



PUBLIC SAFETY PLAN

2016 - 2025

Looking to the future in an
ever changing environment

DRAFT

Working together - Saving lives

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Introduction

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.

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:

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.

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

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.*

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

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 1,663km², 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.

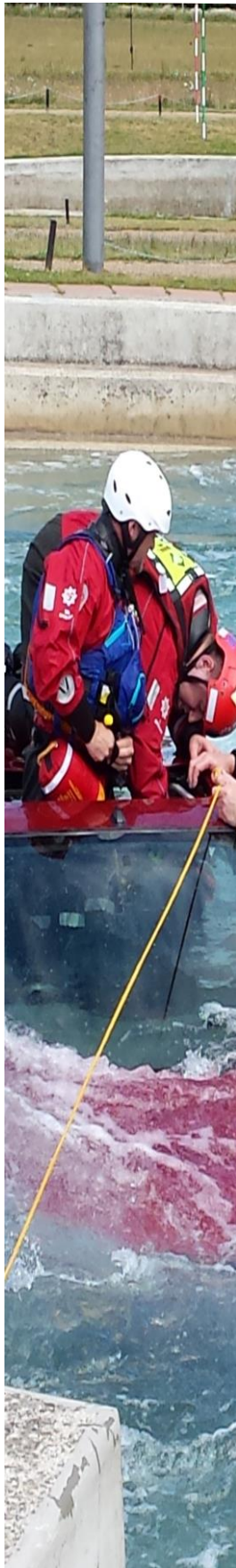
An example of our prevention activity is the Keeping YOU Safe from Fire project which won **Fire and Rescue Project of the Year 2014** in the Improvement and Efficiency Awards. This project is at the heart of Surrey's approach to vulnerable people. At the centre is a DVD-based multi-agency training package 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.

