



SUFFOLK FIRE AND RESCUE

# Community Risk Management Plan 2023-2027

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# Welcome to our Community Risk Management Plan

## Welcome to Suffolk Fire and Rescue's (SFRS) Community Risk Management Plan (CRMP) for 2023-2027.

We are pleased to share our CRMP with you, providing our local communities and visitors with a clear strategic plan on how we intend to make Suffolk safer and forming part of our commitment to provide an efficient, effective and high-performing fire and rescue service over the next four years.

Everything we do is aimed at making Suffolk, its communities, local businesses, and visitors to our county safer. Our people are at the heart of our achievements, with our staff taking pride in being part of the SFRS family and being motivated, professional and highly skilled in whatever role they're in within our service.

The CRMP identifies regional and national risks that are current, foreseeable, and emerging and could have an impact on our county. We aim to respond to these risks effectively and efficiently, becoming more agile and flexible in our approach to work and using our skills and experience to strengthen community safety.

Our service will continue to prioritise preventing fires and other emergencies from happening, protecting people and property when they do and responding quickly and competently to any incident. We will also focus on our Prevention, Protection and Response activity to ensure this is reflective of current and future demands, meets the risks and expectations of the community we serve, and achieves our ambition of working together to make Suffolk a place where people continue to lead safe and healthy lives.



# A message from our Cabinet Member



## Andrew Reid

*Cabinet Member for Public Health and Public Protection*

Suffolk Fire and Rescue Service has established an outstanding reputation both locally and nationally for being a high-performing service that continues to provide excellent value for money for residents.

Our Community Risk Management Plan builds on this reputation by outlining what the service would like to achieve over the next four years and aligning resources to this, ensuring that our people and budget are utilised in the best possible way to enable us to make a positive difference to our county's communities.

We have updated the risk profile and performance data from our outgoing Integrated Risk Management Plan (IRMP) and reflected the changing nature of incidents in Suffolk, with the fire and rescue service seeing a reduction in the number of fires attended but an increase in special service assists, such as supporting the ambulance service.

I am pleased that the prevention, protection and response initiatives undertaken by Suffolk Fire and Rescue Service in collaboration with partners have reduced our fire fatalities and casualties by 36% over the past three years.

Suffolk County Council recognises the importance of this life-saving work and has invested heavily in new firefighting equipment, response vehicles and fire stations over recent years, including two new Blue Light Combined Hubs in Ipswich and Stowmarket. These state-of-the-art additions have included green technology where possible, supporting the council's ongoing ambition to become carbon neutral by 2030.

Climate change is an emerging risk for Suffolk Fire and Rescue Service, with numerous fire and rescue services across the country declaring a major incident during the heatwave experienced in the summer of 2022. We must learn to adapt to this risk and others, such as new large-scale infrastructure expected to be constructed in Suffolk and increased use of electric vehicles, and our CRMP sets out how we will do so.

The document also details changes to the way the service reports on its response times following feedback from our 2019-2022 IRMP and a Policy Development Panel consisting of cross-party councillors from Suffolk County Council. This highlighted the need to update our Speed of Response Standards and ensure that we are aligned with the National Fire Chiefs Council (NFCC) risk methodology guidance, and this forms an area of focus for us over the next four years.

All priorities included within the CRMP share the common aim of enabling Suffolk to remain a place where people can lead safe and healthy lives.

# A message from our Chief Fire Officer



## Jon Lacey

*Chief Fire Officer Suffolk Fire and Rescue Service*

Our Community Risk Management Plan (CRMP) outlines in detail who we are as a service, the work that we carry out, and the resources that we have in place to respond to emergency situations.

Although response activity is a large part of our work, the document also details what Suffolk Fire and Rescue Service will do to prevent emergencies from arising in the first place.

The CRMP will act as our guide over the next four years, setting out a strategy for each team within our service and providing us with the framework to ensure that we remain an effective and efficient service.

A key part of the preparation of the document is the assessment of all foreseeable fire and rescue related risks and how we might mitigate this to enable us to continue to protect our county's communities. This data will help us to determine our response resource and how we deliver our vital prevention and protection work to reduce risk through education and intervention.

Our people are at the heart of all we do and our CRMP details how we will ensure that we remain a diverse employer of choice with an inclusive culture that provides all colleagues with a sense of acceptance and belonging.

Staff have informed every step of our CRMP preparation, and we also held an eight-week public consultation in which over 200 people gave feedback on our proposals via our online survey or at a series of public engagement events held across the county.

Suffolk Fire and Rescue Service looks forward to delivering the plan over the next four years in a way that ensures our people have the support, leadership, training, and equipment they need to help make Suffolk safer for us all.



# Our Vision, Values and Ambitions



The Vision in SFRS is that we are all:  
**Swift to Serve, so Suffolk is a place where people lead safe and fulfilling lives.**

## Our Ambitions

Our ambitions are where we focus our activities and resources. We work together with our communities and partners every day to prevent emergencies and ensure that Suffolk remains a place where people lead safe and healthy lives.

### Ambitions include

- **Preventing** fires and other emergencies from happening
- **Protecting** people and property in the built environment
- **Responding** to fires and other emergencies quickly and effectively
- **Valuing** our people so they can focus on making Suffolk safer
- **Delivering** value for money making best use our resources

## Our Values

Our Values are the qualities that we believe are the most important to us and describe the expectations the public have of us and that we have of each other We use them everyday to influence how we work to achieve our priorities and guide the professional behaviours that we expect of our staff.

- W** **WELLBEING** - We look after ourselves, each other and the planet
- e** **EQUALITY** - Respecting, valuing, embracing and celebrating everyone's unique differences
- A** **ACHIEVE** - We are the best we can be
- S** **SUPPORT** - We work as one team
- P** **PRIDE** - We are passionate about making a positive difference to the people and place of Suffolk
- I** **INNOVATE** - We believe in making every penny count and every minute matter, and reducing environmental impact
- R** **RESPECT** - We give and earn respect
- E** **EMPOWER** - We empower, encourage and motivate



## National Fire Chiefs Council (NFCC) Core Code of Ethics

The National Core Code of Ethics for fire and rescue services has been developed in partnership with the NFCC, Local Government Association (LGA), and the Association of Police and Crime Commissioners (APCC), to support a consistent approach to ethics It helps to improve the organisational culture and workforce diversity of fire services across the country.



# Our Community Risk

Community risk planning is a requirement under the National Framework, produced by the Home Office and supported by the National Fire Chiefs Council (NFCC).

This planning helps to ensure that all fire and rescue services produce, review, and update their CRMP in line with the NFCC's CRMP fire standards, CRMP Framework and in consultation with their organisation and the wider public, making the plan accessible and informed by the community.

The Home Office's CRMP methodology, supported by a new national fire standard, sets out how all fire and rescue services should ensure that they have appropriate resources available based on local risk, with a focus on prevention, protection, and response activity.

It is supported by the NFCC's CRMP fire standards, which aim to achieve consistency and drive improvement in how risk management plans are developed. The standards enable each fire service to make better evidence-based decisions when allocating resources that align with the risks and needs of the local communities.

When preparing our CRMP, we have considered relevant policies, all foreseeable national, regional, and local risks, and the needs of our communities, stakeholders, and staff.

We have also reviewed and responded to the findings of His Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) and reflected this in our CRMP.

The CRMP will support change within SFRS, setting out our strategic priorities and how we intend to manage existing and future risks within the county.

The CRMP is a live document covering the next four years, which will be delivered through a service action plan and local community risk plans. It will be reviewed annually to ensure that it reflects any changes in risk, legislation and guidance, and finances.



The requirements of a CRMP are set out in the Fire and Rescue National Framework (England) 2018, which includes five priorities for services:

1. **To be accountable to communities for the service they provide.**
2. **To identify and assess the full range of foreseeable fire and rescue risks their areas face.**
3. **To make appropriate provision for fire prevention, protection activities and response to fire and rescue related incidents.**
4. **To develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.**
5. **To collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide.**

You will find details of how SFRS adopted these priorities throughout this plan.

The CRMP is supported by a programme of engagement and consultation with staff, partners, stakeholders and the public, including focus groups, a survey and engagement events.

# Statutory duties

Like all fire and rescue services, we have duties and responsibilities that are set out in legislation including:

## Fire & Rescue Services Act 2004

This details how we:

- Respond to fire and other emergencies
- Prevent fire and other emergencies
- Protect commercial and public buildings.

## Fire and Rescue National Framework for England

The Fire and Rescue Service National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England. Their current priorities are:

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents.
- Identify and assess the full range of foreseeable fire and rescue related risks their communities face.
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide.
- Be accountable to the communities they serve.
- Develop and maintain a workforce that is professional, resilient, skilled, flexible, and diverse.

## Civil Contingencies Act 2004

This details how we work with other agencies to deal with emergencies.

The Regulatory Reform (Fire Safety) order 2005

This details how fire and rescue services promote and support fire safety compliance in places such as offices, factories, public and high-rise buildings and gives services the authority to enforce those powers on premises that are found to present significant risk to life in the event of a fire.

## Other legislation

- The Health and Safety at work act 1974
- Fire and rescue services (Emergencies)(England) order 2007
- Police and Crime Act 2017

## Other external bodies that guide and influence our Service are:



# Fire and Rescue Authority

The Fire and Rescue Authority for Suffolk is Suffolk County Council (SCC), consisting of 75 elected councillors who represent the county.

Most of the Authority's daily business is conducted through SCC's Cabinet, made up of the Leader of the Council and nine County Councillors, including Councillor Andrew Reid, who is Cabinet Member for Public Health and Public Protection. All cabinet members are responsible for key decisions within the policy framework set by Suffolk County Council as a whole.

The Suffolk Fire and Rescue Authority is responsible for ensuring that SFRS operates in accordance with the law. It must ensure public money is safeguarded, properly accounted for, and used efficiently and effectively. The Authority also has a duty to continually improve the way in which its functions are carried out and must collaborate with other blue light emergency services.

The Government's priorities and objectives for Fire and Rescue Authorities are outlined in the Fire and Rescue National Framework for England 2018, which requires fire and rescue authorities to:

- **Make appropriate provision for fire prevention and protection activities, and response to fire and rescue related incidents.**
- **Identify and assess the full range of foreseeable fire and rescue-related risks their areas face.**
- **Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide.**
- **Be accountable to communities for the service they provide.**
- **Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.**

The framework also explains government expectations of the fire and rescue authorities in their approach to Community Risk Management planning.

The framework identifies high-level expectations but does not prescribe how each individual fire and rescue service should conduct its day-to-day business, which is decided by the Fire and Rescue Authority in consultation with the community they serve.

