when taken into account with the nature and associated risk of the occupancy.
- our unwanted AFA's have dropped dramatically to call challenging already, could you produce a leaflet which we could deliver to any AFA's which occur due to poorly maintained systems.
- Charge for 2nd (?) and subsequent false alarms. 97% is NOT acceptable in any business model! Drastically reduce by liaising with senior/responsible persons on site if possible to ascertain problem (ie Hotels/ Retail Outlets/Offices). Send Officer in car as first response unless in very remote areas where time to attend would be an issue
- This work must ensure that the vulnerable (care homes, schools, hospitals) are not put at risk. More work should be done with fire safety officers premises to reduce false alarms.
- I have experienced trying to cancel yourselves from attending a false alarm but you still insisted on doing so. It obviously depends on which professional body is cancelling you but there are saving here to be had. Also, after say 3 false alarms, refuse to attend until their alarm has been upgraded. This could be enforced through the insurance industry.
- Continuous false alarms undermine the service ...but again measures to prevent attendance in the regard have in the past just resulted in a opportunity to reduce the number of personnel rather than the issue of genuine emergency cover.
- This is one area where charging for continual false alarms should be bringing in funds.
- If all you need is eyes on scene a car is faster and less resource intensive than an appliance.
- It is a matter of priorities. You divert to the most serious emergency. If an appliance wasn't at an alarm it would most likely be at a Fire Station. Either may be nearer to an emergency.
- Automatic fire alarms must be fitted for a reason. maybe consider that if someone calls to say your not required then don't turn up instead of sending a fire engine to check anyway
- Not all fire alarms are false alarms. Have you learnt anything from clandon?



- Automatic fire alarm calls can be genuine emergencies, so until you arrive and confirm the call is false, you should treat the call as a potential fire. Anything else is unprofessional and irresponsible.
- A review is needed but educating businesses and general public is important
- How many response times to serious incidents have not been met because an appliance was attending a fire alarm ?
- Yes - false call outs should not be used to justify resources - data analysis and tailored response key
- Are alarms always false? If the answer is no, then send the proper response.
- Fire service attends very few fire alarms compared with previous times I can't believe that they affect the ability to attend other incidents that much.
- Fine all false call outs but ensure quicker response to all call outs. Ensure all installations are registered with up-to-date contact details etc.
- Back to the drawing board.
- Introduce stricter penalties for persistent FAs - source of income generation?
- The initial call should surely be dealt with in the same way as a genuine emergency, until such time as it can be confirmed.
- Perhaps responding with different modes of transport, use of CCTV, fire volunteer response.
- would need some justification if there was a fire no one had seen
- Balance needs to be achieved. For commercial properties where the automatic alarm can be shown to have been activated due to a fault or neglected maintenance then cost recovery should be considered.
- My experience of Housing Associations would suggest that this is very important as they are employing less staff to oversee fire tests and alarms.
- You need to charge them more. It's not the fire services responsibility to fix a poor industry... Charge them more and eventually the users and manufacturers will improve the false alarm rate.
- While I totally agree that something needs to be done to reduce false automatic call outs... I don't believe that this is the responsibility of the Fire Service. This is a country wide problem that the onus should be on the manufacturers and users of such devices. I think the Fire Service should limit their involvement in fixing this problem to just charging more for false call outs. That may motivate industry to fix the problem, if not then they just pay for it.
- A single person could quickly assess these situations responding in a car or motorbike
- You should respond as it will catch you out one day, don't play with lives.
- Fine them if not real ?
- Where commercial premises are concerned a serious look at how AFAs are managed and the training they undertake to do this could be a starting point.
- Not enough information
- Put more responsibility on the building's owners unless in a high risk to life building. Owners should confirm fire is present first before SFRS respond.
- An automatic fire alarm could be a genuine emergency.
- Not sure this does affect performance significantly, ie how many genuine emergencies have been impacted in this way. This needs to be balanced by risk of

not attending automatic fire alarms and people dying or property being lost, or by putting people at risk to enter buildings that might be on fire to check things out for you.