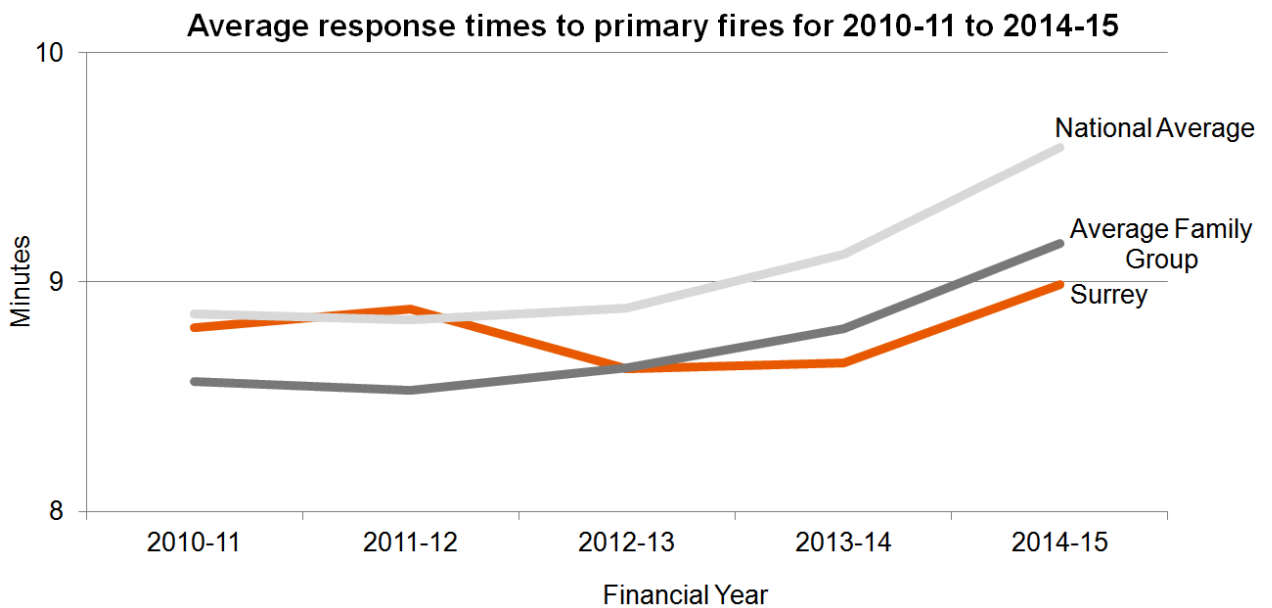
Measuring performance

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

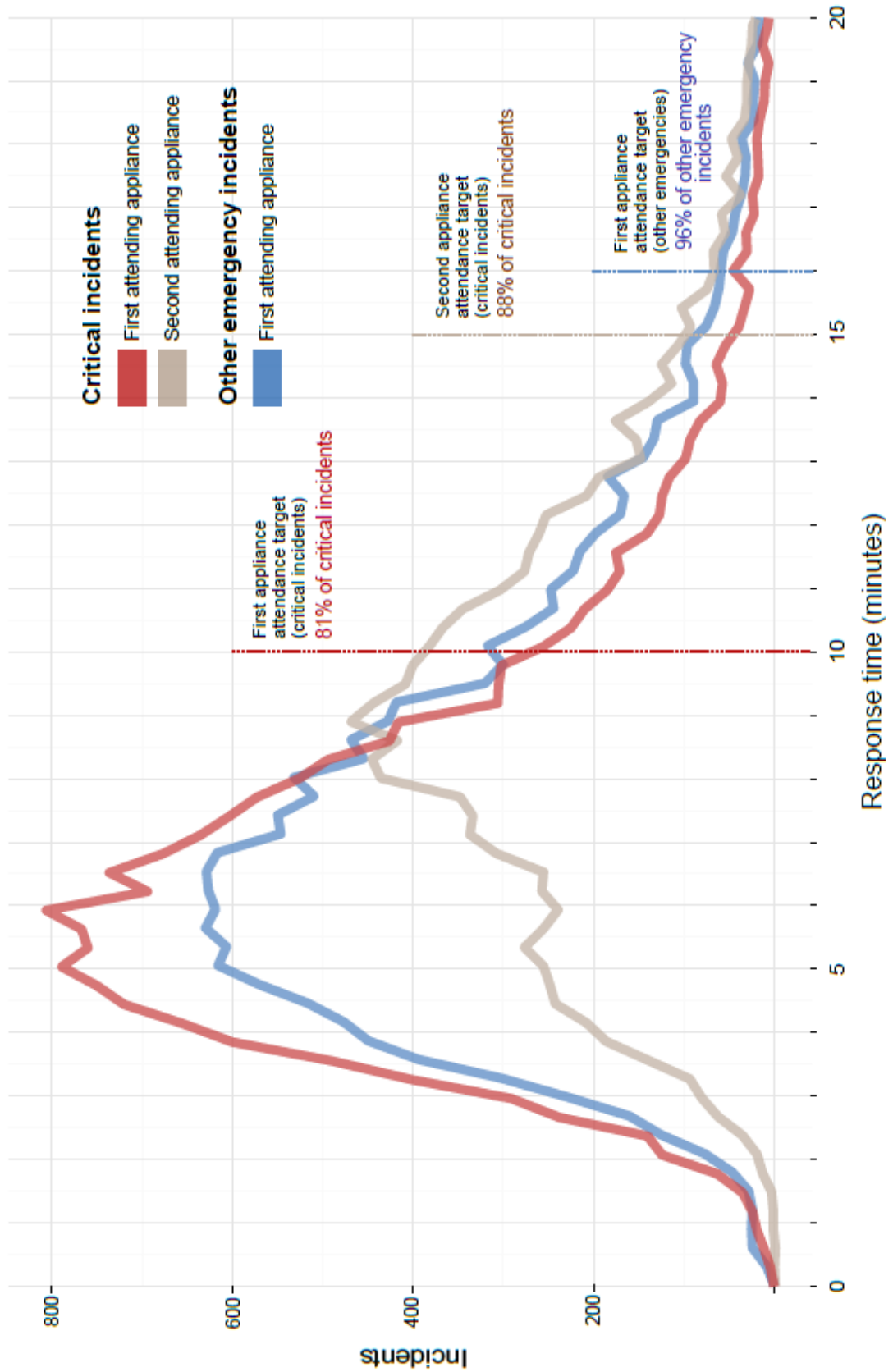
the crew is alerted and our second, if required, within 15 minutes on 80% of occasions. In 2014/15 we achieved this on 81% of occasions (excluding periods of industrial action). Any delays are usually by less than five minutes (83.8% occasions) and are due to factors such as incident location, traffic 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.