## What is a foreseeable risk?

An important phrase in the Fire and Rescue National Framework is foreseeable risk. A foreseeable risk is something that may realistically occur. In the context of the Framework, this refers to events we expect to happen and that we would respond to. The fire and rescue service should try to prevent an event from happening, reduce the impact if it does happen, and afterwards assist those people who have been affected.

There is a question about the extent to which, for the fire and rescue service, risks are reasonably foreseeable or just foreseeable.

Reasonably foreseeable fire and rescue service risks in Suffolk are those that happen regularly and include house fires, road traffic collisions, warehouse fires, train crashes, flash flooding, and dry summers with associated grass and field fires. It is also reasonably foreseeable that several emergencies will happen at the same time and that some of them will last for an extended period of time.

Risks that are foreseeable but not classed as reasonably so are those that happen very rarely and may include a terrorist attack, east coast flooding or a large plane crash. It is foreseeable that they may happen, but the historical evidence suggests these are rare events.

# Governance

The Council publishes its Annual Governance Statement through the Audit Committee. This sets out the Council’s governance arrangements, which apply to, and include Suffolk Fire and Rescue Service.

The Fire and Rescue Authority is responsible for key decisions in relation to SFRS. Councillor Andrew Reid is the Cabinet Member with day-to-day authority dealings with SFRS. The service’s business is also managed through audit, scrutiny and other committees along with the Fire Service Steering Group.

It is vital that the service understands how it’s performing against its primary responsibilities. Incident and operational data is submitted to a number of external agencies, including HMICFRS, NFCC and the Home Office, for analysis and review and is assessed locally through SFRS’s Performance Assurance Framework.

## His Majesty’s Inspection of Constabulary and Fire and Rescue Service Inspection

HMICFRS inspected our service in 2022 as part of its third round of inspections of fire and rescue services in England. The inspection looked at the service’s effectiveness, efficiency and people, and awarded the following grade:



### Good

#### Effectiveness

How effective are we at keeping people safe and secure from fire and other risks?



### Requires Improvement

#### Efficiency

How efficient are we at keeping people safe and secure from fire and other risks?



### Good

#### People

How well do we look after our people?

## The principal findings from the inspection:

- SFRS is good at identifying risk in the communities it serves.
- Notable improvements since their last inspection in how the service protects the public through regulation of fire safety.
- SFRS works well with others to reduce the number of fires.
- Improvements needed in allocation of staff across prevention, protection and response activity. The inspectorate commended the changes made, most notably, improved culture, values and wellbeing, an increase in protection activities and how we assess risk

**Innovative Practice was highlighted for our use of QR codes linked to relevant documents which give staff instant access to record and review lessons learned from operational incidents, training and exercises.**

Suffolk Fire and rescue Service is one of the top performing County Council Fire and Rescue Services, providing an effective service for our communities. The Service has developed an action plan to address the areas for improvement identified within the report. Work will also continue, to build on areas where the service was identified as performing well.

A full copy of the report can be found here: [www.justiceinspectors.gov.uk/hmicfrs/](http://www.justiceinspectors.gov.uk/hmicfrs/)

# Suffolk as a place

The rural nature of Suffolk can make some areas difficult to access. In addition, farms, rural businesses and heritage buildings can have their own specific fire risks.

The Suffolk risk map summarises some of the core risks that impact Suffolk, including areas susceptible to flooding, major roads, mass attendance events (for example Latitude Festival), seaports, rail networks and airfields.



## Suffolk Prepared Suffolk Resilience Forum

The Suffolk Resilience Forum (SRF) is a multi-agency group that provides strategic and operational support and guidance on the planning for multi-agency responses to a major incident.

SFRS is an active member of the Suffolk Resilience Forum, and our Chief Fire Officer currently holds the

role of chair, which aids us in meeting our obligations under the Civil Contingencies Act. Our service hosts two key roles of the SRF; Partnership Manager and Planning Officer roles.

More detailed information on the local risks to Suffolk can be found in our Strategic Assessment of Risk: [www.suffolk.gov.uk/suffolk-fire-and-rescue-service/about-suffolk-fire-and-rescue-service/performance-reports-and-strategic-assessment-of-risk](http://www.suffolk.gov.uk/suffolk-fire-and-rescue-service/about-suffolk-fire-and-rescue-service/performance-reports-and-strategic-assessment-of-risk)

# National resilience

*National resilience is our capacity and capability to work together with other responders to deliver a sustained and effective response to major incidents and emergencies.*

We work closely with SCC's Joint Emergency Planning Unit, with this arrangement ensuring that we are well prepared and joined up with the wider partnerships to help keep our communities safe and prepared.

Plans are established for responding to major incidents at sites such as Sizewell B Power Station. Our Risk and Resilience Manager continually engages with our partners to ensure we are closely aligned and can work effectively together.

Regional training with other fire and rescue services, police and the ambulance service supports operational readiness through Joint Operating Principles for a wider response to terrorist and major multi-agency incidents.

Service risk management arrangements align with the local community and national risk registers, ensuring that we have the appropriate response and recovery plans and the resources to meet these risks and our duties. The plans are reviewed and exercised periodically through the Suffolk Resilience Forum.



# Our County Profile

*Suffolk is a ceremonial county of England in East Anglia, which borders Norfolk to the north, Cambridgeshire to the west and Essex to the south, with the North Sea lying to the east.*

Suffolk covers



Population **760,472**



49.4%



50.6%

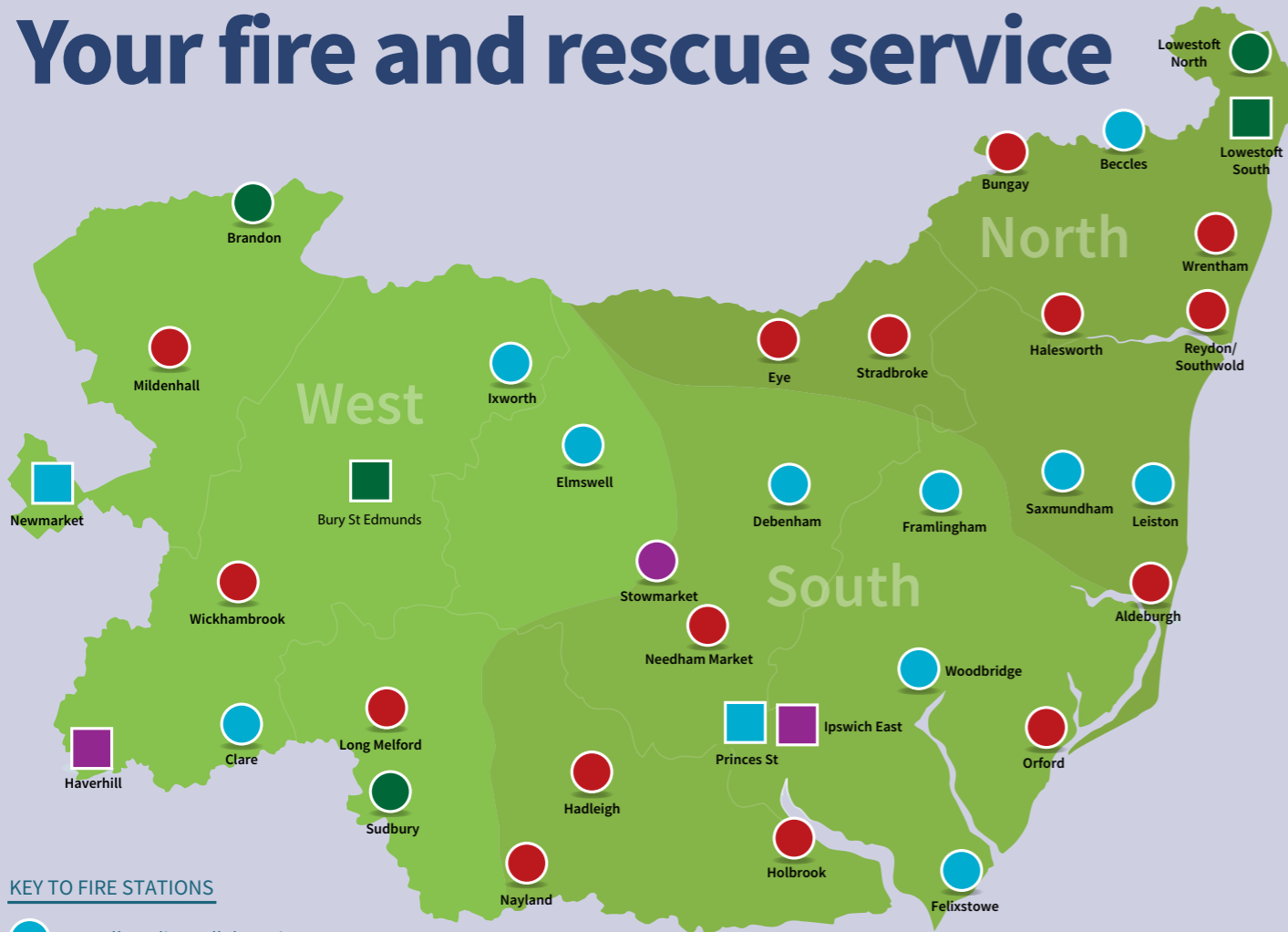
**Life expectancy in Suffolk for both males and females is statistically higher compared to the rest of England.**

- Suffolk is a ceremonial county in East Anglia, England, with an appointed Lord Lieutenant and High Sheriff supporting ceremonial occasions in relation to the monarchy.

- Suffolk borders Norfolk to the north, Cambridgeshire to the west and Essex to the south, with the North Sea lying in the east.
- Suffolk consists of five districts and boroughs: East Suffolk is the largest at an estimated 250,373 people, and Babergh has the lowest population with an estimated 92,753 residents.
- Suffolk has a higher percentage of adults aged 65 and over than the national average.
- Suffolk's road network totals over 4,300 miles, with around 55,000 vehicles crossing the Orwell Bridge daily.
- The Port of Felixstowe is the biggest and busiest container port in Great Britain.
- There are four Control of Major Accident Hazards (COMAH) sites in Suffolk, located in Haverhill, Stowmarket, Risby and Bury St Edmunds. The county has one Radiation Emergency Preparedness and Public Information (REPPPIR) site, the Sizewell B Nuclear Power Station near Leiston.
- Forecasts indicate that between 2021-2041 the population is expected to increase by 6.8% (approximately 52,000 people) to nearly 822,000 residents.
- There are 349,940 homes in Suffolk, including 44,150 flats/maisonettes and many thatched and historic properties in the county.



