



05 December 2024

**Surrey Fire and Rescue Service (SFRS) – Community Risk Management Plan (CRMP) 2025-2030****Purpose of report:**

To outline the CRMP for SFRS. The CRMP will build upon and replace the Making Surrey Safer Plan (MSSP) (annex 2) for delivery from April 2025.

**Executive Summary:**

SFRS's CRMP, which contains the proposals for continuous improvement and is aligned to identified risks, was subject to a full 12-week consultation which concluded on the 6 September 2024. The results returned demonstrate that the proposals that requested agreement/disagreement levels show a high 'approval rating' (as fully explained in annex 5). However, changes have been proposed to two of the seven proposals, as a result of the consultation, namely to the Banstead fire engine and crew relocation and the day-time Camberley fire engine and crew relocation proposals.

Proposed changes:

- Continue with the plans for the relocation of the current Banstead fire engine and crew to Godstone Fire Station in 2026, alongside an extensive review of any options to relocate in the Whyteleafe area.
- Review current resources at Camberley Fire Station and consider relocation options within the boroughs of Spelthorne, Elmbridge and Runnymede.

The aim of this CRMP 2025-2030 is to balance current resources, ensuring that they are in the right place to provide fire and rescue cover for the whole of Surrey aligned to risk, supporting Surrey County Council's (SCC) No One Left Behind vision.

## Introduction:

1. This report is being delivered following public consultation on the next strategic plan for SFRS as attached in (annex 1). This plan, known as the CRMP, will replace the current strategic plan known as the MSSP (2020-2024) (annex 2).
2. All Fire and Rescue Authorities are required (under the Fire and Rescue National Framework 2018) to produce a CRMP. This should clearly identify the existing, new and emerging risks as well as outlining how the fire and rescue service will mitigate these risks and respond to fires and other emergencies. It should be produced in consultation with the public, staff, local partners and Trade Union/representative bodies and must reflect current risk information known to the service.
3. For an understanding of risk the service uses the Community Risk Profile (CRP), which outlines the known and emerging risk for SFRS. SFRS also asked residents and staff in their Community Survey about their perception of local risk and their views of SFRS. The audit of this preparation feedback and data used has been conducted by Nottingham Trent University (NTU) who confirmed that “...Surrey FRS has undertaken a robust process to develop the CRMP for Surrey.”
4. The data audited by NTU is derived from the CRP. To ensure accuracy and robustness, NTU, leaders in public research and who also led on the National Fire Chiefs Council’s (NFCC) National Risk Methodologies, reviewed the data and evidence used to develop the CRMP’s strategic aims and proposals.
5. The aim behind the CRMP is to develop a holistic approach to managing risk across Surrey, understanding our communities and being able to influence behaviour to reduce risk through prevention and protection activities, whilst still ensuring the service continues to respond to emergencies.
6. As stated, this plan was consulted on with both the public and staff from 6 May to 6 September 2024, with a pause in the public consultation for the pre-election period from 27 May to 4 July. The feedback gained during this consultation has shown that there is a majority positive ‘approval rating’ for the six proposals requiring an agreement/disagreement level, ranging between 62% to 76%. The analysis report (annex 5) was created following the consultation period.

## Strategic aims of CRMP

7. The CRMP has been developed based on data and risk across the county of Surrey, this risk focus can be seen in the CRP 2024 (annex 4). The CRMP core approach will ensure equity of service based on risk for all residents and focuses on the strategic aims for SFRS:
  - a. **We will support and protect communities and businesses to be safe, thriving, and resilient.** This will be achieved through a robust prevention and protection framework which prioritises training and the availability of teams to deliver services such as Safe and Well Visits and will be evidence-based aligning to the areas of increased vulnerability. The service will also continue to focus on partnership working.
  - b. **We will be a great place to work, and our people feel valued, supported and highly trained.** People are the services greatest asset and are at the heart of what it does. The service will continue to provide a range of high-quality training and health and wellbeing services to ensure teams are able to deliver high quality services.
  - c. **We will respond to emergencies with agile and committed teams that are focused on risk and needs of the communities.** The service will maximise productivity and balance resources, to ensure a risk-based approach is maintained and in line with the risks evidenced in the CRP.
  - d. **Will be a place where we treat each other with fairness and respect, act with integrity and challenge prejudice and discrimination.** All staff will have regular Equality, Diversity and Inclusion (EDI) training programs so the service can deliver meaningful actions and allow us to encourage applications from underrepresented groups.
  - e. **We will make the best use of our resources.** The service will continue to budget efficiently, embrace its environmental responsibilities and ability to deliver against seasonal variations and risks.