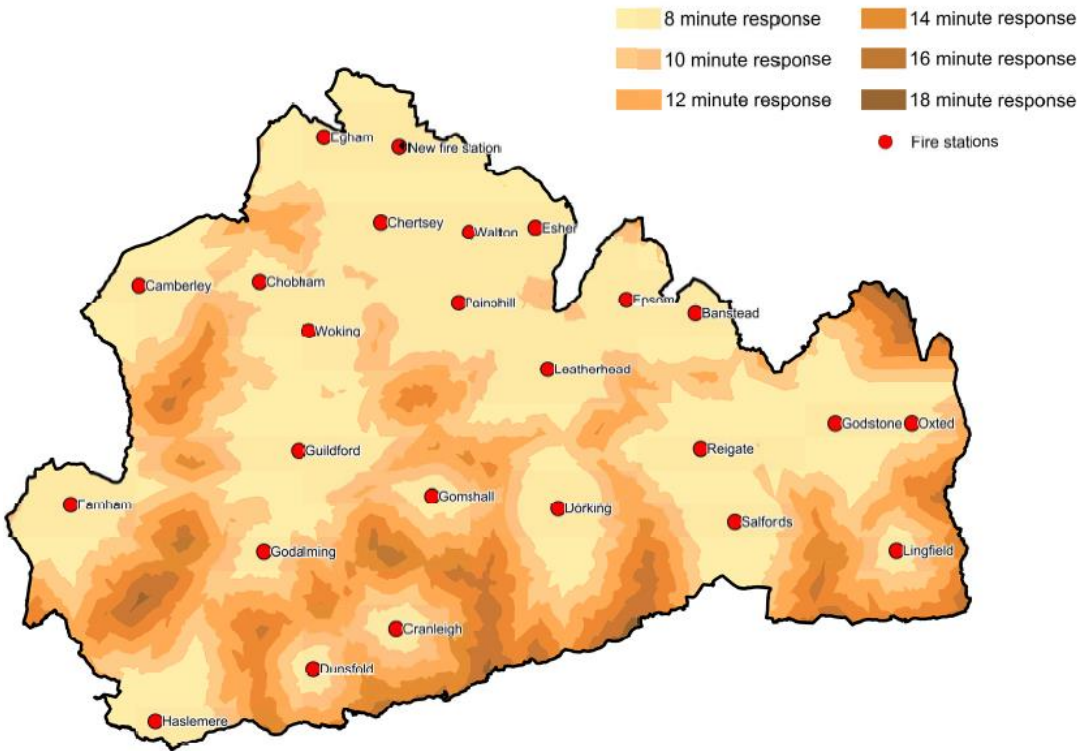
Automatic Fire Alarms are alarm systems that are designed to react automatically where heat or smoke is detected to alert the occupants of a building of a potential fire situation. As outlined in our proposals, we will be reviewing our automatic fire alarm policy.

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

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

“...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 Sussex¹ 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.



¹ 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

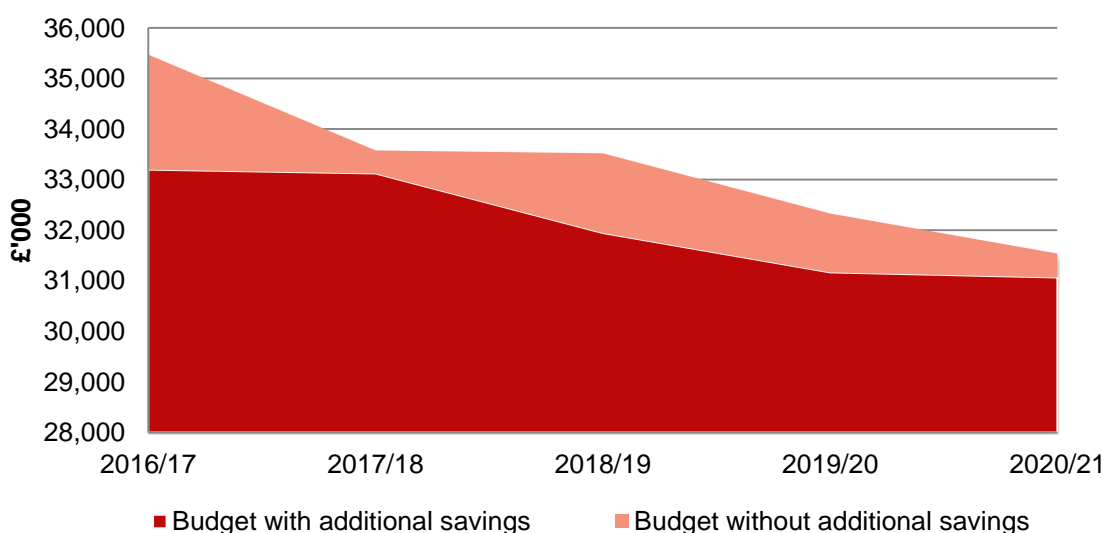
We are committed to operating as efficiently and effectively as possible. We have already saved **£4.8m between 2010/11 and 2015/16**, and plan to save a further **£5.9m by 2020/21**. This will create total savings of £10.7 million between 2010/11 and 2020/21.