# Your fire and rescue service



## KEY TO FIRE STATIONS

- On-call - Police collaboration
- On-call - Ambulance collaboration
- On-call - Planned collaboration
- On-call - No collaboration
- Wholetime - Police collaboration
- Wholetime - Ambulance collaboration
- Wholetime - Planned collaboration

On-call = fire stations crewed by part-time firefighters  
 Wholetime = fire stations crewed by wholetime and part-time firefighters

**35** Fire Stations  
**43** Fire Engines



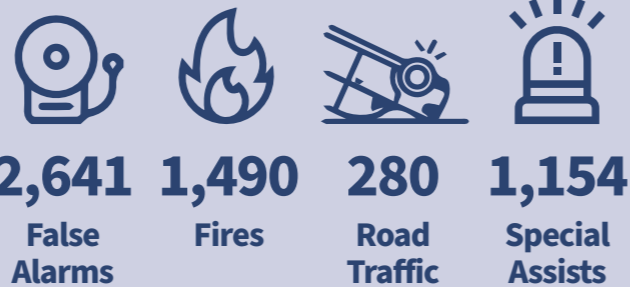
**584** Operational Staff  
**77** Support Staff



**2,730** Home Fire Safety Checks  
**950** Fire Safety Audits  
**67** Safeguarding referrals

## Fire Service Incidents 2021-2022

Total incidents 5,565



Special Service incidents include:  
**153** Animal Rescues  
**394** Ambulance Assists

# Our budget – sustainable finance

*Making sure the right resources are in the right place is vital, this includes securing the finance needed to allocate the necessary resources to meet the risks identified in our CRMP.*

Our financial planning goes much further than the delivery of Prevention, Protection and Response activity. It enhances our people, the systems we use, our infrastructure and allows a positive culture to flourish.

Astute financial management provides adequate resources to ensure the service can develop, innovate and meet emerging risks.

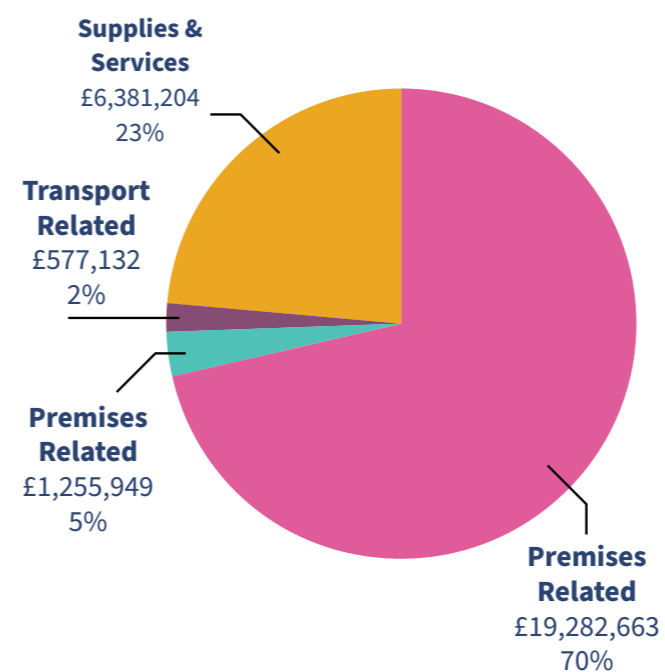
We have a total budget of £27.5 million to deliver your service during 2022-23, this is comprised of a net budget of £23.2 million and a gross income budget of £4.3 million.

The gross income budget is made up of:

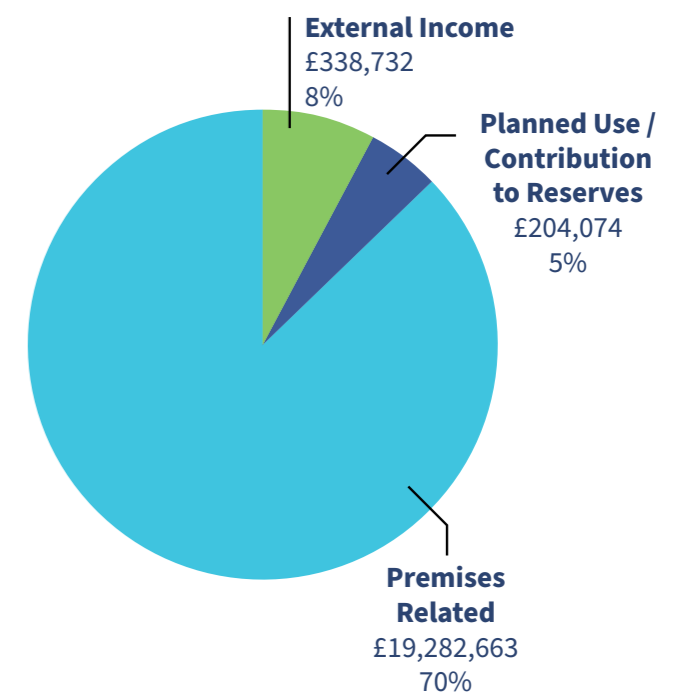
- Grants** for Private Financial Initiative, Fire Pension contributions, Firelink and New Dimensions,
- External income** for NFCC seconded posts, Cross Border Service Charges and Blue Light Integration Collaborations.
- Planned use and contribution to reserves**

More information on our budget can be accessed here: [www.suffolk.gov.uk/council-and-democracy/budget-council-tax-and-finance/council-accounts/](http://www.suffolk.gov.uk/council-and-democracy/budget-council-tax-and-finance/council-accounts/)

## Suffolk Fire and Rescue Service Gross Expenditure 2022-23 Budget £27,496,948

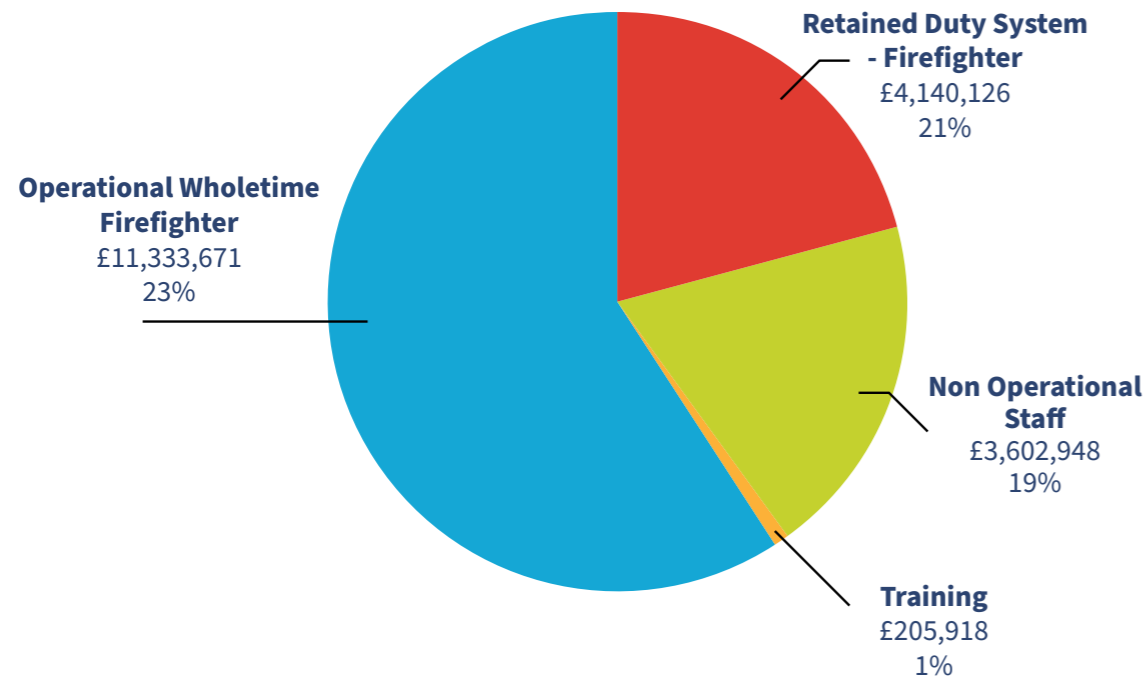


## Suffolk Fire and Rescue Service Gross Income 2022-23 Budget £4,286,482





## Employee Expenses Budget 2022-23 £19,282.663



### How we compare nationally

Annual financial and performance data for all fire and rescue services are published centrally, enabling services and their communities to measure themselves against regional family groups. Suffolk Fire and Rescue Service is consistently shown to deliver value for money for its county's residents.

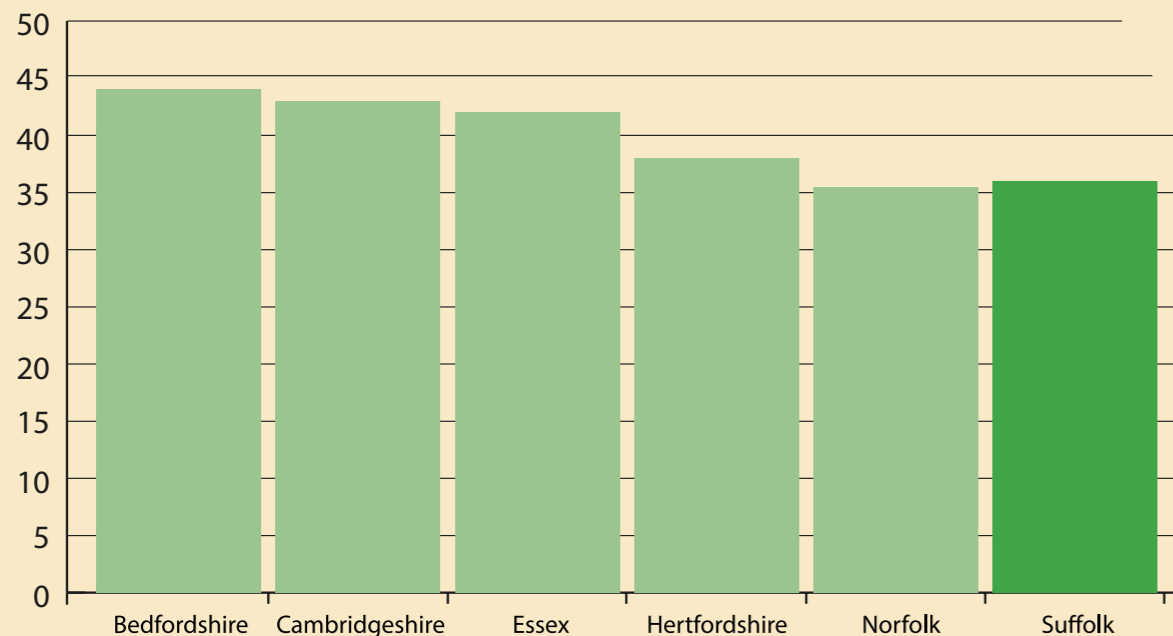
### Average Expenditure per Head of Population