- its a waste of time going to all the automatic alarms. businesses should have a procedure in place to confirm its a real alarm before anything is sent out
- People should not be interrogated by control, or sent to check if there is a fire. Send an appliance asap.
- we should continue going to life risk / sleeping risk premises
- The Fire and Rescue Services should lobby government, through the Home Office/DCLG, for private companies to install CCTV in large buildings to monitor areas reported as being 'on fire' when automatic fire alarms sound.
- impact on ability to respond to emergencies must be minimised - there needs to be a balanced approach and alarm owners must take responsibility for their kit
- under no circumstances should any staff be cut.
- Redraft to say improve validation of automated alarms received to reduce responses to false alarms
- I would rather you were out helping people in need rather than dealing with a faulty alarm system that someone should be maintaining properly but make sure that you do it safely. How will you make sure you know the difference between a false alarm and a real one?
- Develop a workable strategy
- Public do not understand this
- People pay their fees and expect a response. This is more important than attending a minor RTC for the police as there is the possibility of a fire.
- Why look to stop attending these incidents, yet actively seek other incidents from other sources, particularly those that other services don't want to do, but have a legal duty to do so!
- Why do you even go to them the police don't respond to burglary alarm unless there are robbers on site Why don't you do the same with fire alarms only go if there s a fire
- There are other areas priority areas.
- Fewer incidents - this is not a problem for FRSs currently. Focusing on the wrong issues
- Automatic fire calls could be the first sign of a serious fire. Progress this issue but not dealing with them to some form of conclusion is not acceptable.
- Amount of AFA's is costly
- The attendance at Automatic fire alarms should remain unchanged but have a more streamlined ability to charge repeat locations who do not correct their faults. An automatic charge at repeat addresses over a 6month period maybe?
- Either a car or motorbike to attend to make an assessment with a pump to back up if needed
- 16k calls a year 97% not necessary - there has to be a better way. Find it.
- AFA can, even though a low amount, can be confirmed fires dangerous ideas!!
- While I understand the problem, I would not like SFRS to reduce the service it provides.

- Every call should be reacted to in the same way. Pre-judging without reviewing the situation onsite could be very costly
- surely a fire alarm can be an early warning of fire so it must be important to ensure the alarm is not identifying a fire - this would be a genuine emergency
- Potentially putting the caller at risk and delaying turn out of crews if there is indeed a fire, should get an appliance moving until/ unless it is confirmed fire/false alarm
- Single response units. Or allowing police to respond to assess
- Fire units should still be sent to fire alarms incase they are genuine calls
- AFAs are not automatically false alarms.

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**1. Topic of assessment**

<b>EIA title:</b>	Public Safety Plan Refresh 2016-2025
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<b>EIA author:</b>	Angeliki Humphries
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**2. Approval**

	<b>Name</b>	<b>Date approved</b>
<b>Approved by<sup>1</sup></b>	Russell Pearson	

**3. Quality control**

<b>Version number</b>	V3	<b>EIA completed</b>	24/03/2016
<b>Date saved</b>		<b>EIA published</b>	

**4. EIA team**

<b>Name</b>	<b>Job title (if applicable)</b>	<b>Organisation</b>	<b>Role</b>
Angeliki Humphries	Project Specialist	SFRS	Policy Adviser on Equalities

<sup>1</sup> Refer to earlier guidance for details on getting approval for your EIA.

# Equality Impact Assessment - SFRS Public Safety Plan Refresh

## 5. Explaining the matter being assessed

<p><b>What policy, function or service is being introduced or reviewed?</b></p>	<p><b>Our Public Safety Plan – Background</b></p> <p>Valuing and promoting equality and diversity are central to the work of the Surrey Fire and Rescue Service (SFRS). The ability to protect the public through fire safety advice, fire prevention, fire protection and emergency response depends on understanding the differing needs of the diverse communities and responding appropriately to those needs.</p> <p>The SFRS Public Safety Plan is the Service’s primary planning document. It is a statutory requirement of the Fire and Rescue Services Act 2004 and is compiled in line with the National Framework 2012. The plan presents the Service’s short and medium term aims in relation to managing and reducing risk in Surrey and the contribution made by SFRS to regional and national resilience. The SFRS Refresh 2016-2025 is based on the risks and the needs of our local communities and sets actions for the years 2016-25.</p> <p>The PSP has been developed to address the key risks and challenges facing local communities and sets out the approach we aim to take in order to deliver the most effective fire and rescue service to the local communities of Surrey whilst considering the public’s views, where possible to.</p> <p>Our Plan provides guidance on achieving planning outcomes which support and promote equality and diversity and ensure that consideration of these issues form an integral part of the planning process both for internal provisions (employment practices, procurement, etc) and in the service delivered by the SFRS.</p> <p>This document has taken into consideration the Fire and Rescue Service’s Peer Challenge (October 2015) findings and recommendations.</p> <p>Also, the proposed PSP might reflect the need for separate EIAs to be completed on detailed functional areas (as part of the consultation on the proposed PSP and the future reviews of the plan).</p> <p>The service provides a countywide response to emergency incidents (such as fires and road traffic collisions), as well as conducting community safety work, contingency planning and protection and enforcement for the built environment and it is actively engaged in the prevention of incidents. There is also a regional and national aspect to service delivery in terms of mutual aid and significant events e.g. flooding and its associated legislation. The service is also a Category One Responder.</p> <p>The public safety plan (PSP) is the over-arching business strategy that guides the priorities and improvements Surrey Fire and Rescue Service will make over the next ten years The Public Safety Plan (PSP) is our key planning document that describes how we will play our part in keeping Surrey residents, and those that work or travel through the county, safe over the next 10 years. It outlines our understanding of the risks and challenges facing the county and how we will maintain adapt and enhance our service accordingly.</p> <p>Our current Public Safety Plan (PSP) was developed in 2011 and runs to 2020. As with any plan operating over a 10 year period the context within which the plan was developed has changed, both locally and nationally. We</p>
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# Equality Impact Assessment - SFRS Public Safety Plan Refresh

have produced this document to refresh the vision outlined in 2011 and look toward 2025 in order to respond to all drivers for change and to maximise public safety in this ever changing environment.