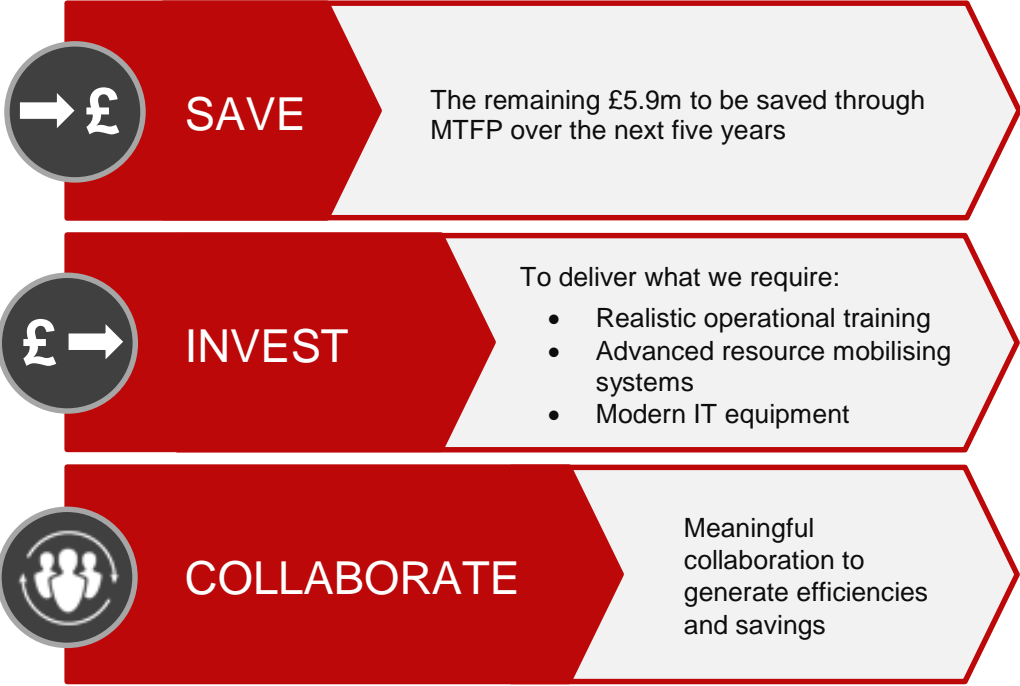
The Fire and Rescue Authority produces a five year Medium Term Financial Plan (MTFP) which is reviewed annually. The table below highlights our current budget and savings commitments over the next five years. The annual budget includes assumed inflationary increases for staffing, supplies and services. 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
Budget	£33,197	£33,125	£31,949	£31,172	£31,066
Savings	£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.