**£36.19** Suffolk

**£37.84** County Council FRS

**£41.85** England rate

### Expenditure per Head of Population



# Achieving together

## Our key achievements from our last Integrated Risk Management Plan 2019-2022

Proposal	What we wanted to do	What we have done
<b>Automatic Fire Alarms (AFAs) &amp; unwanted fire signals</b>	<p>To seek views from the public on our response to AFAs.</p> <p>The approach in Suffolk was:</p> <ul style="list-style-type: none"> <li>A response is always sent to automatic fire alarm activations in premises that constitute sleeping risk.</li> <li>Below are examples of our attendance to four types of premises where a fire alarm is actuating:                             <ul style="list-style-type: none"> <li>School - 1 fire engine sent</li> <li>Care Home - 1 fire engine sent</li> <li>Hospital - 1 fire engine sent</li> <li>Commercial - 1 fire engine sent overnight and at weekends</li> </ul> </li> <li>A response is not sent to automatic fire alarm activations in occupied commercial and industrial premises from Monday to Friday between 09:00 and 17:00. Fire engines will only be sent if a 999 call is received in person, or there are other extenuating circumstances.</li> </ul>	<p>We have aligned our procedures to our partners in Cambridgeshire FRS with whom we share a Fire Control.</p> <p>We no longer attend schools or educational premises between 09:00 to 17:00, Monday to Friday, unless an in person 999 call is received, or sleeping accommodation is present.</p> <p>We have not made any changes in our response to care homes, hospitals, or commercial premises overnight or at the weekend.</p> <p>The policy remains under review to try to further reduce unwanted fire signals.</p>
<b>Response to Road Traffic Collisions</b>	<p>To review how we respond to RTCs, focusing on:</p> <ul style="list-style-type: none"> <li>The level of road traffic collision risk and 999 demand in Suffolk.</li> <li>The type of fire engines provided.</li> <li>The equipment carried on those fire engines.</li> <li>RTC training provided for firefighters.</li> <li>Modern vehicle technologies and emerging risks.</li> </ul>	<p>Rationalisation of equipment carried on fire engines and the response provided based on incident data.</p> <ul style="list-style-type: none"> <li>All fire engines now carry dedicated Battery Rescue Equipment (BRE).</li> <li>We introduced four new Enhanced Rescue Tenders (ERTs) carrying more specialist equipment for larger vehicles.</li> <li>Six Pump Rescue Tenders (PRTs) were converted into standard fire engines.</li> <li>We changed the number and type of resources sent to road traffic collisions.</li> </ul>

Proposal	What we wanted to do	What we have done
<b>Shift Patterns</b>	To seek the public's views on our intention to keep all shift patterns under review.	<p>Wholetime County Day Crew (CDC- formerly On-Call Crewing Reserves) have now been aligned to the day crewed shift system at Haverhill, increasing their availability and support to On-Call stations.</p> <p>All shift patterns will be subject to further review as part of the CRMP to ensure that we continue to match our resources to risk.</p>
<b>Specialist Rescue Capabilities</b>	<p>To review how it responds to these incidents by analysing the workload and response data of our existing specialist rescue provision. The review will focus on:</p> <ul style="list-style-type: none"> <li>The level of risk and 999 demand requiring specialist rescue capability in Suffolk.</li> <li>The equipment provided to meet that risk and demand.</li> <li>The training required for firefighters to provide this capability.</li> <li>How that capability is provided at 999 incidents.</li> </ul> <p>We will use this information to review and refresh our approach to provide the best response, in addition to improving the safety of our firefighters and other emergency responders.</p>	<p>For Advanced Working at Height (AWAH), incident data was analysed, and a rationalisation of equipment, resources and skillset was carried out.</p> <ul style="list-style-type: none"> <li>AWAH personnel are based at Ipswich East and Lowestoft South.</li> <li>There is a Reach Pole Rescue capability on ERTs and both aerial fire engines.</li> <li>New AWAH Personal Protective Equipment has been issued.</li> </ul> <p>For Water Rescue Incidents:</p> <ul style="list-style-type: none"> <li>New PPE (helmets) provided for improved personnel safety as well as dual use for Animal Rescue Incidents.</li> <li>More Swift Water Rescue Technician (SWRT) instructors trained to improve frequency of skill acquisition courses and develop instructor-student ratios.</li> </ul>
<b>Speed of Response to Emergency Incidents - Performance Measures</b>	<p>To seek views about the intention to review how we measure our Speed of Response performance, including:</p> <ul style="list-style-type: none"> <li>Simplifying the performance measures to make them clearer and easy to understand.</li> <li>Having measures that capture all the incidents we attend – the three measures currently in place only capture about 20% of incidents.</li> <li>Including all four phases of the speed of response as detailed previously – the current three measures capture only phases 3 and 4, and phases 1 and 2 are measured separately.</li> <li>Considering reporting separately on those incidents attended in more rural areas, where the firefighters responding first are On-Call firefighters, and more urban areas where the firefighters responding first are full-time firefighters.</li> </ul>	<p>The service has reviewed its Speed of Response Standards as part of the current IRMP (2019-2022). A Policy Development Panel of elected members from Suffolk County Council worked with SFRS firefighters and officers to carry out this review.</p> <p>The new response standards, aligned to NFCC Definition of Risk project, were consulted upon as part of the development of this new CRMP.</p>

# Understanding risk

*NFCC defines risk as a combination of the likelihood and consequence of a hazardous event.*

Risk is the potential for an emergency to occur that may threaten life, cause damage or harm to people, property, or the environment, including impact on critical infrastructure or protracted demand on emergency service resources.

Risk assessment is about weighing up how likely it is for something potentially harmful or hazardous to happen (measured on a low to high likelihood) against the severity of the impact or consequences if it does (measured on a low to high severity).

The identified risks from the data sources are analysed using the risk evaluation cycle.

**“Prevention, protection and response initiatives, along with partnership working have reduced our fire fatalities and casualties by 36% over the past three years.”**

Risk will always be dynamic, it changes over time and differs by area and demographic, requiring different interventions to reduce the likelihood of risk occurring. We will continue to review risks to our communities, our people, and the delivery of our statutory responsibilities.

## Risk Evaluation Cycle



# Our Risk Management Framework

To understand what risk looks like in our county, we have undertaken extensive research, using expert analysis by our partners in SCC, external independent analysis and evidence from national data. We have also drawn on local incidents and feedback and learning from significant local and national events to help identify and assess our foreseeable risks.

We have worked in collaboration with external independent analysts to develop a fire and rescue risk profile for Suffolk.

Our profile helps us to determine where we target our resources to address risk and considers the factors impacting on both the likelihood of an incident happening and the severity of any resulting consequence. This in turn influences our prevention and protection activities as well as ensuring we have our community risk and response resources where we most need them.

The types of incidents we attend the most rarely change, which gives us confidence that we target our resources effectively, implementing both short and long-term interventions.

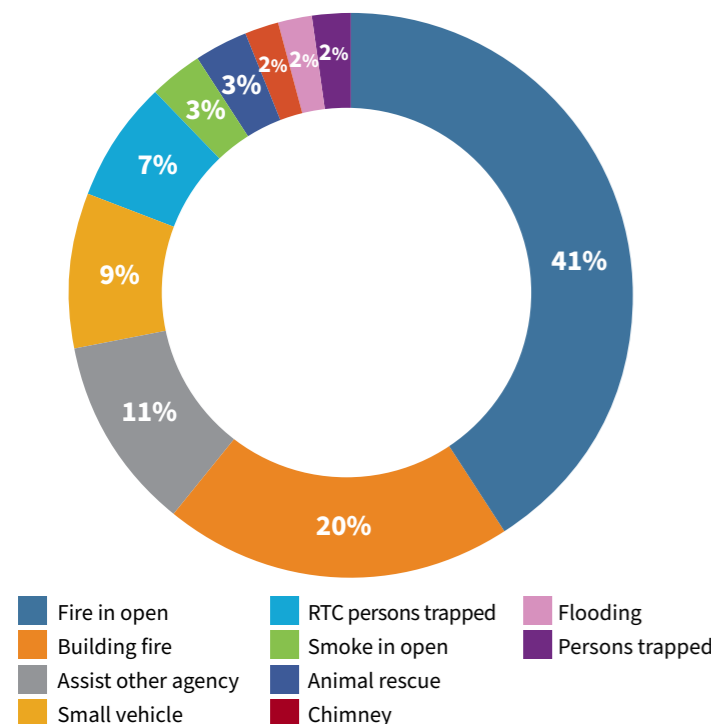
Our profile is reviewed annually to identify our priorities, set our objectives, and measure our performance.

Our risk appetite is the amount of risk that we are prepared to accept, tolerate or be exposed to at any point in time.

The mitigating factors influencing our service are informed by five main activities.

Any change to these factors would reflect a change in the risk appetite of the fire and rescue authority. These factors are used to help define our priorities for our Community Risk Management Plan.

## 10 most frequently attended incidents in the last five years



# Matching resource to risk

Our commitment to you is that we will match our resources to risk to provide the best possible service to our communities. We manage our identified risk in various ways, using relevant prevention, protection, and response interventions. Matching our resources to our risks in an integrated way supports the delivery of our service objectives and our ambition to make Suffolk safer.

When incidents occur, we operate a range of operational crewing systems, including On-Call and our wholtime crews (these include our four Wholtime stations, our two-day crew stations and our County Day Crew), which allows us to allocate our resources effectively based on the risks associated with geographical areas of Suffolk.

To effectively serve Suffolk, our trained staff utilise specialist vehicles, skills and equipment to respond to the risks we face. Over recent years, Suffolk has invested in developing our training centre based at Wattisham, building upon our capability to provide trained operational staff to respond to the ever-changing risk environment.

To support operations at larger incidents, our flexible duty officers provide cover across the county. They are trained with a range of specialist skills to enhance our frontline capabilities and offer tactical and strategic support across a wide range of response activity.

## Matching resource to risk to 2027: What we plan to do

Continue to develop our specialist skills.

Review our specialist equipment with gap analysis work

Look at how we make use of technology, developing smarter ways of working.

Continue work to get the right people with the right equipment in the right place at the right time.