Service priorities and risks are changing, yet our aim remains to work together to save lives. Over the last decade, 999 calls to fires across the country and in Surrey have fallen alongside reduced demand for traditional fire and rescue activities, such as fires and automatic fire alarms. This can only be a good thing. It is in part testament to our public education efforts about how to prevent fires and road traffic collisions (RTCs) occurring in the first place. Our prevention work will continue, with a particular focus on older and vulnerable adults who are the group most at risk from fire.

Population structure is shifting, with a greater proportion of older people predicted – those over 65 years of age tend to be more vulnerable to house fires and require a greater number of emergency services more regularly. We recognise that we also have an important part to play in improving the life chances for young people, so we deliver a number of other effective prevention activities.

Understanding the risks we face is a key part of our decision making process. It informs our planning for how and where we should use our resources to reduce the occurrence and impact of emergency incidents across Surrey.

Therefore, Surrey Fire and Rescue Service has developed the Surrey [Community Risk Profile document](#) that is set out in four main sections detailing how the Service works to address risk in Surrey and to achieve its mission.

## Workforce

As of 31 March 2016 , SFRS operates from 26 fire stations with 35 fire engines and 29 specialist vehicles, and we have:

- 524 wholtime firefighters
- 116 on-call firefighters
- 25 Joint Emergency Communication Centre (JECC) staff
- 79 support staff
- 140 volunteers

**The equalities data for SFRS workforce for each of the 9 protected characteristics cannot be shown here. We have strict criteria on release of personal data, so any individual and their self-declared data will not be identified. The minimum number of staff we will release data for, is 100, to maintain anonymity and data protection.**

Therefore, as in this case the SFRS workforce numbers for the 9 protected characteristics are very low, this data will not be published. However the equalities data have been taken into consideration for the purpose of the equalities analysis for our Public Safety Plan.

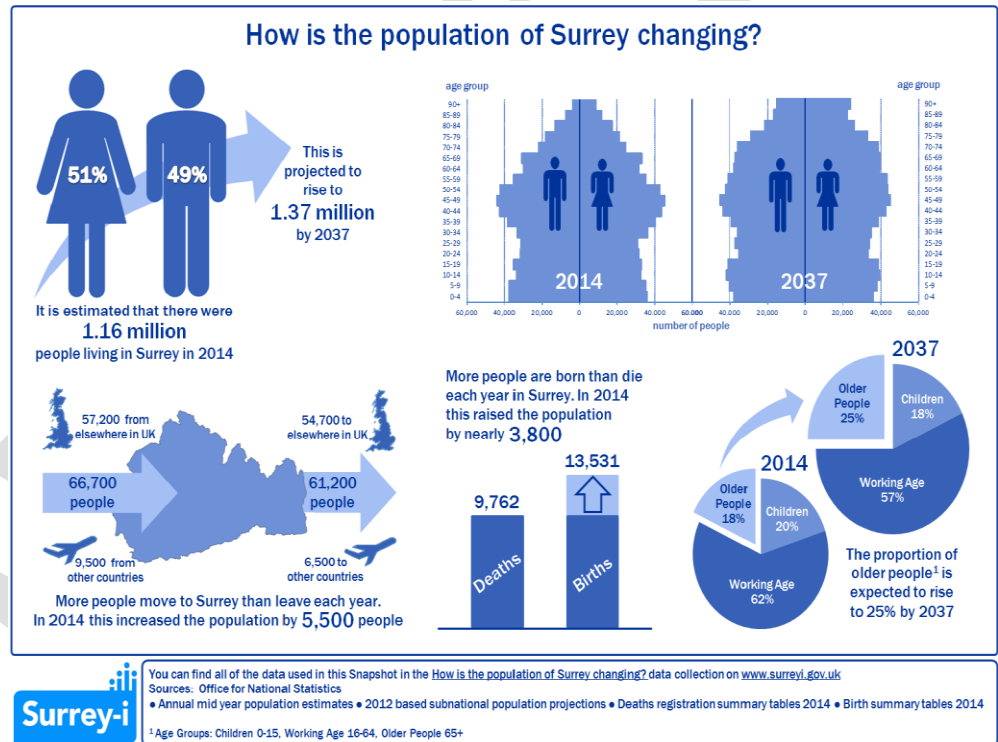
We provide services to over 1.2m people and cover an area of 1,663km<sup>2</sup>, which includes large urban areas, vast stretches of motorway and close proximity to two major airports. We handle approximately 17,000 calls and attend around 10,700 incidents per year.