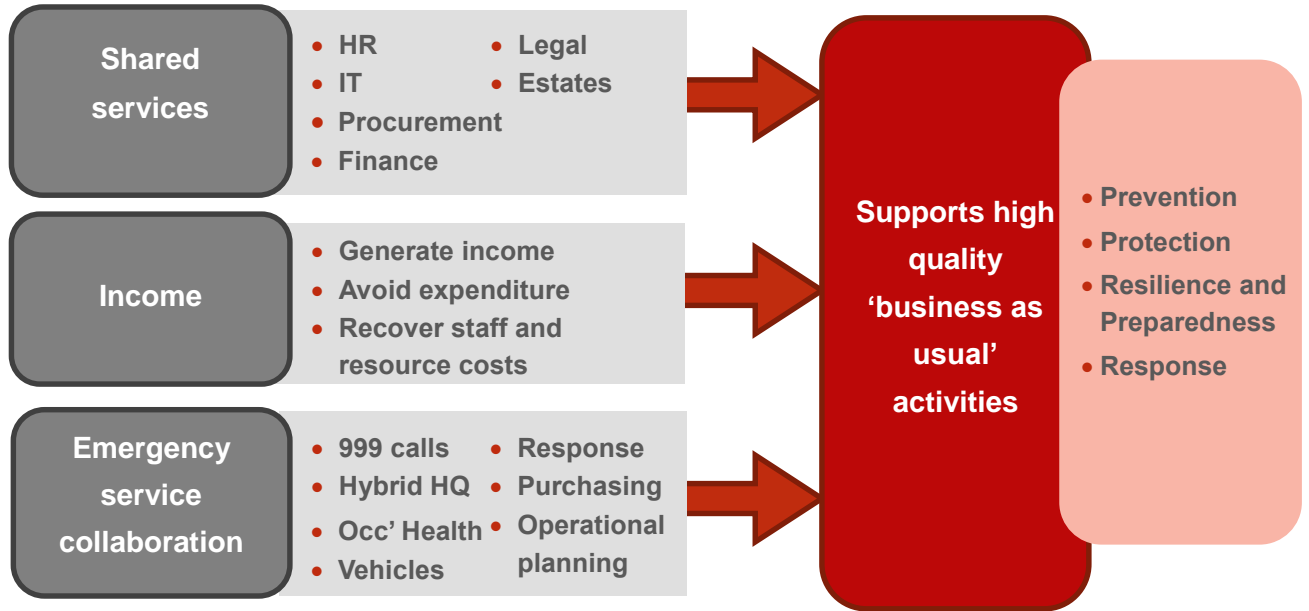
- Better planning and resource management to improve and focus service delivery in both prevention and response activities.
- Using fire service skill sets to deliver other emergency and related services such as taking calls for assistance from other services and members of the public 24/7, e.g. emergency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



Outcomes and aims

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



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.

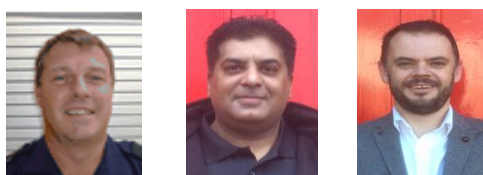
Transitional period

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

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

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.

Community risk reduction underpins our planning assumptions

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:

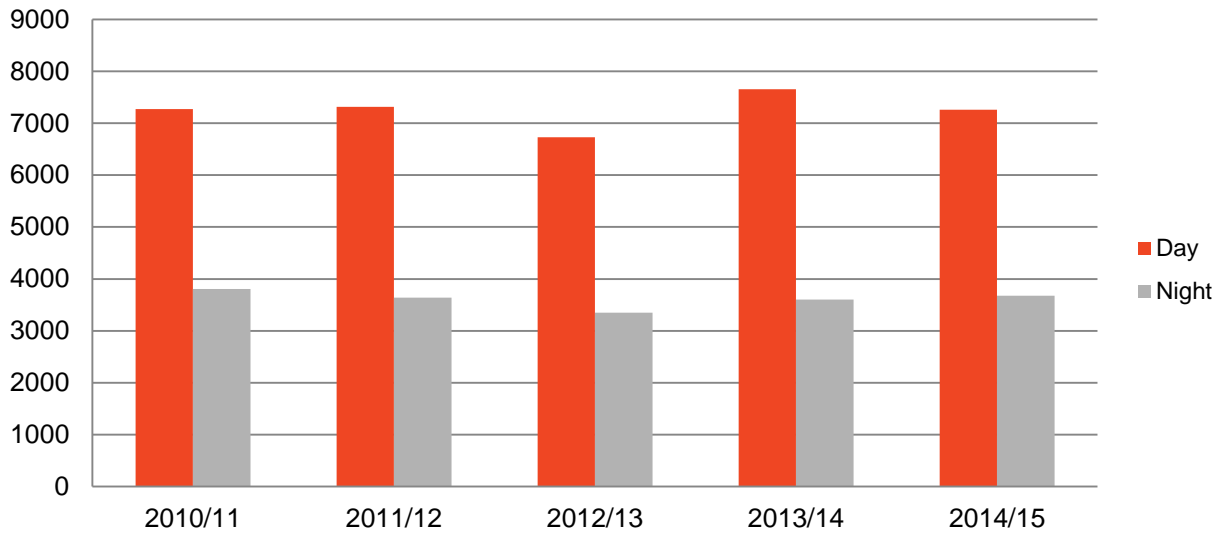
- Risk assessment methodology
- Integrated risk model
- Tactical risk models (those targeted at specific incident types, such as flooding or dwelling fires)
- Community resilience programmes

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.