# Local risk

## What creates risk in Suffolk?

*Our analysis of risk in Suffolk is heavily influenced by the current and emerging trends and data detailed within our Strategic Assessment of Risk. This document references a wide range of current and forecasting data and helps us match our resources to risk reduction and mitigation.*

## Demographics

The 2020 estimate indicates Suffolk has a population of 761,246, comprising 375,932 males (49.4%) and 385,314 females (50.6%).

The population has increased by 3.9% since 2012. Population forecasts indicate that between 2021 to 2041, the population is expected to increase by 6.8% (approximately 52,000 people) to nearly 822,000 residents. In 2020 there were 6,811 live births in Suffolk.

Suffolk has an older population compared to England. In Suffolk, approximately 24% of people are 65 or over compared to 19% nationally.

## Overview of Housing in Suffolk

In 2021, there were 349,940 properties in Suffolk. The current housing stock is old and inefficient to heat; 14.5% of Suffolk homes are in fuel poverty (49,018 properties in 2020) compared to 13.4% across England. 28.7% of properties are off the gas grid but this varies greatly by district or borough.

## Blocks of Flats

Dwelling count data for 2021 shows 44,510 flats/maisonettes in Suffolk, representing approximately 13% of all properties in the county. This is lower than in both the East of England (18%) and England (24%).

Since the Grenfell Tower fire, SFRS has visited and inspected all high-rise residential buildings in Suffolk to ensure the owners have appropriate fire safety arrangements in place. One example of a block of flats currently undergoing repairs and updates to remove cladding is St Francis Court in Ipswich.

## Deprivation

The English Indices of Deprivation measure relative levels of deprivation in 32,844 small geographical neighbourhoods, called Lower-Layer Super Output Areas (LSOAs), in England.

Suffolk continues to experience below-average levels of deprivation. At the county level, Suffolk was in the least deprived third of LSOAs nationally in 2015; now Suffolk ranks just outside the least deprived third (53rd out of 151 Authorities).

11.3% of Suffolk's LSOAs are in the 20% most deprived in England. 96% of the 20% most deprived LSOAs in Suffolk are in either East Suffolk (20 LSOAs) or Ipswich (28 LSOAs). Ipswich has the highest number and proportion of LSOAs in the 20% most deprived areas nationally when compared to other local authorities in Suffolk.

Despite these relatively low levels of overall rural deprivation in Suffolk, small distinct pockets of rural deprivation do exist; these can be hidden by the Indices of Multiple Deprivation being calculated at the LSOA level.

Suffolk's rural population is older than its urban population, and the proportion of older people in Suffolk's rural population is increasing faster than the proportion of older people in urban areas.

## Economy and Employment

A very high proportion of Suffolk's working-age residents work. Suffolk has historically had high levels of employment and has maintained this even through the economic downturn since 2008/936. Data for 2021 indicates that 78.0% of Suffolk residents aged 16-64 were in employment, compared to 77.9% in the East of England, and 75.1% for England overall.

## Crime

Crime rates in Suffolk are consistently lower compared to regional and national averages. However, 51,268 offences were recorded from May 2021-April 2022. The most commonly reported crimes were violence and sexual offences, followed by public order offences. This was the same as in England.

## Ethnicity

Please note, the data displayed below is presented for the old district and borough areas, as the data has not been updated since 2011. New census data is due in the Summer of 2022.

At the time of the last Census in 2011, 95.2% of the population in Suffolk identified as White, around 5% above the rate for England and 10% higher than the East of England. Suffolk has lower percentages of the other ethnic groups compared to national figures. All local authorities within Suffolk have higher percentages of White residents compared to the county overall, except in Forest Heath and Ipswich. Forest Heath is more ethnically diverse, largely due to the presence of American airbases at Mildenhall and Lakenheath.

## Migration

Suffolk has historically had a lower percentage of non-British residents as a proportion of the population as a whole compared to regionally and in England. In 2019, there were an estimated 51,000 non-British residents in Suffolk, and in 2020 the estimate was 56,000.

## Refugee and asylum seekers

Prior to the invasion of Ukraine, there were estimated to be around 2,500 refugees in Suffolk, the majority of whom lived in Ipswich. During 2020, the Suffolk Refugee Support charity worked with 227 children in the county aged 0-18 (this number refers only to those children 'worked with').

There are also currently 80-90 asylum seekers, many of them families, housed in Ipswich under the Government's 'dispersal' system.

## Killed or seriously injured on the roads

Suffolk data for 2020 indicates 265 people being killed or seriously injured (KSI) on the county's roads. The rate of KSIs in Suffolk is statistically similar to the average for England.

Pooled data for Suffolk for 2018-20 indicates 53 children under 16 years of age were KSI, again the rate was statistically similar to England. Emergency admissions to hospital for motorcyclists aged under 25 were statistically significantly worse compared to England, as were slight and serious casualties aged under 25 years.

## Transport

### Roads

The Suffolk road network totals over 4,300 miles, National Highways maintain trunk roads (roads of strategic importance), but all other roads are the responsibility of Suffolk County Council.

3.44 billion vehicle miles were travelled on roads in Suffolk in 2020, down from 4.36 billion miles 2019. This reduction is largely due to the restrictions in place because of the pandemic.

55,000 vehicles cross the Orwell Bridge in Ipswich on a daily basis.

### Trains

There are 25 rail stations in Suffolk. The busiest stations in Suffolk are Ipswich (726,756 entries and exits in 2020/21) followed by Stowmarket (185,762) and Bury St Edmunds (151,515).

In addition to the passenger service, the county railway carries a significant amount of rail freight, which is primarily container traffic to and from the Port of Felixstowe.

### Air Bases

There is a significant military air force presence in Suffolk as a result of two large US Air Force bases in Forest Heath (Lakenheath and Mildenhall). 2015 plans for the United States Airforce to withdraw from Mildenhall were scrapped in 2020. There are also UK armed forces bases at Honington, Wattisham and Woodbridge.

# Specific areas of local risk

Suffolk has various risks, which are dealt with on a day-to-day basis, including our emergency response to incidents such as fires and road traffic accidents. We also have some specific areas of local risk including:

## Wildfires

A wildfire is a large uncontrolled destructive fire that spreads quickly over woodland, bush or heath.

Suffolk and its neighbours experienced a high number of wildfires during July and August in 2022. We responded to these and supported our neighbouring services with the deployment of resources and equipment.

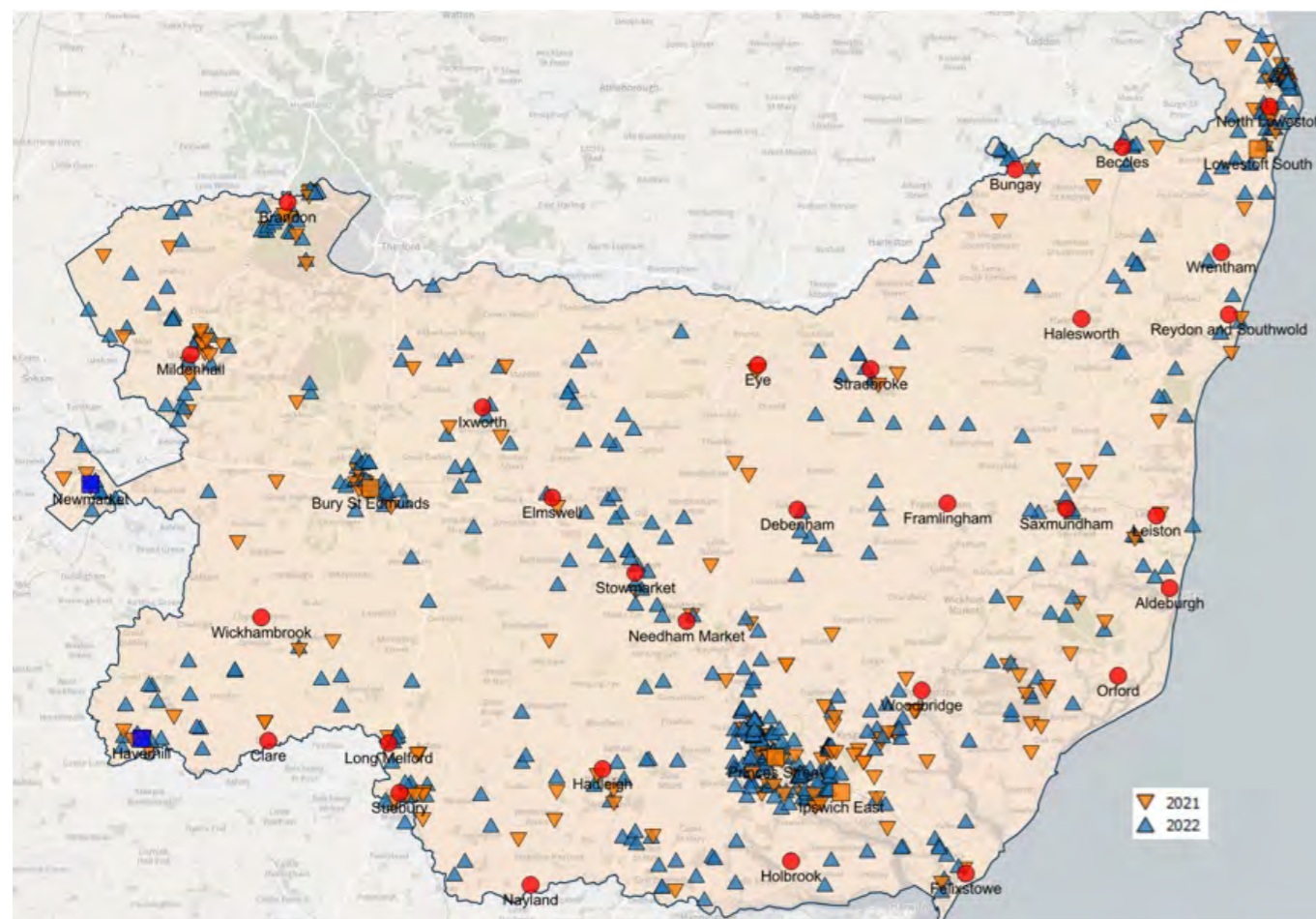
Suffolk is a predominantly rural county, consisting of agricultural land, heathland and forests, which is sparsely populated and presents a high risk of wildfire during prolonged hot dry summer months.

Wildfire incidents not only endanger human life but also kill wildlife and natural habitats and cause property damage.

Climate change is a factor in the frequency and severity of wildfires, with the Met Office predicting more frequent heatwaves in the future, it is likely Suffolk will experience more widespread wildfire events.

