



**Surrey Fire & Rescue Service**

## Introduction - what we will cover today

- Our evidence based assessment of what Surrey needs from a modern Fire and Rescue Service.
- Our proposals for a Service wide transformation programme focusing on prevention, protection and our culture.
- Confirm the level of savings and the associated timescales.

Since I was last here at the end of July (24<sup>th</sup>) where much had just recently occurred around the leadership of the Fire and Rescue Service much has happened:

HMICFRS inspection

Leadership challenge continues, starting to settle but need to land on a structure – begin to change the culture

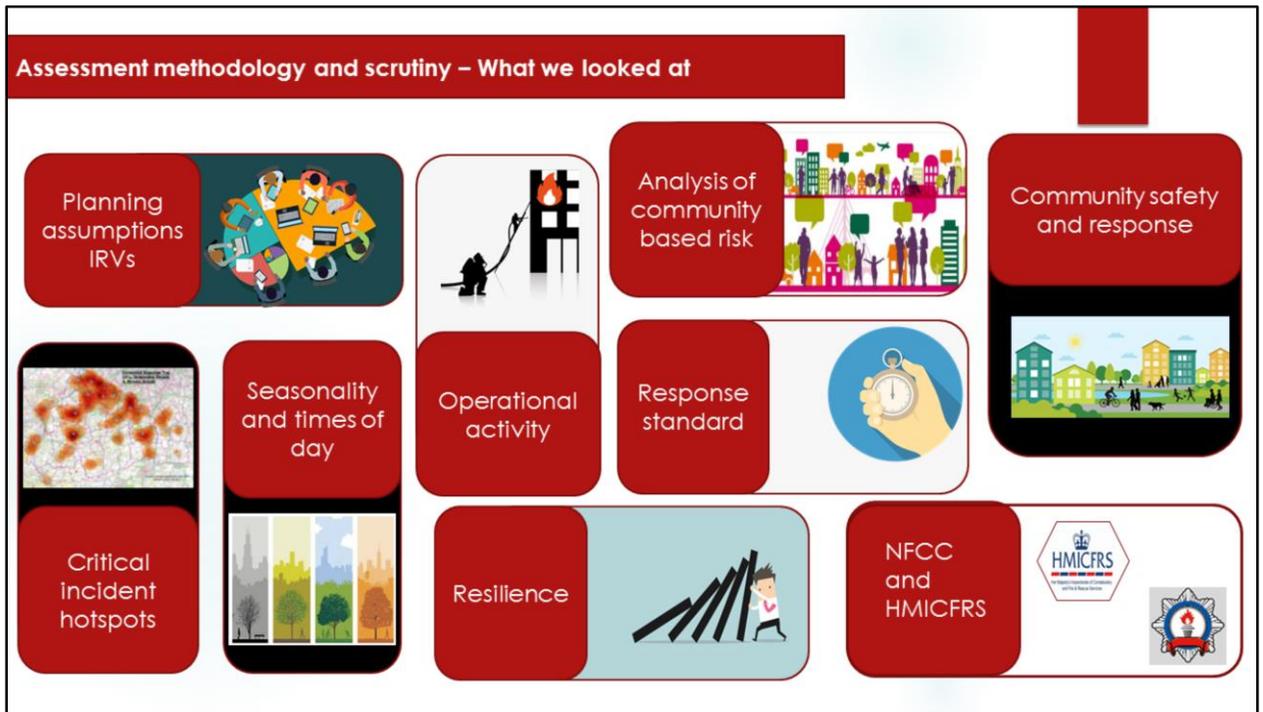
NFCC – Chair and assistance, leadership culture mentor and advisory panel

PCC decision last week

FBU activity and associated press coverage

We agreed at that time I would return to give you an opinion on the Services 2016 MTP proposals to save 6m in the next 2 years.

In coming to these conclusions I have felt supported politically, from colleagues across the council, the FRS leadership team, and the NFCC and I am very grateful for all their assistance.



A lot of work has been undertaken which has required data analysis and review to understand what has changed and so what this means:

We have tested the planning assumptions of the 2016 MTFP and found that there was a heavy reliance on the success of the IRV, these vehicles are not likely to be available in the timescales required and the outputs we wished to get from these will be challenged with the weight of the national FBU machine behind it. These vehicles and this concept has some value and could be utilised as part of a different model however the 2016 model was still a response orientated model which we think is wrong.

The landscape has changed since 2016.