# Equality Impact Assessment - SFRS Public Safety Plan Refresh

## Population Snapshot

As people are living longer, the age profile of the population will alter. There will be an increase in the proportion of people aged over 60 and aged over 85. The analysis of fire fatalities reveals a strong prevalence of vulnerability in older people. The number of people aged 65 and over in Surrey is projected to rise by 28% from 181,500 in 2013 to 233,200 in 2020. The number of people aged 85 and over in Surrey is estimated to increase by 44% from 32,000 in 2013 to 46,000 in 2020.

Increasing diversity within the community brings us a set of challenges as understanding communities and the risks relating to their particular behaviours and lifestyles becomes more complex. This understanding extends to determining the most appropriate methods of reaching and engaging with these communities in order to deliver appropriate and effective safety education.



What proposals are you assessing?

## Our Proposals

The PSP document outlines proposals to transform the service and ensure it is best placed to keep Surrey's communities safe by:

1. Undertaking an options appraisal on working more closely with other Fire and Rescue Services, and with Police and Ambulance Services, behaving as one, whilst maintaining our current frontline provision.
2. Anticipating changes to the demographic profile across Surrey to identify and target residents and businesses most at risk of fire in our communities by using a broad range of data, including information shared with us by other agencies, to assist us with this work.



# Equality Impact Assessment - SFRS Public Safety Plan Refresh

	<ol style="list-style-type: none"> <li>3. Increasing integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety and add public value.</li> <li>4. Continuing to review mobilising* arrangements with our emergency service partners (other Fire and Rescue Services, Police and Ambulance) to develop a next generation 999 call system to improve how we communicate, share information and respond to incidents to enhance public value.</li> <li>5. Reviewing our training requirements and introducing more realistic training to offset the reduction in real-world experience created by the fall in demand for our traditional services.</li> <li>6. Examining our communities to see where we can better meet community needs.</li> <li>7. Exploring all options to maximise income and avoid, reduce or recover costs to enable us to invest in our workforce, facilities and community.</li> <li>8. Reviewing our Surrey Response Standard.</li> <li>9. Reviewing the way we call handle and respond to automatic fire alarms.</li> </ol>
<p><b>Who is affected by proposals outlined above?</b></p>	<ul style="list-style-type: none"> <li>• All communities in Surrey</li> <li>• Visitors to the county</li> <li>• Surrey Fire and Rescue members of staff</li> <li>• Fire Authority Members</li> <li>• Surrey Local Authorities and other Emergency Services we work with</li> <li>• Other Community Partners</li> </ul>

# Equality Impact Assessment - SFRS Public Safety Plan Refresh

## 6. Sources of information

Engagement carried out
<p>Proposed PSP activities:</p> <p>Stage 1: Pre engagement activities: March - April 2016 Stage 2: Formal Consultation: April - June 2016</p> <p>Activities</p> <p><b>Staff</b> (including uniformed staff, JECC, On-call staff and Support staff) Engagement and consultation through online survey and staff briefings)</p> <p><b>Local Committees</b> Engagement through social media and other communication channels</p> <p>Officers attended the Reigate and Banstead Local Committee in June 2016. This was the only Local Committee meeting scheduled within our formal consultation period.</p> <p><b>Partners and Neighbours</b> Engagement and consultation through online survey and through online and social media communication channels)</p> <p><b>Local communities</b> Public meetings:</p> <ul style="list-style-type: none"><li>• Saturday 7 May at 11am - Chertsey Fire Station</li><li>• Wednesday 18 May at 7pm – Guildford Fire Station</li><li>• Thursday 19 May at 7pm - Fire Service HQ, Wray Park, Reigate, Meeting Room 1</li></ul> <p><b>External Equality Group and Voluntary, Community and Faith Sector engagement</b></p> <ul style="list-style-type: none"><li>• Surrey Gypsy Traveller Communities Forum – 8 June</li></ul> <p><b>Disability Alliance Network (DANs)</b></p> <ul style="list-style-type: none"><li>• Mid - Monday 9 May 1.30-4.00pm at Parkhouse Leatherhead</li><li>• North - Tuesday 17 May 2-4pm at Addlestone Community Centre</li><li>• South West - Wednesday 11 May 10.30am-12.30pm at Godalming Baptist Church</li><li>• East - Monday 16 May 1.30-4.00pm at Orpheus Centre</li><li>• annual conference- 20 June (consultation feedback)</li></ul> <p>Following feedback from the DAN meetings we have amended the action plan of this EIA to reflect the network's comments regarding accessible consultation materials for disabled people.</p> <p><b>Surrey Learning disability valuing people groups</b> (online engagement through their ebulletin)</p> <p>(For more information on specific consultation and engagement activities please see the detailed <a href="#">PSP Communications, Engagement and Consultation Plan</a>.)</p> <p>Effective consultation and engagement with the residents, community groups, representative bodies, staff and partners will take place from 28 April 2016 and will continue until 07 June 2016 on our PSP Refresh in order to:</p> <ul style="list-style-type: none"><li>• Identify the specific needs of all groups within the local community</li><li>• Identify the likely effect of the proposed PSP on these different groups of staff and partners</li></ul>

# Equality Impact Assessment - SFRS Public Safety Plan Refresh

The proposed PSP Refresh will be reviewed in the light of the information received to ensure effective service delivery for all groups.