Recent wildfires were found to be a mix of both deliberate and accidentally started wildfires in Suffolk.

The map below shows the increase in fires in the open from 2021 to 2022.



## Flooding and water rescue

Suffolk is subject to flooding from the sea, rivers, rain and groundwater. In February 2022, Suffolk declared a major incident due to Storm Eunice, which caused major disruption in Suffolk, with SFRS attending 51 incidents in one day.

Climate change will factor in our county's flood risk, with this causing extreme weather conditions, leading to the Met Office predicting increased flooding in the future from our rivers, sea and drainage systems.

There has also been increased river and water leisure use because of tourism and the popularity of staycations following Covid-19.

These increases will place pressure on emergency services, so it is important that we review our current capability and resources to ensure we can meet this increased demand.

## Fires in water vessels

Suffolk has one of the busiest freight ports in the country. The Port of Felixstowe has its own firefighting capability, with Suffolk Fire and Rescue Service offering support when required.

Fires on ships are a rare occurrence, although vessels and their diverse cargo present a high degree of risk for fire crews and, as such, require a specialist approach.

## Heritage buildings

Suffolk is home to many historic and heritage sites. Losing a historic building to a fire or other disasters would be a significant loss to local and national heritage as they are unique and irreplaceable.

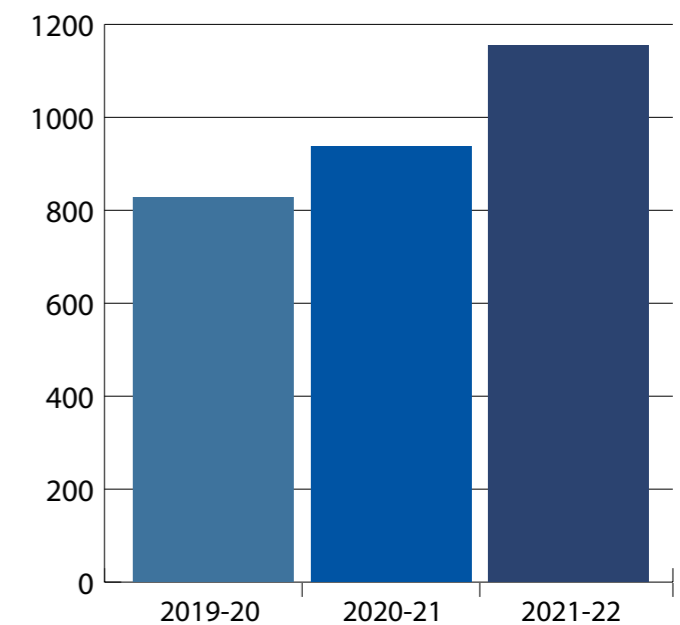
Given the unique nature and construction methods of many heritage buildings, firefighters need to maintain tactical plans to ensure all risks are understood and to be aware of how best to control the spread of damage and salvage historically important objects.

## Special Service Assist

Sometimes we are asked by other agencies, including the police and ambulance service, to help them gain access to someone's home. This may be because they need urgent medical help or because someone is trapped and can't get out.

We may also be asked to assist with the transfer of patients where other agencies need assistance in lifting and moving individuals.

Over the past few years, these types of incidents have been increasing. Due to the nature of the incident, the risk of injury can be high unless specialist equipment is used.





### Road Traffic Collisions

Road Traffic Collisions (RTC) are incidents involving motor vehicles and/or pedestrians. When we are called to attend, we are usually required to extricate people from vehicles, make vehicles safe and ensure any vehicle fires are extinguished.

Each year, people die or suffer serious injuries on the roads of Suffolk. The number of RTCs that we attend is increasing, although we did see a reduction in accidents during Covid lockdowns. Suffolk has a complex road network, with major A roads and more rural roads. The road network totals over 4,300 miles and around 55,000 vehicles cross the Orwell Bridge daily.

Suffolk attracts large amounts of tourists, recreational drivers, motorcyclists and cyclists especially from Easter through to Early autumn when more people visit the county.

### Thatched properties

Thatched properties have their unique fire safety issues. A thatched roof is always at risk from fire and once a fire has taken hold it will spread rapidly. The most common cause of thatched fires is heat transfer from chimneys. Electrical faults, sparks from bonfires or chimneys and lightning strikes can also cause a thatch fire.

Thatch fires can take considerable firefighting resources and require specialist training.

### Marauding Terrorist Attacks (MTA)

Marauding Terrorist Attacks (MTA) are fast-moving, violent attacks where assailants move through a location, aiming to find, kill or hurt as many people as possible.

The likelihood of this type of incident in Suffolk is low, however, there is a significant risk of injury or death should an incident such as this happen.

It is important that we have robust planning in place and that we work closely with other emergency services so that a response is coordinated on every level.

# Emerging risks

*In addition to the range of risks identified, we must be prepared to respond to emerging risks that have the potential for a high impact on our communities and Service.*



### People and diversity

The service needs to attract, recruit, train and retain people capable of meeting the challenges posed by our changing risk environment. The service provides a high level of On-Call availability, with this being one of the best in the country, but sustaining this can prove challenging.

Changes in how people live and work have impacted our On-Call recruitment, and market force wages continue to make it difficult to recruit for some specialist support roles.

Nationally, fire and rescue services are experiencing difficulty in recruiting for roles within the service. This includes On-Call firefighters and specialist non-operational roles such as fleet maintenance and IT.

Our On-Call firefighters provide the most efficient means for us to deliver our service. They are exceptional people from the local community who give their time to train and respond to emergencies and are committed to keeping Suffolk safe.

SFRS support staff carry out a variety of roles, including prevention, protection, IT and business support. Our mechanics keep our fleet on the road, and our supply teams manage our equipment, including personal protection equipment.

A workforce that is more reflective of the local community is an aspiration of the service and nurturing a culture of inclusivity that values diversity is crucial in developing our service. Diversity is essential for improved organisational performance and a better understanding of our local communities. It also enables us to attract and retain the best talent, increase employee satisfaction, provide a new perspective and inform smarter decision-making.

### Climate change and extreme weather

Climate change is bringing increased variants in temperatures and weather conditions. The average global temperature is rising and has increased by 1 degree Celsius since 1900, with over half of that increase occurring since the mid-1970s.

2022 saw the UK experience temperatures in excess of 40 degrees Celsius for the first time, which along with above-average temperatures across the year, resulted in 2022 breaking the annual temperature record. This, coupled with Suffolk experiencing lower than average rainfall, has increased the likelihood of extreme weather events, such as wildfires, droughts, heatwaves and wide-scale flooding, with these devastating events potentially requiring a response from Suffolk Fire and Rescue Service.

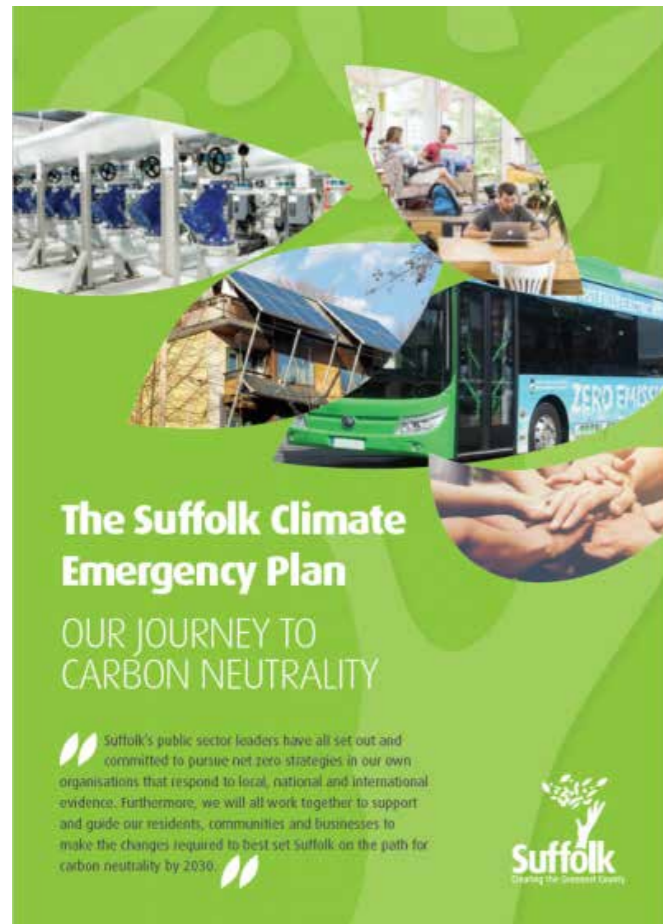


The service will be required to adapt to and mitigate the effects of a changing climate, ensuring it can protect and support the county's communities in the rescue and recovery from such extreme occurrences.

Suffolk has over 900 County Wildlife Sites (CWS), and these play a key role in the conservation of Suffolk's biodiversity, with important links to the county's Living Landscape. The Dedham Vale, Suffolk Coast, Heaths Areas of Outstanding Natural Beauty (AONBs) and the Norfolk and Suffolk Broads are places where the quality of the landscape is formally recognised and given special statutory status to conserve and enhance natural beauty and, in the case of The Broads, an additional duty to promote open-air recreation.

SFRS supports Suffolk County Council (SCC) with the delivery of the Suffolk Climate Emergency Plan (SCEP). SCC aims to be a carbon-neutral authority by 2030.

Climate change is increasingly impacting incidents, which test both organisational resilience and capacity. As we support the delivery of the SCEP, we recognise that the positive impacts on the climate may take many years. As such, SFRS must continue to monitor climate change and regularly assess our resilience in responding to this increased risk, ensuring we continue to have the right people in the right place, with the right resources.



### Aging population and increased vulnerability

The 2021 Census data shows that the East of England's ageing population has increased by 8.3% since 2011. According to the World Health Organisation, the proportion of the global over 60 population will double from 12% to 22% between 2015 and 2050.

Suffolk has an older population compared to England. In Suffolk, approximately 24% of people are 65 or over compared to 19% nationally. There is variation within Suffolk, with East Suffolk having the largest population aged 65 and over (28%). Over the next twenty years, Suffolk is expected to see a shift from approximately 1 in 5 residents aged 65 or over to 1 in 3.

The ageing population makes it more likely for people in Suffolk to have long-term health conditions and as people age, they are more likely to experience several health conditions at the same time. Older age can also be characterised by the emergence of several complex health states, often the consequence of multiple underlying factors including frailty, falls and delirium. This may result in higher numbers of housebound residents or residents with mobility limitations.