Grenfell Towers

Legislation changes - duty to collaborate and PCC governance

New National Framework – HO guidance on what a FRS is required to do

HMICFRS Inspection outcomes

Home Office requirements for resilience

Current service leadership situation. NFCC interaction and assurance panel

Our Methodology looked at 5 years worth of our own Data: Critical and other

incidents overlaid with our areas of known risk, all our operational activity, our response standard, the difference that seasons, days of the week and times of the day make, our community risk profile and information from organisations such as Mosaic, oxygen data, Exeter database etc. Additionally we used information from the Local Resilience Forum and other partners too to help understand the current and likely future risks.

HMICFRS initial observations were not a surprise, particularly given that the workforce were conducting an informal work to rule and not undertaking any overtime during the inspection week, this has been reflected back to us in the form of a letter from the Dru Sharpling requiring us to set out an improvement plan within 3 months. This work was already underway and the plan was shared with them some weeks ago. The inspection team revisited us to talk about this and we had some time to go through this and the transformation plan too. The initial report also reflected on our lack of safety activity and heavy response model plus our lack of diversity, and also what they called the unusual relationship with the FBU that had been present over the past few years.

Once the leadership situation arose at the end of July, Jason Russell and I contacted the NFCC (Roy Wilshire) and agreed a plan to provide peer support to help us look at the leadership culture in the Service (Dany Cotton) and a more technical advisory panel (Trevor Ferguson, Dawn Whittaker, Gavin Watts, CIPFA and Alison Bolton) to assist in developing our plans and provide assurance on our rationale. When we presented our emerging conclusions to the NFCC advisory panel they concluded that our approach and rationale is sound but also pointed out the significant challenges that a transformation programme of this scale will entail.



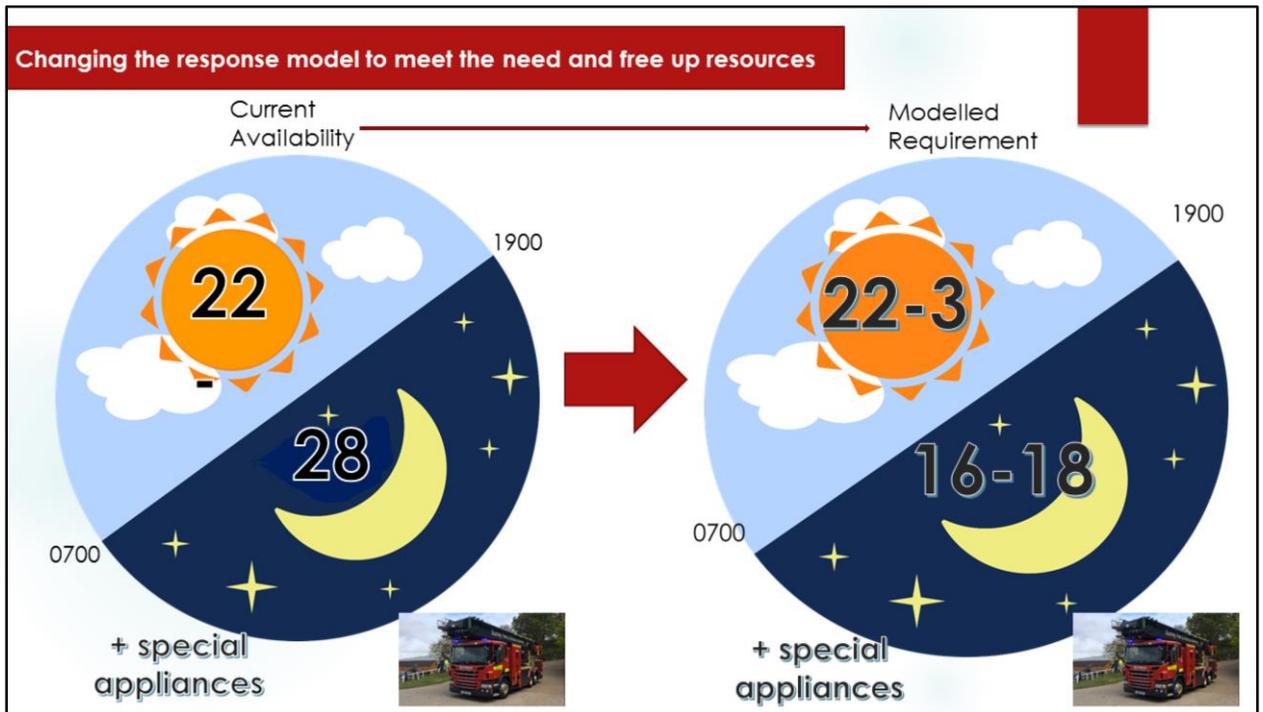
# **Our proposals to transform the Service**

## Surrey Fire and Rescue Service core offer



The core offer is statutory following several pieces of legislation and till this point the Service has followed a very traditional path of concertation on the Response element of the offer. We believe that for all of the reasons previously stated we should **shift our focus of delivery to protection and prevention activity and maintaining a response capability that is still first class when needed.** There fore we will need to **build the prevention capability to increase activity focusing on keeping people safe in the places they live and work and being prepared to respond too.**

There is a clear need to transform the current Service delivery model and shift to focus on community safety and resilience. Importantly how we transform, becoming more inclusive and representative as well as address our cultural issues should be undertaken at the same time.