During this analysis we identify directly who will be affected by the proposed PSP.

- Identify key stakeholders, partners and relevant groups that have an interest, influence and will be affected by the proposed PSP Refresh.
- Ensure that the above groups are consulted.
- Make information available to those consulted.
- Make information be accessible to all groups, including those with disabilities and those from minority ethnic communities.
- Find out whether there are any barriers to effective consultation and communication with each of the identified groups.

N.B. Any consultation/engagement and communication activities scheduled for the PSP options will enable us to inform and further develop this EIA and identify any equalities implications to staff and the local communities.

## Data used

- Fatal Fires Report
- Surrey
- Community Risk Profile
- SFRS local intelligence data

# Equality Impact Assessment - SFRS Public Safety Plan Refresh

## 7. Impact of the new/amended policy, service or function

### 7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic <sup>2</sup>	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 176</p> <p style="text-align: center;"><b>Age</b></p>		<p>Older people have been identified as more at risk from fire. As a result, prevention activity will continue to be targeted towards them.</p> <p>Middle aged men living alone have been identified as at more risk from fires. As a result, prevention activity will continue to be targeted towards them.</p> <p>Young people are more likely to be involved in fires relating to anti-social behaviour. As a result, prevention activity will continue to be targeted towards them.</p>	<p>Delivery plans and service plans will continue to plan for innovative and efficient ways to engage with different communities of different ages to ensure that all emergencies receive high levels of response.</p> <p>No negative impact of the PSP Refresh has been identified at this stage on any particular protected group and no perceived disproportionate service delivery compared to the current level of service received by these groups currently.</p> <p>We will increase prevention and protection work in areas affected by potential mergers and closures by intelligently targeting those people identified as vulnerable. We will explore more possibilities of working with our neighbouring partners to assist with fire and rescues in areas where any changes are proposed.</p>
<p style="text-align: center;"><b>Disability</b></p>		<p>It is not envisaged that the impact of the changes on our proposals will have any negative impact on disabled people.</p> <p>The way in which SFRS defines disabled people as high risk will not change and we will ensure that their needs in relation to Fire and Rescue services will be met.</p> <p>Services and policies will continue</p>	

<sup>2</sup> More information on the definitions of these groups can be found [here](#).

## Equality Impact Assessment - SFRS Public Safety Plan Refresh

		<p>to take into account their needs of this group.</p> <p>People with disabilities have been identified as more at risk from fire occurring and in some cases, less able to escape when a fire does occur. Further consultation with disabled people will be carried out during the lifespan of the PSP to establish their experiences and impacts of any service changes.</p>
<b>Gender reassignment</b>		Not known at this stage
<b>Pregnancy and maternity</b>		Not known at this stage
<b>Race</b>		<p>Some minority ethnic communities have been identified as being at greater risk from fire and where we identify this we will work with those communities to target prevention activity.</p> <p>Racial differences can place people at increased risk of hate crime and this can include the use of fire as a weapon. Our prevention and protection work with the police and other partners helps people to protect themselves and assists in the prevention of such crimes. Monitoring of such incidents will be key to understanding the needs and experiences of these community groups.</p>

## Equality Impact Assessment - SFRS Public Safety Plan Refresh

<p><b>Religion and belief</b></p>		<p>Some religious groups have been identified as being at greater risk from fire and</p> <p>where we identify this we will work with those communities to target prevention activity.</p> <p>Community delivery plans and service plans will continue to plan for innovative and efficient ways to engage with different faith groups and support agencies to ensure that all emergencies receive a high level of response.</p>	
<p>Page 178</p> <p><b>Sex</b></p>		<p>There is evidence to suggest that men are generally more at risk from fire and road traffic collisions. We regularly monitor the fires where people die and older men tend to be the highest risk group. As a result, prevention activity will continue to targeted towards these groups at risk.</p>	
<p><b>Sexual orientation</b></p>		<p>Lesbian, Gay, Bisexual and Transsexual people can be at an increased risk from hate related crime and this might include the use of fire as a weapon. Our prevention and protection work with the police and other support agencies helps people to protect themselves and assists in the prevention of such crimes.</p>	
<p><b>Marriage and civil partnerships</b></p>		<p>None identified at this stage</p>	

## Equality Impact Assessment - SFRS Public Safety Plan Refresh

<b>Carers<sup>3</sup></b>		Not known at this stage	
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We have extensive business intelligence which shows that socio-economic disadvantage is significant risk factor in relation to all types of fire. As a result many of our prevention activities focus on those areas with the highest levels of deprivation.

### 7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<b>Age</b>			
<b>Disability</b>			
<b>Gender reassignment</b>			
<b>Pregnancy and maternity</b>			
<b>Race</b>			
<b>Religion and belief</b>			

Separate EIAs are currently under development or will be completed in the future that will be looking into potential impacts of the specific PSP proposals of workforce changes on staff with protected characteristics

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<sup>3</sup> Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age'.