In 2020/21, there were 3,245 emergency hospital admissions in Suffolk for injuries due to falls in persons aged 65 years and over, which equates to approximately nine admissions per day. 70% of these admissions were for people aged 80 years and over. Suffolk has a statistically lower rate of falls compared to the East of England and England overall.

An increase in age and associated health conditions may also result in an increased risk from fire, and those still driving may also face complex traffic environments and the cognitive demands of being in control of a vehicle. We are committed to strengthening our partnership arrangements helping to effectively deliver our prevention programmes to those who need it, and continue supporting our blue light partners with emergency assistance.

### Future housing projects

In 2021, there were nearly 350,000 properties in Suffolk, with plans to build more over the coming years. Population forecasts indicate that the population of Suffolk is expected to increase by 6.8% to nearly 822,000 residents between 2021-2041. The demand for homes is also likely to increase.

SFRS continues to work closely with our partners across SCC to ensure we are aware of and can plan for emerging risks in relation to future residential developments.

We are here to help those responsible for planning building work meet the legal standards and protect their businesses from fire. We are involved with influencing building safety from the planning to construction stage and then monitor buildings with our risk-based inspection programme and building planning consultation work.



### High-bay Warehousing

High-bay Warehousing is warehouses filled with racks, which can have a height of between 12 to 50 metres to help with high space utilisation and offer storage capacity for thousands of pallet spaces. Often these warehouses are automated. Increasing numbers are being erected along the A14 corridor and other industrial areas across the county.

Common causes of warehouse fires are linked to problems with the building's electrics, lighting and heating, however, the most common cause is where a fire is deliberately started.

High-bay warehousing presents firefighters with specific operational challenges when involved in a fire. Crews carry out regular visits to familiarise themselves with the layout and risks they may face at incidents in this type of building.



### Electric vehicles

We expect to see many more electric vehicles on our roads, driveways and car parks as ownership grows. Charging points in homes, places of work and public car parks are also expected to increase.

Fires in electric vehicles (EV) are very rare, but when they do occur they can be extremely dangerous and resource intensive. Putting out an EV fire demands large amounts of water that could become contaminated. Even once the fire has been extinguished, it could still reignite hours, days or weeks after the initial event, making disposing of fire-damaged electric vehicles a challenge.

Correct fitting of charging points and using the correct voltage is a real concern, as often fires are started by poor electrics. Understanding how to prevent and deal with EV fires is a priority for SFRS as the number of these vehicles grows.



# Nationally significant events

## Grenfell Tower

The Grenfell Tower fire started shortly before 1am on 14 June 2017 in the Royal Borough of Kensington and Chelsea, West London. The fire originated in a flat on the 4th floor and quickly spread up the outside of the building resulting in the whole building being engulfed in fire. A total of 227 people escaped the Tower, and 72 people tragically lost their lives

## Manchester Arena Bombing

On 22 May 2017, an Islamist extremist suicide bomber detonated a shrapnel-laden homemade bomb as people left the Manchester Arena after a concert. 23 people were killed, including the attacker and 1,017 were injured, many of them children.

Both events sent shockwaves throughout the country, including in fire and rescue services nationally. Following the publications of the respective inquiry findings and recommendations, all fire services have committed to addressing the recommendations and new legislation. These events have impacted our protection and response activities, with work already underway and planned to implement the recommendations.



# Nationally significant infrastructure projects

Nationally significant infrastructure projects (NSIP) are major infrastructure developments in England and Wales that bypass normal local planning requirements. These include proposals for power plants, large renewable energy projects, and major road projects.

## Sizewell C

Sizewell C is a project to construct a 3,200-megawatt electricity nuclear power station with two European pressurised reactors in north Suffolk. Once built, Sizewell C will generate low-carbon electricity for at least 60 years. The project is expected to take between 9-12 years, with construction due to begin in 2024. Sizewell C will help level up the county by bringing opportunities to East Anglia and other regions.

Sizewell C is anticipated to generate up to 900 jobs, many from the local region. Further jobs are expected to be created from the supply chain.

Increased infrastructure use is anticipated along the A12 Woodbridge to Lowestoft corridor, with both construction and employee transport use. Other infrastructure work is expected, including bypass and link road construction and other projects, such as a park and ride (for use by employees and to help minimise traffic), use of rail and sea networks and freight management.

Increased housing and accommodation needs are anticipated during the construction phase and further in the future with additional housing stock needed for employees.

SFRS started consulting with partners on Sizewell C at an early stage and has since engaged on a regular basis, including meeting stakeholders both virtually and on-site. We will continue to monitor the potential increase in associated risks, such as increased infrastructure use, and be involved in the construction planning for new housing associated with the project.



## Offshore wind farms

Offshore wind farms use undersea cables to transmit electricity to the grid. Electricity produced by offshore wind turbines travels back to shore through a series of cable systems to an onshore substation.

Various plans for turbines located off the coast of Suffolk have been approved, including the development of the 30-acre Friston Substation, which is needed as part of the network to bring the power ashore.



## Battery energy storage sites and solar farms

The proposed increase in battery energy storage sites and solar farms provides both battery energy storage and solar photovoltaic infrastructure across Suffolk.

The battery storage systems supply electricity to the local electricity network at times of peak energy demand, helping make renewable energy outputs from solar farms a secure and reliable part of our energy supply.

The solar farm allows intensively farmed agricultural land to rest for the period of operation (approx. 40 years), after which the land can be returned to agricultural use at the end of the solar farm's life.



## East Anglian Green

East Anglian Green consists of plans for a network of pylons to carry electricity from renewable sources on the east coast to connect Norfolk and Tilbury via Suffolk.

SFRS continues to work with partners throughout the development of these sites.



# Meeting those risks

*Understanding risk is crucial to the delivery of our service. We acknowledge that our risks and operating environment are changing, making it vital for us to target our resources and take appropriate action to reduce and manage risks.*

Our meeting risks work focuses on how the service plans our activities to keep our communities safe, from being able to respond quickly and effectively to any emergency incident to working with communities and partner agencies to ensure these incidents do not happen in the first place.

In addition to the range of departmental plans and aims, there are a number of key priorities to be delivered over the coming four years of the CRMP. These aim to improve our efficiency, effectiveness, and people. The priorities also aim to build ongoing resilience and sustainability by increasing our capabilities, matching our resources to risk and working towards meeting the current and emerging risks of Suffolk.



People

- Review our On-Call sustainability
- Recruit and retain non-operational support staff
- Continue to grow an inclusive and diverse workforce



Prevention

- Develop our home safety prevention work.
- Increase prevention work in rural communities
- Focused prevention work for our hard-to-reach communities



Protection

- Provide advice and guidance on new legislation, ensuring compliance and enforcement of new laws
- Develop our work in the built environment
- Support the National Fire Chiefs Council in establishing the Health & Safety Executive Building Safety Regulator



Response

- Implement revised response standards
- Ensure our emergency response fleet can mitigate emerging risks
- Use our resources to meet a wide range of community needs in partnership with others
- Match our resources to risk

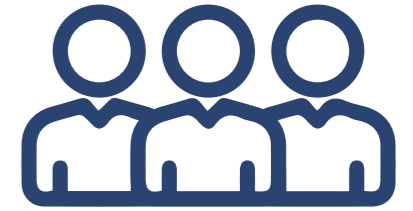


Climate

- Support SCC with the delivery of the Suffolk Climate Emergency Plan
- Transition to a zero emissions fleet
- Review our training, equipment and firefighting methodology to enable the service to adapt and respond to the effects of climate change



## Our People



*Our People are our most valuable asset in delivering our service to you. We need our staff to have the right skills, qualities, values and behaviours to ensure that we can meet the needs and expectations of our communities across Suffolk.*

We want to ensure that SFRS is a great place to work, where everyone is treated with dignity and respect and can work in an innovative, empowered and collaborative way to support our communities.

Our service is made up of operational staff (firefighters) and support staff. Our operational staff are made up of wholtime and On-Call firefighters and officers.

- Wholtime firefighters are primarily based at our fire stations. We also have a wholtime County Day Crew that travels around the county to ensure full coverage when required.**
- On-Call firefighters respond to emergency calls within their local area, either from home or their place of work.**

Many of our wholtime and support staff are also On-Call firefighters.

Support staff keep our service running by providing professional skills and carrying out a range of duties to enable our service to deliver its core priorities across Prevention, Protection and Response. These vital roles contribute to our service delivery and keeping Suffolk safer.



### Equality, Diversity and Inclusion

We are committed to promoting equality, diversity and inclusion (EDI) to our staff and in the service we deliver to our communities, making SFRS an employer of choice and ensuring that everyone is treated with dignity and respect. We believe that a diverse workforce with individuals who offer different perspectives, skills, experience, and knowledge will benefit us as an organisation and allow us to reflect and meet the needs of the communities we serve.

### Health and wellbeing

The health and wellbeing of our staff remain a priority. We support both physical and mental health through fitness testing and the Mental Health at Work Commitment. We also provide a range of support through post incident peer support, an employee assistance programme, mental health first aiders, occupational health and a dedicated Fitness and Wellbeing Officer. In addition, our staff and their families have access to facilities and support provided by external organisations such as the Fire Fighters Charity.

### Development opportunities

We are committed to developing our staff and provide opportunities for training, development and qualifications that enable high performance and career progression within a supportive environment.

**PRIORITY**  
**1**

# People: Recruitment and retention



*Recruitment is challenging; we acknowledge that our service needs to find new approaches to our working models to enable more flexible work patterns for our staff. As people's attitudes to a work/life balance change, so must our approach to recruiting and retaining our workforce.*

Developing a professional, highly skilled and engaged workforce is key to the success of our fire service. We recognise that developing our staff is vital if we want to retain experience, knowledge and skills and have a fulfilled, committed and engaged workforce.

Our service needs to attract, recruit, train and retain people capable of meeting the challenges posed by the changing risk environment, including:

- Succession planning
- Critical skill shortage
- Recruitment and retention of the next generation
- Diversity and inclusion
- Pay equality
- Regulatory compliance

A workforce that reflects the local community is an aspiration of SFRS, but this is only one element of our commitment to diversity.

Nurturing an inclusive culture that values everybody's thoughts is an essential part of our service development.



## Our Focus

### 1.1 On-Call sustainability

The On-Call model depends on having enough appropriately trained firefighters based within the local community with a fire station for emergency calls.

Societal changes, legislation, and the changing economy have all impacted how we recruit and retain colleagues. To help with staff retention, we need to create flexible working conditions which reflect family commitments and primary employment obligations.