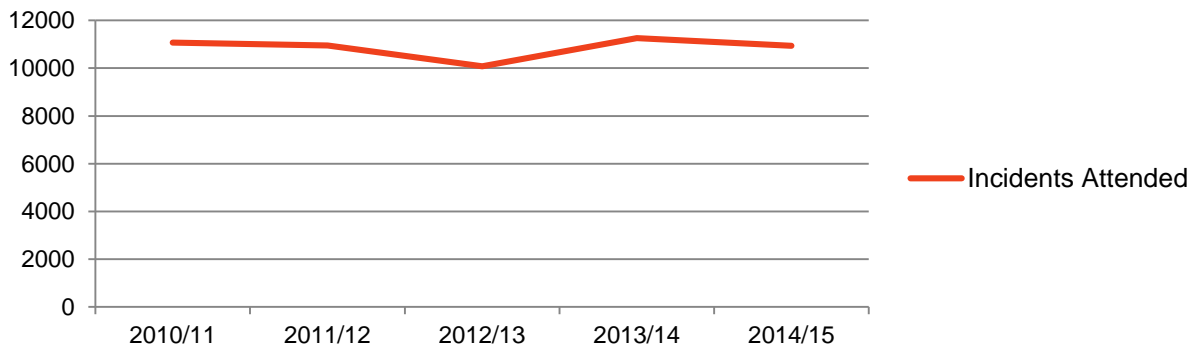
Delivering our services

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

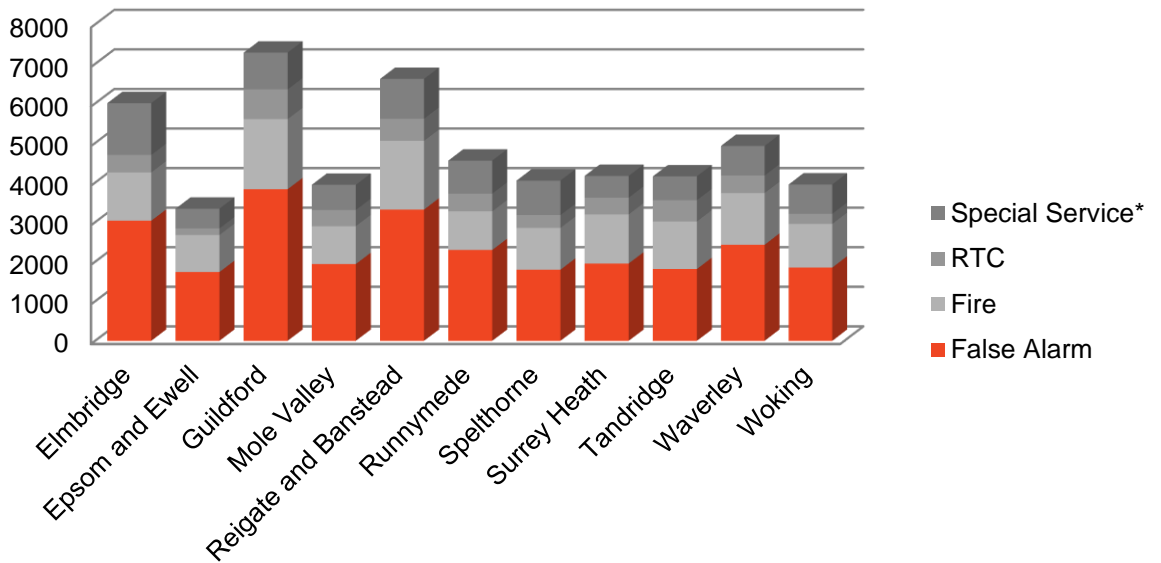


The number of incidents does not reflect the complexity of the events in which we attend. For example, the major flooding event of winter 2013/14 saw a long-term service response, with national support, to rescue all those affected. Despite a decline in traditional service demand, the number of incidents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