## Equality Impact Assessment - SFRS Public Safety Plan Refresh

<b>Sex</b>	
<b>Sexual orientation</b>	
<b>Marriage and civil partnerships</b>	
<b>Carers</b>	

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# Equality Impact Assessment - SFRS Public Safety Plan Refresh

## 8. Amendments to the proposals

Change	Reason for change
<p>To revisit this section once the formal public consultation has been completed and amend if necessary to reflect any changes in the plan</p> <p>Update: following feedback from the formal consultation two actions have been added below (see action plan) regarding information available in accessible formats and more engagement with disabled people and the DANs (Disability alliance Networks) during the implementation of each of the nine proposals</p>	<p>The Consultation evaluation/findings report will inform this section if necessary.</p>
<p>Following feedback from the DAN groups about alternative ways disabled people can access our draft PSP documents we have made the following changes:</p> <ul style="list-style-type: none"> <li>• Large print copies of the PSP summary and questionnaire were available at PSP subsequent consultation events</li> <li>• Large print transcript of the video was produced and copies were available in the consultation events</li> <li>• Continued to highlight and make people aware of alternative formats available on request</li> <li>• Working with colleagues in SCC Adult Social Care directorate to set up an accessibility workshop.</li> </ul>	<p>Access to the draft PSP documents and alternative formats for disabled people</p>

## 9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
	<p>The proposed PSP Refresh might reflect the need for separate EIAs to be completed on detailed functional areas/PSP proposals (as part of the consultation and the future reviews of the plan).</p>	<p>tbc</p>	<p>tbc</p>
	<p>A separate EIA will be carried out for the Service's Medium Term Financial Plan (MTFP) 2017-18 to identify and assess any potential</p>	<p>October – December 2016</p>	<p>Matthew Baker - Chief of Staff</p>

# Equality Impact Assessment - SFRS Public Safety Plan Refresh

	impacts/changes that the financial proposals and decisions might have on staff and communities.		
	Ensure that our proposals provide the best support for all protected groups and helps to maintain and increase community engagement whilst maintaining agreed standards in responses to fire and rescue.		
	Continue to establish innovative and efficient ways to engage with all the protected groups		
	Continue to engage with neighbouring FRAs to establish opportunities to cover areas affected by rescue responses.		
	Work closely with the Surrey DANs (Disability Alliance Networks) on future publications, online and printed to ensure that information is available and accessible to all	May 2016 and ongoing	

## 10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
n/a	

## 11. Summary of key impacts and actions

<p><b>Information and engagement underpinning equalities analysis</b></p>	<p>Valuing and promoting equality and diversity are central to the work of the Surrey Fire and Rescue Service (SFRS). The ability to protect the public through fire safety advice, fire prevention, fire protection and emergency response depends on understanding the differing needs of the diverse communities and responding appropriately to those needs.</p> <p>Effective consultation and engagement with the residents, community groups, representative bodies, staff and partners will take place from 28 April 2016 and will continue until 07 June 2016 on our PSP Refresh in order to:</p> <ul style="list-style-type: none"> <li>Identify the specific needs of all groups within the local</li> </ul>
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# Equality Impact Assessment - SFRS Public Safety Plan Refresh

	<p>community.</p> <ul style="list-style-type: none"> <li>Identify the likely effect of the proposed PSP on these different groups of staff and partners.</li> </ul> <p>The proposed PSP will be reviewed in the light of the information received to ensure effective service delivery for all groups.</p>
<p><b>Key impacts (positive and/or negative) on people with protected characteristics</b></p>	<p>Delivery plans and service plans will continue to plan for innovative and efficient ways to engage with different communities of different ages to ensure that all emergencies receive high levels of response.</p> <p>No negative impact of the PSP Refresh has been identified at this stage on any particular protected group and no perceived disproportionate service delivery compared to the current level of service received by these groups currently.</p> <p>We will increase prevention and protection work in areas affected by potential mergers and closures by intelligently targeting those people identified as vulnerable. We will explore more possibilities of working with our neighbouring partners to assist with fire and rescues in areas where any changes are proposed.</p>
<p><b>Changes you have made to the proposal as a result of the EIA</b></p>	<p>There have been no changes to the proposals in the Public Safety Plan, however we are working with groups to ensure that alternative formats are readily available where possible.</p>
<p><b>Key mitigating actions planned to address any outstanding negative impacts</b></p>	<p>n/a</p>
<p><b>Potential negative impacts that cannot be mitigated</b></p>	<p>n/a</p>

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Resident Experience Board  
Thursday 30 June 2016

## Surrey Fire and Rescue Service Risk Register

**Purpose of the report:** Performance Management

To review how Surrey Fire and Rescue Service plans to negate risks identified in the Service's Risk Register.