## CRMP Proposals

8. The proposals address the findings in the CRP (2024) as well as the response from communities, stakeholders and staff following the Community Survey and a series of engagement and focus groups completed as part of the CRMP planning process. The CRMP will focus on three pillars of activity from which there will be seven overall proposals for change along with a series of commitments across all of the main areas of the service.
9. The three overarching pillars and subsequent proposals are:

### **Balance our prevention, protection, and response resources to ensure that Surrey is a safe place to live, work and do business.**

10. This will deliver a series of changes to our fire stations at Banstead, Camberley, Godstone, Chobham, Dunsfold, Gomshall, Guildford, Lingfield and either Painshill, Walton, Fordbridge or Egham.

### **Proposal 1.1: Relocate the current Banstead fire engine and crew to Godstone Fire Station in 2026, following an updated and extensive review of any options within the Whyteleafe area.**

11. Relocating Banstead Fire Station is required due to the lease on the site ending, which we understood to be at the start of the public consultation, in 2025, and no appropriate alternative location found by SCC Land and Property. The site is also not fit for purpose in that crews cannot train there, which results in the crews needing to visit other stations regularly to do so. There are also issues surrounding contaminants management and the facilities of a modern workplace.
12. Whilst reviewing options for this change, it was noted that the most appropriate location to relocate Banstead Fire Station would be to the Whyteleafe area. However, as previously mentioned, a previous review of options in this area found that no appropriate location is available. Therefore, the most appropriate option is to relocate the crew and fire engine to Godstone fire Station, which gives a good balance of cover across Surrey.
13. This will see an overall reduction in the number of fire stations in Surrey (from 25 to 24). However, this will not see a decrease in fire engines, as the crew and fire engine will be relocated to Godstone Fire Station.
14. Due to the points mentioned in paragraphs 11 and 12, advice to SFRS was that no sliding scale of 'agree/disagree' is offered as part of public consultation, as this would mislead residents due to SFRS needing to vacate the site as it currently is. As a result, a large amount of qualitative feedback was provided and therefore we have detailed responses to this in paragraph 18.
15. As a result of the consultation, a one-year extension to the Banstead Fire Station lease, to 2026, has been agreed with the owners of the site to allow

for an updated and extensive review of any options within the Whyteleafe area to be undertaken again by SCC's Land and Property team (in collaboration with SFRS). After this time the site will be sold by the owners and if no appropriate and affordable site has been found, the relocation to Godstone Fire Station will continue towards the end of 2026. Works to upgrade the facilities at Godstone Fire Station will continue during this time.

16. If a potential site is found in the Whyteleafe area this will initiate a process to explore the planning requirements and seek capital funding approval.

17. Other key points of note from the consultation have been copied below with accompanying response from SFRS:

- Concerns about increased response times and the associated safety risks:

SFRS's proposals are risk-based, taking into consideration a range of risk and intelligence as noted in the CRMP (annex 1) and CRP 2024 (annex 4).

SFRS understands the concerns over increased response times to the Banstead communities, however our Surrey-wide response time to critical incidents will still be within ten minutes which is how response times are measured. In addition, response time to the district and borough as a whole (Reigate and Banstead) will be eight minutes and three seconds. Importantly, the Tandridge response time for critical incidents will improve to eight minutes and 32 seconds.

SFRS will also continue with a full programme of prevention and protection activity within Banstead communities – aiming to stop emergencies from occurring in the first place.