The current actual availability for days is 22.25 fire engines during the day and 27.89 during the night, on average. We know from the 5 years of incident data and type that most risky period for critical incidents is between 9 in the morning and 9 in the evening. And that the risk reduces in the evening and at weekends.

Our planning assumption is 5 L1 incidents and 2 L2 incidents on an average Surrey day and also a number of L3 and L4 incidents which happen less frequently (1 a month to 6 weeks). We also know that whilst there are cross boarder arrangements in place but these cannot be guaranteed. (we expect 2 x level L1 and 1x L2 will occur simultaneously regularly = 60FFs)

- Level 1: up to 16 FFs supervisory manager in charge (Cmgr/W/mgr)
- Level 2: 17-28 FFs AGC in charge plus incident support officer
- Level 3: 29-44 FFs GC in charge, Incident support officer and safety officer
- Level 4: +45 FFs Area Commander, Chief Fire Officer in charge, 1 GC plus 2 x AGC's

We still need to change this capacity to deliver better prevention activity during the day too.

We need to work up a plan to deliver these outcomes and consult with the public

before a decision can be made.

For Example	
 <p><b>Better Community protection</b></p>	<ul style="list-style-type: none"> <li>• Prevent impact on communities, focusing on high risk people and places.</li> <li>• Additional resources to meet national practices – lagging behind</li> </ul>
 <p><b>Possible Changes to response</b></p>	<ul style="list-style-type: none"> <li>• fire stations (wholetime and on-call)</li> <li>• Day crewing at some fire stations</li> <li>• Nos of fire engine(s) at wholetime fire station</li> <li>• Changes to work pattern</li> </ul>
 <p><b>Response standard</b></p>	<ul style="list-style-type: none"> <li>• Part of the review</li> </ul>
 <p><b>Estimated Savings</b></p>	<ul style="list-style-type: none"> <li>• By being more efficient and effective there should be savings in respect of capital expenditure, revenue and possible property changes. This could be up to £2m but no target can be set at this stage. (aspiration)</li> </ul>

We focus on the emergencies where, at the time of call, that we believe lives and property are most at risk; these **critical incidents are primarily building fires and vehicle collisions**. Once we know what your emergency is and where it is occurring , we will send the quickest response. We aim to have one fire engine at critical incidents within 10 minutes and have a second one within 15 minutes on 80% of occasions. For all **other emergencies, Lifts, wildfires, pumping out, animals**, we aim to have one fire engine on scene within 16 minutes on 95% of occasions. For non-emergency incidents, we will attend when resources allow and will redeploy fire engines to emergency incidents where appropriate. We will, and will continue to, answer a call in 7 seconds and assigning a response within 90 seconds and turning out in under 120 seconds.

We are going to look at our response standard but the changes expected would effect the % of time we can meet to respond we have never been successful in meeting the 80% aspiration of the critical incident and so need to be more realistic and honest going forward. This requires a review of the standard.

At the moment we do not know what the model will look like but there are lots of things that could happen however the outcomes have not been decided yet, we hope that by being more efficient and effective we will be able to deliver savings

however the scale of these is unknown at this stage.



## **Timescales and impact on MTFP**



This time line is the minimum required for consultation and could risk being prolonged during consultation and as a result of public and workforce concerns. We will take every effort to mitigate these risks but they are currently the shortest that can be planned upon.

## Additional activities to support the MTFP

Review non-emergency attendance



Revised fees and charges



Review cost recovery



Income generation



Emergency planning integration



Projects review



Capabilities review



We understand that there is a collective responsibility across the Wider SCC and within our directorate to ensure we contribute to savings and are currently undertaking a range of activities to understand what the scale of these may be, but any we take cannot jeopardise our transformation plan.

## Recommendations

Transform to a modern Fire, Rescue and Community Protection Service, focused on community safety and resilience in order to be more efficient and effective.

The Service develops a detailed business case and consultation proposals to enable the transformation, which will require additional support and resources from across the Directorate and wider SCC. – Completed - Agreed

The Service; as part of the Directorate, explores the opportunities to achieve additional savings to minimize the pressure on the MTFP. - No target next year

The transformation BC will require investment in order to give the Service extra capacity it requires to deliver the transformation over the next few years, this is an additional investment in the Service above its normal annual revenue costs.



**Thank you**

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