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Making Surrey a better place

# Our 2020 vision draft summary for consultation

Integrated Risk Management Plan Third Edition



## Introduction

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

This is your opportunity to help decide how Surrey Fire and Rescue Service will make Surrey safer.

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

The results of feedback received during the formal consultation period will be published on our website and will be considered when making any necessary amendments to the plan.

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



## Surrey Fire and Rescue objectives

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

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

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

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

Our objectives are:

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

This 15-year strategy is essential if we are to improve the service available to the people of Surrey.

To plan the delivery of the 2020 vision for Surrey Fire and Rescue Service and to meet our objectives, a number of long-term planning assumptions were developed:

- Operate broadly within existing budget.
- Have a wider remit of expectations to deliver.
- Deliver an improved and more equitable level of service, for more people who live, work or visit Surrey.



- Operate from fewer, but more appropriate locations.
- Employ better trained, better equipped and possibly fewer, better rewarded people, using optimal staffing arrangements.
- Deliver safer communities within our allocated budget.
- Deliver Response and Resilience through Regional collaboration, capability and capacity.
- Deliver Prevention & Protection locally.
- Work across borders in collaboration to access resources.

In 2004 the Government withdrew the National Standards that had been used previously to determine fire cover based on the risk to property from fire.

We recognise that our response should be based on the risk to people and not property. The risk in Surrey is constantly changing as people move to and from work

and school or enjoy leisure activities. We need to operate more flexibly to match the changing risk. To achieve this we have set a standard for Surrey that covers all incident types and not just fires.

We will deliver a Surrey standard for response to all incidents that we attend:

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



## Long-term - what Surrey Fire and Rescue aim to achieve by 2020

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

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

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

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

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

**Service delivery:** We will better understand risks in Surrey, allowing us to provide a more flexible and appropriate response, to people who live, work or visit Surrey. We will deliver a more equitable level of service to more people, no matter where they are in Surrey.

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

**Continuous improvement:** We will continuously improve the performance of Surrey Fire and



Rescue Service through the design, integration and implementation of policies and practices that encourage individual and team performance.

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

**Regional fire and rescue co-operation:** We will support reform through our business and Integrated Risk Management Planning processes. We will work

together with neighbouring Fire and Rescue authorities and work through our Regional Management Board, to focus on common themes and locally identified shared priorities. While we continue to work closely with other fire and rescue services on issues of common concern, we remain clearly focused on Surrey and the priorities for making Surrey safer.

**Information Communication Technology:** We will use flexible systems to enable us to deliver up-to-the-second quality information to the point of service. This information will support decisions for operational systems and business processes.



## Medium-term - what Surrey Fire and Rescue Service aim to achieve by 2010

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

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

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

**Resilience as an organisation:** We will improve our ability to adapt to disruptive challenges and still maintain an acceptable service for a sustained period of time, across

the range of services we provide and activities that we undertake.

**Prevention of incidents:**

Prevention activity in our communities will be maintained and targeted to known areas of higher risk and areas that currently take the most time for a fire appliance to reach.

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



**Flexibility as an organisation:** We will continue to develop with our staff, flexible and adaptable approaches to all areas of our work and our workplaces.

**Improve partnership working:** We will improve partnership working to deliver a better value service to our communities. Within Surrey, we will also work across our borders with other agencies and partnerships to develop and deliver 'joint priorities' to support the wider agenda of 'safer and stronger communities'.

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

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

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

### **Our targets for achievement by 2010**

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

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

- Increase the percentage of Surrey's population that receives an initial fire appliance within 8 minutes of an emergency call.
- Increase the percentage of Surrey's population that, where necessary, receive two fire appliances within 12 minutes of an emergency call.
- Reach 100% of Surrey's population with an initial fire appliance within 16 minutes
- Reduce the number of

accidental fire-related injuries in the home by 20%, from 90 to 72.

- Reduce deliberate fires by 10% from 1,779 to a total of 1,601.
- Reduce accidental fires in people's homes by 10% from 597 to 537.
- Reduce hoax calls received (malicious false alarms) by 20% from 627 to 501.

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



## Short-term - what Surrey Fire and Rescue will implement from April 2006

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

### **Use of the Fire Services Emergency Cover model**

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

### **Improve protection**

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

### **Improve the effectiveness of our prevention activity**

Proactively target prevention resources towards those areas of highest risk that also receive the slowest response times. Other

areas will receive prevention activities according to resources available or on request.

### **Improve organisational resilience**

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

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

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

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

Support front-line service provision through more effective and efficient use of personnel on the retained duty system, resulting in an enhanced

resilience of the Surrey Standard for response and improved retention and recruitment of retained personnel.