### Introduction:

1. At a meeting on 13 April 2016, the Council Overview Board reviewed the Council's risk management arrangements including the Leadership Risk Register.
2. The Board resolved that individual Scrutiny Boards should consider if they wished to review Risk Registers within their remits.
3. The Chairman of the Resident Experience Board requested that Service Risk Registers be added to the Board's Forward Work Programme and brought to formal meetings to review, with each Service, their plans to negate the identified risks on an individual basis.

### The Surrey Fire and Rescue Service Risk Register

4. The Surrey Fire and Rescue Service Risk Register is provided as Annex A for this report.

### Suggested recommendations:

5. That the Resident Experience Board:
  - 5.1 Notes and comments on the contents of the Surrey Fire and Rescue Service Risk Register
  - 5.2 Provides feedback to the Council Overview Board as necessary.

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**Sources/background papers:** Annex A – Surrey Fire & Rescue Service Risk Register

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RED  
AMBER  
GREEN

Index	SFRS Risk Ref.	Risk Description	Risk Owner	Impact					Total risk score	Mitigation Actions	Impact					Status Following Mitigation	Action by whom	Dependencies	Last Reviewed/Updated	Due date/ Review date	Movement of risk ↑↓
				Fin	Service	Rep'n	Total	Likely			F	S	R	T	L						
1	FRS-01	Additional savings required in addition to those already articulated in the current MTFP may result in the Service being unable to meet the commitments made in its Public Safety Plan (PSP).	Russell Pearson (Chief Fire Officer)	2	4	3	9	4	36	1) TREAT - Continue active engagement with Emergency Services Collaboration Programme to reduce costs and deliver added value to the public. 2) TREAT - Refreshed PSP proposes new model of working with neighbouring blue light services in order to both reduce operating costs and enhance public benefit from service delivery.	2	4	3	9	3	27	1) Ian Thomson 2) Sally Wilson	Central government, blue light services, SCC	28/04/16	Jun-16	No change
2	FRS-02	Failure to manage staff resource levels to ensure the availability of people with the necessary skills and responsibilities may impede efficient and effective operation across the Service.	Russell Pearson (Chief Fire Officer)	2	3	3	8	3	24	1) TREAT - Transformation Programme has been established to deliver crewing and management arrangements which meet operational and budget requirements. 2) TREAT - Succession plan developed to ensure understanding of resource requirements is managed within the context of a reducing workforce	2	4	3	9	2	18	Matthew Baker (Chief of Staff)	Representative bodies / SCC	28/04/16	Jun-16	No change
3	FRS-03	Failure to efficiently and effectively manage existing and incoming material resources may have a negative impact on organisational performance.	Russell Pearson (Chief Fire Officer)	1	3	3	7	4	28	1) TREAT - Ongoing engagement with support functions in Surrey County Council to ensure effective management of assets. 2) TREAT - Robust project management to ensure time, cost and quality criteria are met.	1	3	2	6	3	18	Steve Owen-Hughes (Assistant Chief Fire Officer - Operational Support)	SCC	28/04/16	Jun-16	Increasing
4	FRS-04	Failure to maintain positive employee relations may hinder the Service's ability to effectively manage the impact of change and lead to a decrease in organisational performance.	Russell Pearson (Chief Fire Officer)	2	4	3	9	3	27	1) TREAT - Agreement reached with Surrey branch of Fire Brigades Union to co-design transformation activities 2) Work is under way to refresh the Service's Values and Standards, and respond to feedback provided by staff. These activities will support the culture change aspect of Transformation Programme work.	2	2	2	6	3	18	Matthew Baker (Chief of Staff)	Representative / staff bodies	28/04/16	Jun-16	No change

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Resident Experience Board  
30 June 2016

**Scrutiny Plan for Surrey Fire and Rescue Service  
2016 – 2017**

**Purpose of the report:** Scrutiny of Services and Budgets/Performance Management

Surrey Fire and Rescue Service proposes a number of items for the Resident Experience Board to consider scrutinising over the coming year.

**Introduction:**

1. The principal aim of the Service is to provide a professional and well supported Fire and Rescue Service which reduces community risk in order to save lives, relieve suffering, and protect property and the environment.
2. At Surrey Fire and Rescue Service (SFRS) we recognise the importance of effective scrutiny and welcome challenge and support from Members on the direction the Service is taking. The current direction from the Government is that fire service accountability and transparency should be at the forefront, to enable residents to see the value of the services they fund.
3. Our internal Performance Plan clearly sets out the activity we will be undertaking on different programmes and objectives, to meet our performance and improvement measures. Listed below are the programmes and objectives we are working towards over the next three years to make Surrey safer. They each focus on a particular area of our Service and are based on the research and evidence we have gathered to date. Within these agreed programmes we are working with the Fire Brigades Union (FBU) to co-design proposed plans and activity.
4. The first three programmes cover the range of work we are required to carry out, the way we operate and our response.