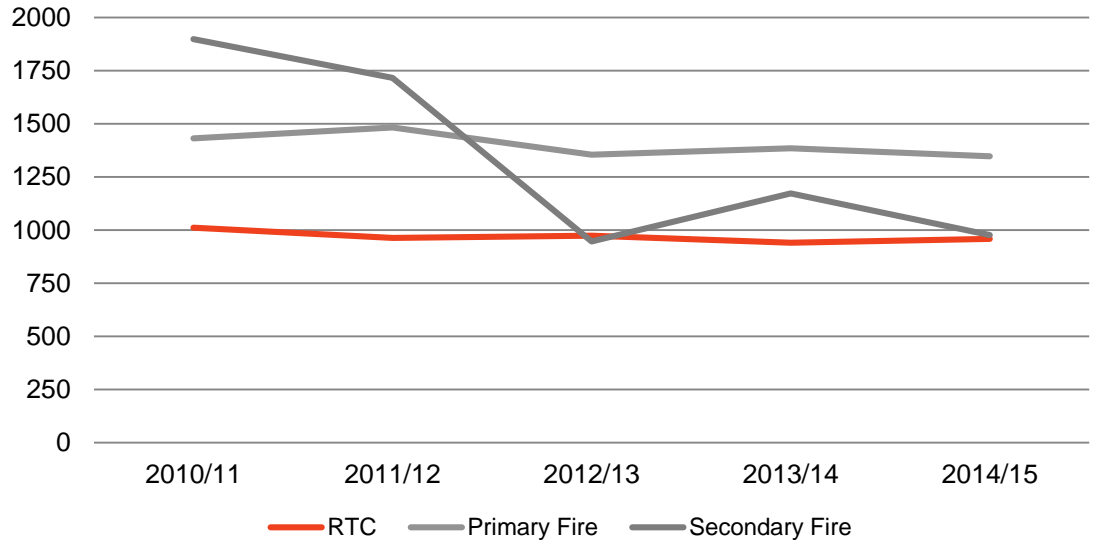
The lower incident rate in 2012/13 was largely a result of fewer outdoor fires (45% fewer than the previous year), in large part due to the above average rainfall that year.

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

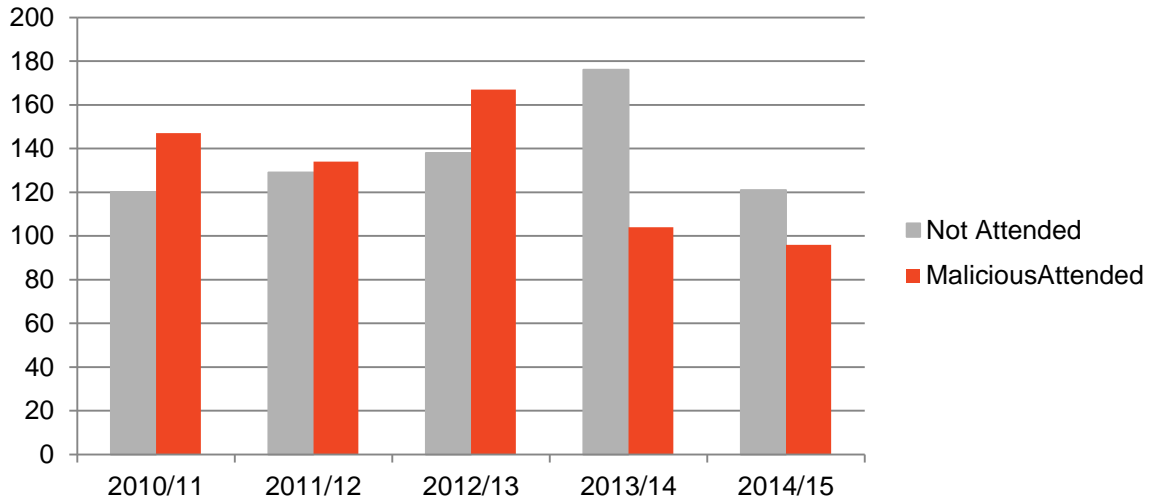


Both primary and secondary fires have seen a decline between 2010 and 2015. This success can be attributed to our increased focus on prevention and protection work with the most vulnerable members of our community through our Keeping You Safe from Fire campaign, free Safe and Well Visits (Home Fire Safety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