It is worthwhile noting that whilst Banstead Fire Station's fire engine and crew may be relocated to Godstone Fire Station, SFRS will continue to send the nearest, most appropriate resource. Meaning that if an incident is closer to another fire engine, they may be the crew that attend the incident rather than the 'Banstead fire engine'.

- Suggestions for other locations including Epsom, Reigate and Oxted fire stations:

The proposal to relocate the Banstead Fire Station's fire engine and crew to Godstone Fire Station enables a balance of cover for Surrey as a whole. We do not provide fire and rescue cover on an individual district and borough level, cover is provided county-wide and based upon risk.

A strong focus was on Epsom being the fire station for relocating the resources, due to historical information showing that an additional fire engine was there over a decade ago, however, current risk does not require this, and the Epsom area's response time is currently very good, totalling under five minutes.

Other options included co-location with the Horseshoe Ambulance Station; however, this was not appropriate due to access issues and the need to provide a balance of cover across Surrey.

- Importance of the fire station to the community beyond emergency response:

A full programme of prevention and protection activity will continue to be undertaken to the Banstead communities. In addition, if other activities such as school fayres or seasonal markets take place, communities can request attendance and if appropriate SFRS will attend (as is currently the process).

- Transparency of this consultation:

Our consultation document provided all of the data and information for communities and staff to make an informed decision. In addition, over 30 engagement sessions in all 11 district and boroughs were undertaken whereby residents could ask questions and gain further information prior to taking part in the consultation.

- Logistical and operational challenges of the proposed relocation to Godstone:

SFRS is redeveloping Godstone Fire Station for this change. Staff are involved in these conversations to gain their input and ensure their needs are being met.

- Scepticism about the financial and strategic motivations behind the relocation:

These proposals, if approved, would result in no change to SFRS's budget.

This proposal is driven by the lease ending, the site being disposed of by the current owners, and a new site being required to ensure this workplace is fit-for-purpose.

- Around 50 references to the expired lease covering Banstead Fire Station framed around many questions such as who owned the lease, why couldn't it be extended:

Surrey Police own the site, this site has been on their disposal list for several years. The lease can be extended to 2026 and after this point it will be sold, however, the issue of a new site during this CRMP period still remains. It also leaves a fire station that is not fit-for-purpose for those working there.

**Proposal 1.2: Review the capability and locations of specialist vehicles and equipment to ensure they match the current and potential risks effectively.**

18. Reviewing specialist vehicles and equipment will enable the service to identify what equipment it currently has and whether investment into new technology and innovations is needed.
19. It will also allow for a review of where resources are located, ensuring it's in the right place at the right time.
20. As a result of the consultation, the proposal gained a 76% approval score.

**Proposal 1.3: Review current resources at Camberley Fire Station and consider relocation options within the boroughs of Spelthorne, Elmbridge and Runnymede.**

21. Camberley Fire Station, which currently has a 24/7 fire engine and a day-time fire engine (7am-7pm) will change to a 24/7 fire engine only. The staff that make up the current day-time fire engine will be relocated to a fire station in either Spelthorne, Elmbridge or Runnymede (Fordbridge, Painshill, Walton or Egham) to support night-time availability at these locations.
22. This is in line with risk and demand throughout the county and balances cover.
23. The CRP (2024) identified 'high risk' property clusters in Spelthorne, Elmbridge, and two areas within Runnymede (around Egham and Englefield Green). To address this heightened risk in the north of the county, we propose including Runnymede as an option for additional night-time fire and rescue cover, alongside fire stations in Spelthorne and Elmbridge. Feedback from the CRMP consultation also supported Runnymede as a suitable option.
24. To ensure our resources align with risk, we will continue to review the CRP annually to guide our approach to community safety and the allocation of resources.
25. As a result of the consultation, the proposal gained a 62% approval score.

**Ensure we have the right resources in the right place and at the right time by better understanding risks that face our communities.**

**Proposal 2.1: Develop a response model which responds to changing risk and seasonal demand.**

26. Developing a 'seasonal response model' in addition to our current response requirements means that the service would look at where risk and demand data shows where we need more support during heightened periods, such as the summer wildfire period and winter flooding.
27. This will potentially also enable the service to deliver additional resources aligned to the review of specialist vehicles.
28. As a result of the consultation, the proposal gained a 76% approval score.