- 4.1 **Prevention:** We aim to prevent all fires and incidents from occurring in the first place. We believe prevention is better than cure.
  - 4.2 **Protection:** We regulate business conformity to fire safety legislation to ensure people, properties and the environment are as protected as possible should anything happen.
  - 4.3 **Response:** We understand that we cannot prevent everything so we must ensure we are in the right place to respond when we are needed, as efficiently and effectively as possible, maximising life, property and environmental preservation.
5. The remaining programmes make up our Delivery Programme and support our vision to 2025:
    - 5.1 Emergency Services Collaboration Programme – the work we are doing with other emergency service partners to bring efficiencies and better results for the people of Surrey, such as our firefighters co-responding to some medical emergencies if we can reach the patient sooner, backed up by paramedics.
    - 5.2 People Performance Development – this is about our staff, and how we monitor and improve their performance and development.
    - 5.3 Maximise Income, cost recovering and avoidance – ways in which we can generate more money for the service to help with the savings we need to make.
    - 5.4 Training and Development – this includes ensuring we give realistic training and development to our staff, to offset the fact that we attend fewer traditional calls, like fires, than we used to.
  6. We will measure, monitor and manage our performance in support of each of these programmes, to ensure we reach the objectives efficiently and effectively. We will manage them in accordance with our governance and scrutiny arrangements, which includes the Resident Experience Board and its Performance and Finance Sub-Group.
  7. The proposals contained within our Public Safety Plan, which will be valid until 2025 subject to the outcome of the consultation, will form our work plan for the coming years. Surrey Fire and Rescue Service proposes a number of items for the Resident Experience Board to consider scrutinising relating to these priorities. These are aligned to Board meeting dates for 2016 and 2017, to enable the Board to scrutinise items and make recommendations before consideration by Cabinet, if appropriate.

<b>Proposed scrutiny topics and dates</b>
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8. Below is a list of proposed topics for the Resident Experience Board to scrutinise up to June 2017.

Date	Topic
June 2016	<ol style="list-style-type: none"> <li>1) Public Safety Plan – this is our overarching strategic document setting our vision</li> <li>2) Emergency Services Collaboration Partnership, JECC and Integrated Transport Function – an update on our collaborative work with other services, including how we mobilise our crews to respond to incidents via our Joint Emergency Control Centre.</li> <li>3) Scrutiny Plan – this is our proposed plan for items to come to the Board in the next year.</li> </ol>
<i>July 2016 – REB agenda full</i>	<i>N/A</i>
<i>September 2016 – REB agenda full</i>	<i>N/A</i>
September 2016	Performance and Finance Sub-Group – to present our current performance levels, our performance plan and financial reporting.
September/ October 2016 (Date TBC)	SFRS would like to host a meeting at either Salfords Fire Station or Reigate HQ to discuss the government's proposed duty to collaborate and call handling.
<i>October 2016 – REB agenda full</i>	<i>N/A</i>
November 2016	<ol style="list-style-type: none"> <li>1) Review of automatic fire alarm policy – a proposal in our Public Safety Plan to review how we respond to automatic fire alarms.</li> <li>2) Review of Immediate Emergency Care Response pilot – this will have run for over a year and will be an opportune time to explore the results from the pilot.</li> </ol>
February 2017	<ol style="list-style-type: none"> <li>1) Prevention – exploring the wide range of work we do to try and prevent fires and road traffic collisions and to raise awareness.</li> <li>2) Training strategy – setting out</li> </ol>

	our training offer, in particular exploring how we can offer real-world experience to our firefighters, given the reducing number of calls we are receiving and to include the training offer to other organisations/ fire services.
June 2017	<ol style="list-style-type: none"> <li>1) End of year performance report – a review of our performance indicators over the past year.</li> <li>2) Public Safety Plan action plan update – a review of the Public Safety Plan workstreams and progress to date.</li> </ol>

9. In line with the Resident Experience Board's Performance and Finance Sub-Group requests, Surrey Fire and Rescue Service will also attend additional meetings to provide information to assist their scrutiny.
10. SFRS has hosted a Member Reference Group since 2014, to assist with the development of the Public Safety Plan. This project is due to close if Cabinet gives final approval to the document in September 2016. The Terms of Reference for the Member Reference Group state that the will be dissolved when the PSP refresh comes to an end and recommendations on the proposed final PSP have been made to Cabinet by the Resident Experience Board.

<b>Recommendations:</b>
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11. That the Board agrees the proposed scrutiny topics and dates for the coming year.
12. That the Board agrees to a meeting in September or October to discuss the duty to collaborate.
13. That SFRS present budget monitoring against the MTFP and service performance information to the Performance and Finance Sub Group, as requested by the Chairman
14. That the Board agrees that the MRG on the PSP will end in line with the Terms of Reference of the group.

<b>Next steps:</b>
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- SFRS officers to liaise with the Chairman of the Board and Democratic Services regarding exact meeting dates, report deadlines and content.
- SFRS officers to organise a date for Members to visit SFRS HQ to discuss duty to collaborate.

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**Report contact:**

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Chief Fire Officer

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**Sources/background papers:**

[Draft Public Safety Plan 2016 - 2025](#)

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