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

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

### **Improve staff availability**

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

The full Third Edition Integrated Risk Management Plan and its accompanying Action Plan, providing greater detail on how we propose to further strengthen

the Surrey Fire and Rescue Service emergency response and to improve operational resilience, can be found on our website at [www.surrey-fire.gov.uk](http://www.surrey-fire.gov.uk)

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

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



## Questionnaire

Thank you for taking the time to read Surrey Fire & Rescue Services draft IRMP 2006-2007 summary document. This questionnaire is included to give you the opportunity to tell us your views on this vision. When completed please fold and seal the questionnaire and send it to the freepost address provided. No stamp is needed. Alternatively the questionnaire is on our website: [www.surrey-fire.gov.uk](http://www.surrey-fire.gov.uk)

### 1. Please indicate below how much of a priority you believe each of the following should be for Surrey Fire & Rescue Service.

	Very high priority	High priority	Low priority	Very low priority
Set a Surrey standard of response to incidents for Surrey Fire & Rescue Service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strengthen our capacity to respond to specialist, prolonged and complex incidents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Review the training given to our firefighters.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implement new, more effective working practices for our firefighters.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhance the support available to our firefighters when they are attending an emergency incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maximise the efficiency, effectiveness and resilience of our Retained Duty System personnel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand our understanding of the potential risks in Surrey.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop our vehicle fleet used to respond to emergency calls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make enhancements to the fire and rescue equipment made available to our firefighters when responding to emergency calls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Re-examine the location of fire stations within Surrey, with the aim of increasing the percentage of the population that receive the Surrey standard response time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Re-evaluate the number of fire stations within Surrey, with the aim of increasing the percentage of the population that receive the Surrey standard response time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very high priority	High priority	Low priority	Very low priority
Work with other organisations within Surrey (e.g. other emergency services, the voluntary sector, businesses) to identify and deliver joint priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support the regional priorities identified by the Fire & Rescue Services Regional Management Board for the South East.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support the national agenda for modernisation and reform of the Fire & Rescue Service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Audit a wide range of premises for compliance with fire safety legislation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce the number of accidental fires in people's homes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce the number of injuries arising from accidental fires in people's homes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce the number of hoax calls received (malicious false alarms).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce the number of deliberate fires.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase the percentage of Surrey's population that receives an initial fire appliance within 8 minutes of an emergency call.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase the percentage of Surrey's population that, where necessary, receive two fire appliances within 12 minutes of an emergency call.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reach 100% of Surrey's population with an initial fire appliance within 16 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Balance investment in people, property and technology to deliver safer communities within the allocated budget.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continuously improve the performance of Surrey Fire & Rescue Service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2. Are you an employee of:**

Surrey Fire & Rescue Service  Surrey County Council  Neither

**3. Which of the following age groups are you in?**

- Under 18       18-24       25-34       35-44   
45-54       55-64       65+

**4. To which of the following groups do you consider you belong?**

- |   |  |
|---|--|
| <input type="radio"/> White British                         | <input type="radio"/> White & black African      |
| <input type="radio"/> White Irish                           | <input type="radio"/> White and Asian            |
| <input type="radio"/> White & black                         | <input type="radio"/> Any other white background |
| <input type="radio"/> Chinese                               | <input type="radio"/> Caribbean                  |
| <input type="radio"/> Any other mixed background            | <input type="radio"/> Indian                     |
| <input type="radio"/> Pakistani                             | <input type="radio"/> Bangladeshi                |
| <input type="radio"/> Any other Asian background            | <input type="radio"/> Black Caribbean            |
| <input type="radio"/> Black African                         | <input type="radio"/> Any other black background |
| <input type="radio"/> Any other background (please specify) |  |

**5. Do you consider yourself to have a disability?**

- Yes       No       I do not wish to say

**6. Which of the following best describes where you live?**

- In a town       Suburb       Village       Rural community   
On a housing estate       Other (please specify)

**7. Which of the following best describes your living arrangements?**

- |  |  |   |
|--|--|---|
| <input type="radio"/> Adult living alone     | <input type="radio"/> All adult family     | <input type="radio"/> Extended family   |
| <input type="radio"/> Single with children   | <input type="radio"/> Couple with children | <input type="radio"/> Shared house/flat |
| <input type="radio"/> Other (please specify) |  |   |

**Thank you for completing this questionnaire, your comments are much appreciated and will be taken into consideration when finalising the plan. Results of this consultation exercise will be available on our website from 31 March 2006.**

If you would like to take part in future consultation exercises carried out by Surrey Fire & Rescue Service please complete your contact details below.

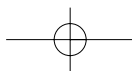
Name: \_\_\_\_\_

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Email Address: \_\_\_\_\_



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