**Proposal 2.2: Adapt our on-call weekend plan to better respond to risk.**

29. Data shows that risk and demand doesn't change per day of the week, yet the current plan (the MSSP annex 2) allows five on-call fire engines (Chobham, Dunsfold, Gomshall, Guildford and Lingfield) to be made available at weekend days, when they are not needed to support fire engine availability
30. The On-Call weekend proposal is that these fire engines can be 'switched off' during the daytime weekend hours. Data shows that in the period 2022-23, on average these fire engines were only made available 12% of weekend days. Due to the technology which allows the service to dynamically crew the county, the service utilises assets from across Surrey to maintain cover. Therefore, the services view is that this will better align to the county risk whilst ensuring a balance of resources. This change will therefore focus the contractual hours of those On-Call firefighters into the evening time when they are most needed.
31. As a result of the consultation, the proposal gained a 64% approval score.

**Proposal 2.3: Adapt existing prevention, protection and response arrangements in Haslemere to ensure the most appropriate allocation of resources.**

32. Haslemere Fire Station is historically low risk which is matched by lower incident demand when compared to similarly crewed fire stations. Therefore, the proposal is to review how to efficiently and effectively crew Haslemere, whilst maintaining a 24/7 fire and rescue resource. This could include an increase in on-call staff, the development of part time contract options, and utilising existing daytime operational staff from other areas of the service who can undertake prevention and protection activities whilst supporting fire engine availability.
33. As a result of the consultation, the proposal gained a 66% approval score.



**Identify and develop more opportunities to keep our communities safe through prevention, protection and partnership activities.**

**Proposal 3.1: Working with our health partners to respond to those who are most vulnerable in Surrey.**

34. We want to expand the number of programmes that we work with health partners on. These include keeping people safer in their homes, working with care partners in the community and supporting with homelessness and other vulnerable groups.
35. As part of our continued partnership approach the options developed will support our partners and will not impact our ability to respond to fire and rescue emergencies. The intention is to review how we work with partners to maximise prevention and protection benefits.
36. This could see SFRS supporting health partners with the discharging of vulnerable patients from hospital to ensure their homes are safe for their return, and options to offer greater support to our partners in South East Coast Ambulance Service in responding to medical emergencies and/or non-emergencies.
37. As a result of our consultation, the proposal gained a 74% approval score.

<b>Conclusions:</b>
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38. The CRMP is our strategic document that outlines a systematic approach to identifying, assessing, and mitigating risks for Surrey's communities.
39. The primary objective of a CRMP is to enhance the safety, resilience, and overall well-being of the community by proactively addressing potential hazards and vulnerabilities through prevention, protection and response.
40. This plan is a requirement of the Fire and Rescue National Framework which states each fire and rescue authority is required to produce a CRMP which must:
- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority.
  - demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources.
  - outline required service delivery outcomes including the allocation of resources for the mitigation of risks.
  - set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in

accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat.

- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework.
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and be easily accessible and publicly available.

41. The CRMP has been developed based on data and risk across the county of Surrey, this risk focus can be seen in our CRP 2024. The CRMP's core approach will ensure balance of service resources, based on risk, for all communities and focuses on our strategic aims for SFRS.

### **Recommendations:**

42. Provide county-level scrutiny on the final proposals contained in the CRMP 2025-2030, to ensure a balance of fire and rescue cover for the county of Surrey.

43. Next Steps: Following this meeting, SFRS will request sign off from Cabinet in a meeting on 28 January 2025. Subject to approval, SFRS's CRMP 2025-2030 will go live as of April 2025, in a staged approach.

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### **Report contact**

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### **Sources/background papers**

Annex 1: SFRS Community Risk Management Plan 2025-2030

Annex 2: [Making Surrey Safer Plan 2020-2024](#)

Annex 3: [Community Risk Profile 2023](#)

Annex 4: [Community Risk Profile 2024](#)

Annex 5: SFRS CRMP consultation analysis