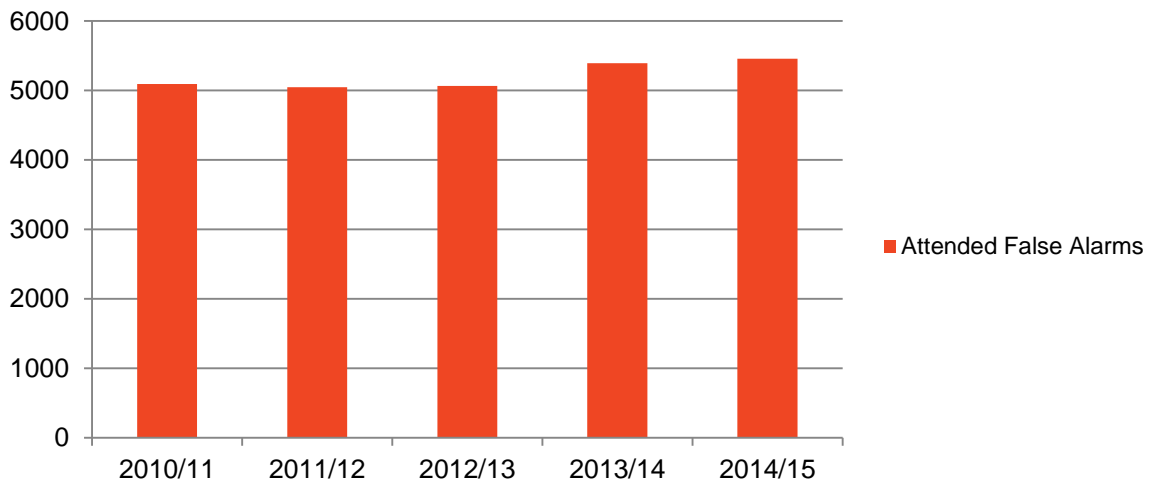
The trends outlined in this graph contribute to the overall reduction in traditional demand seen across national fire and rescue services and highlight our need to expand into collaborative work that allows us to support and help our communities in other ways.

Number of malicious calls



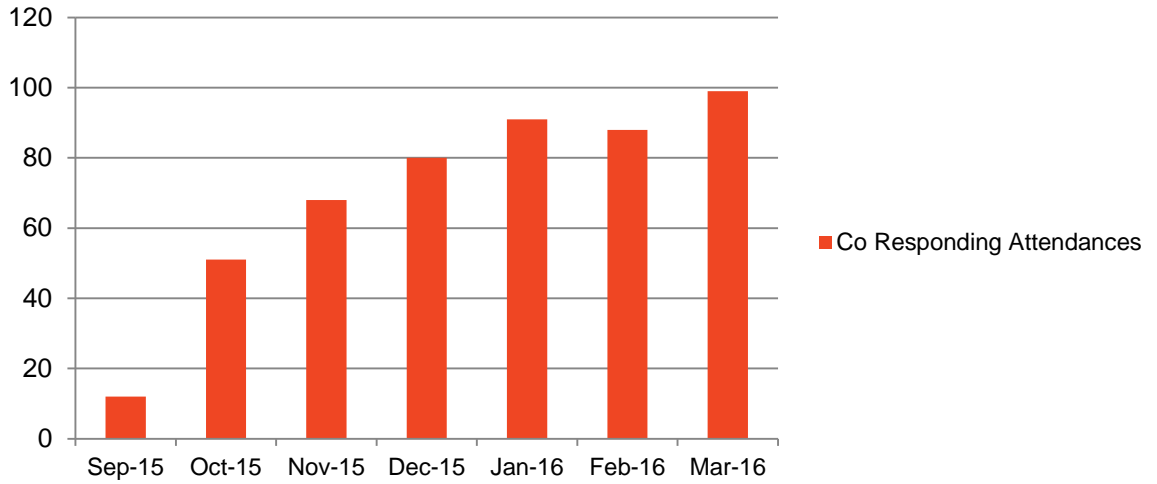
The number of malicious calls remains low in Surrey and in 2014/15 we had the lowest number of malicious calls compared to the previous four years and attended fewer than 100 calls.

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)

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

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۔