We will be undertaking an On-Call sustainability project to evaluate our ways of working. This will help to create a modern On-Call model, looking at:

- Working with current On-Call firefighters and their employers to ensure we are flexible and adaptable.
- Looking at how we make our On-Call contracts more flexible to attract potential On-Call firefighters.
- Exploring and taking best practice from other service's On-Call models.
- Exploring how we can recruit and retain On-Call firefighters.
- Addressing the critical skill shortage.

We will continue to deliver agile solutions to support our increasingly changing workforce, enabling us to have the right people in the right places and ensuring that the primary employers of our On-Call staff are fully supported.



### 1.2 Recruitment and retention of our support staff

Like fire services nationally, Suffolk is experiencing challenges in recruiting professionally skilled support staff, including in areas such as Fleet Mechanics and IT staff.

The challenge is due to SFRS being unable to reflect market force pay and conditions at present, meaning recruitment and retention can be problematic, leaving us vulnerable to skill shortages, or facing higher costs for having to outsource these skills.

We will continue to work with our HR partners to evaluate different approaches to this issue and find flexible solutions, including

- Developing our apprenticeship programme
- Committing to the Youth Employability Charter Providing high-quality training and progression opportunities.
- Looking at how we mitigate critical skill shortage



### 1.3 Equality, Diversity and Inclusion.

We are committed to promoting equality, diversity and inclusion (EDI) to our staff and in the service we deliver to our communities to ensure that everyone is treated with dignity and respect. We believe that a diverse workforce with individuals who offer different perspectives, skills, experience, and knowledge will benefit us as an organisation and allow us to reflect and meet the needs of the communities we serve.

SFRS has created an environment and culture in which our staff can grow and develop to deliver outstanding service to our communities. We will build on this and continue to seek out innovative ways to deliver our commitment to equality, diversity and inclusion.

Our EDI mentors ensure that EDI is at the heart of everything we do. This includes consulting with existing staff, community groups and emergency services partners to evaluate EDI barriers to recruitment and retention. We will also engage and educate community groups about the employment opportunities within the service, promoting SFRS as a career and employer of choice.

# Prevention: Our current Prevention activity



*Suffolk Fire and Rescue Service's prevention activities keep people safer in their homes from fires and other risks. We work with our communities to improve their safety, health and wellbeing through activities that educate them to make safer decisions, enabling residents to remain in their homes safely for longer.*

Our prevention work will see us deliver Home Fire Safety Visits, allowing SFRS to support residents with advice and guidance beyond that of simple fire safety, which look more holistically at health and wellbeing, enabling us to signpost residents to a wider support network.

Community Fire Volunteers, Specialist Prevention Practitioners and Operational Firefighters carry out free Home Fire Safety Visits. We know certain vulnerable groups are more at risk from harm in the event of a fire and have strong partnerships with other organisations such as the police, health sector and social care. We work closely together to reduce risk at the earliest opportunity, safeguard those who need our support and prevent further harm.

Our community risk reduction work is designed to reduce the total number of incidents, the likelihood of people being killed or injured in their homes, and incidents on our roads and waterways.

The Covid-19 pandemic required people, businesses and public services to find new and innovative ways of working and has seen advances in systems and technologies that broaden public access to information and services. SFRS will look to work with partners and national bodies to develop this innovation on, applying it to the advice and guidance given during our community visits and interactions.

## What we do

### Home Fire Safety Visits

In 2021 -22, we fitted smoke alarms and provided safety and wellbeing advice to 2,730 homes. Of these, 733 were households with at least one person living with a disability and 1,318 households containing at least one or more persons over the age of 65.

We will continue to prioritise our work to visit the most vulnerable, who have the greatest likelihood of fire in their home and are most at risk of death or injury.

### Working to improve water safety

Suffolk has 50 miles of coastline and several major rivers, which are used for leisure and business purposes.

Whilst the number of water rescues remains low, many of the incidents we do attend could have been avoided with better awareness. Drowning is one of the UK's leading causes of accidental death, so we will continue to work with partners to promote an increased understanding of water safety to reduce the number of incidents that require our attendance.



## Prevention Programmes

We deliver many diverse programmes that enhance community safety including:

- Road Safety training such as the Biker Down course.
- 'It Can Wait' which is a pre and young driver road safety intervention course targeting 15-18yr olds. The course aims to reduce the use of mobile phones by drivers.
- Fire Setter Intervention, where we work with young people who demonstrate an unhealthy interest in fire, both individually and in groups, to provide education and support.
- A collaborative Emergency Service Cadet Scheme in conjunction with our police colleagues. The scheme promotes confidence and teamwork in our young people and provides a practical and theoretical understanding of our Emergency Services.
- Supporting older members of our communities to live independently and more safely in their homes with reduced risk of fire.
- Safeguarding Partnerships that see us work with our partner agencies to ensure vulnerable members of our communities are cared for by a multi-agency approach.
- Participation in National Prevention Campaigns enables our service to promote national initiatives and guidance on topics such as drowning and wildfire awareness, helping encourage safety in our communities.

## Children and Young People

We have well established programmes that provide children and young people with the vital foundations of fire safety knowledge. We offer information on what to do if there is a fire in the home, dealing with burns and testing smoke alarms.

Early intervention to educate our children and young people about the dangers of fire can prevent fire-setting activity, increasing safety and reducing incidents. We are also working with the NFCC to adopt and embed the Early Intervention Framework. This new approach will modernise delivery, allowing us to tailor activity specifically to the community risk. The framework also ensures we target those most vulnerable, giving them the support and opportunity to become more resilient and likely to achieve better outcomes and less likely to need Blue Light Service interventions.

## Evaluation

An increased focus on the way we review, quality assure and evaluate our work will support us in demonstrating the efficiency and effectiveness of our prevention activity. This will result in continuous improvement and ensure we meet the requirements of the community, taking an agile and adaptive approach to their needs.

We plan to build on the quality assurance process for our prevention activity. This will see specialist practitioners sampling all elements of our delivery, reviewing how activity is captured and supporting frontline crews in targeting those residents most at risk in their communities through the development and delivery of objectives in their Local Risk Management Plans. These plans are specific to each station and ensure that SFRS is targeting the specific risk in each of our stations and community areas.



# Prevention: Reducing community risk & vulnerability



*We will ensure that our prevention activities are directed to those who are most at risk, aiming to stop fires and incidents from happening in the first place.*

Suffolk has a higher percentage of adults aged 65 and over compared to national figures. Population forecasts indicate that this is estimated to increase, with a shift from 1 in 5 to 1 in 3 residents aged 65+ over the next twenty years. As the county's ageing population continues to grow, we anticipate an increase in the need for support.

Suffolk is rural in nature with specific challenges such as a large farming community, thatched and heritage properties and rural businesses. Climate change has impacted our rural areas, and the risks of wildfire and flooding are increasing.

Our urban areas in the county can also prove challenging, with higher levels of deprivation, unemployment, and poor lifestyle choices, such as smoking, alcohol and drug misuse. Most fire-related deaths or injuries occur when there is a fire in the home, although the evidence suggests that the risk of fire in the home is low, in areas of high deprivation this risk is increased.

We use a range of information to ensure that our activities are targeted at those who are the most vulnerable or need our help the most. Age, health, lifestyle factors and deprivation can influence who is living with increased risk. Closer work with partner agencies, a better understanding of safeguarding and changing how we carry out our visits will be essential in meeting these risks.

Alongside our prevention work with vulnerable and hard-to-reach communities, we remain committed to working with children and young people to increase their understanding of the dangers of fire and how to prevent them. As trusted role models, we will continue to deliver targeted education and engagement programmes, including working with young people who demonstrate fire-setting behaviours to educate and divert them away from the activity.



## Our Focus

### 2.1 Changing our Home Fire Safety Visits

We are committed to ensuring our community receive the information they need to keep their household safe. Developing and increasing how we carry out our home safety prevention work will enable us to reflect the changing needs of our communities.

We plan to replace Home Fire Safety Checks that focus on fire safety in the home with Home Fire Safety Visits. SFRS will target those most vulnerable in the community with an enhanced Safe and Well visit that still offers fire safety advice.

We remain committed to working with partners to make every intervention count. Collaboration with public sector and voluntary organisations will ensure information held is shared appropriately to maximise the support provided to vulnerable members of the community. By signposting support and sharing services available, we can ensure every intervention provides value for money and improved outcomes.

Home Fire Safety Visits can be booked by phoning or emailing our Prevention team. You can also check if you are eligible for a visit by answering five short questions on the Home Fire Safety Visits page on our website.

#### What's the difference between a Home Fire Safety Check and a Safe and Well Visit?

##### Home Fire Safety Check

- Provides and installs free 10-year smoke alarms where necessary
- Gives life-saving advice in the event of a fire in your home and explains how to make a fire escape plan for you and your family
- Offers advice on how to spot fire hazards in the home, for example, the safe use of smoking materials, candles, heaters, electric blankets and understanding dangers from harmful substances
- Describes cooking hazards and give advice on electrical safety

- Discusses bedtime routines
- Explains doorstep etiquette (working with Suffolk Trading Standards)
- Offers Carbon Monoxide advice
- Shows identification when they visit

##### Safe and Well Visit

Provides everything the Home Fire Safety Check does but also includes:

- Other home or health risk advice
- Signposting to specialist advice or support where required
- Referrals to partner agencies when appropriate

By combining Home Office and English Housing survey data, Home Office Statisticians have calculated you are around nine times more likely to die in a fire if you do not have a working smoke alarm fitted in your home.

#### Types of Home Fire Safety Visits (HFSV)

##### Planned visits

- Properties identified within very high or high risk areas
- Specific groups identified through local engagement and station plans
- Properties identified as medium risk
- Urgent referrals from partner agencies
- Referrals received online or via telephone (these can be from individual households, family members or

partner agencies)

- Hot strikes (targeting households or areas directly after a dwelling fire locally)
- Active resource deployments (targeted events in specific areas)

##### Reactive visits

- Urgent referrals from partner agencies
- Referrals received online or via telephone (these can be from individual households, family members or partner agencies)
- Hot strikes (targeting households or areas directly after a dwelling fire locally)
- Active resource deployments (targeted events in specific areas)

## Why are Home Fire Safety Visits important?

As illustrated in the infographic below the fire-related fatality rate per million is higher for men and older people. For men, the fatality rate was 5.9 per million population, compared to 3.6 per million population for women. For men aged 65 to 79 the fatality rate was 13.3 per million population, while the equivalent rate in the same age group for women was 7.8 per million. For those aged 80 and over, the rate for men was 20.2 per million and for women was 19.3 per million.

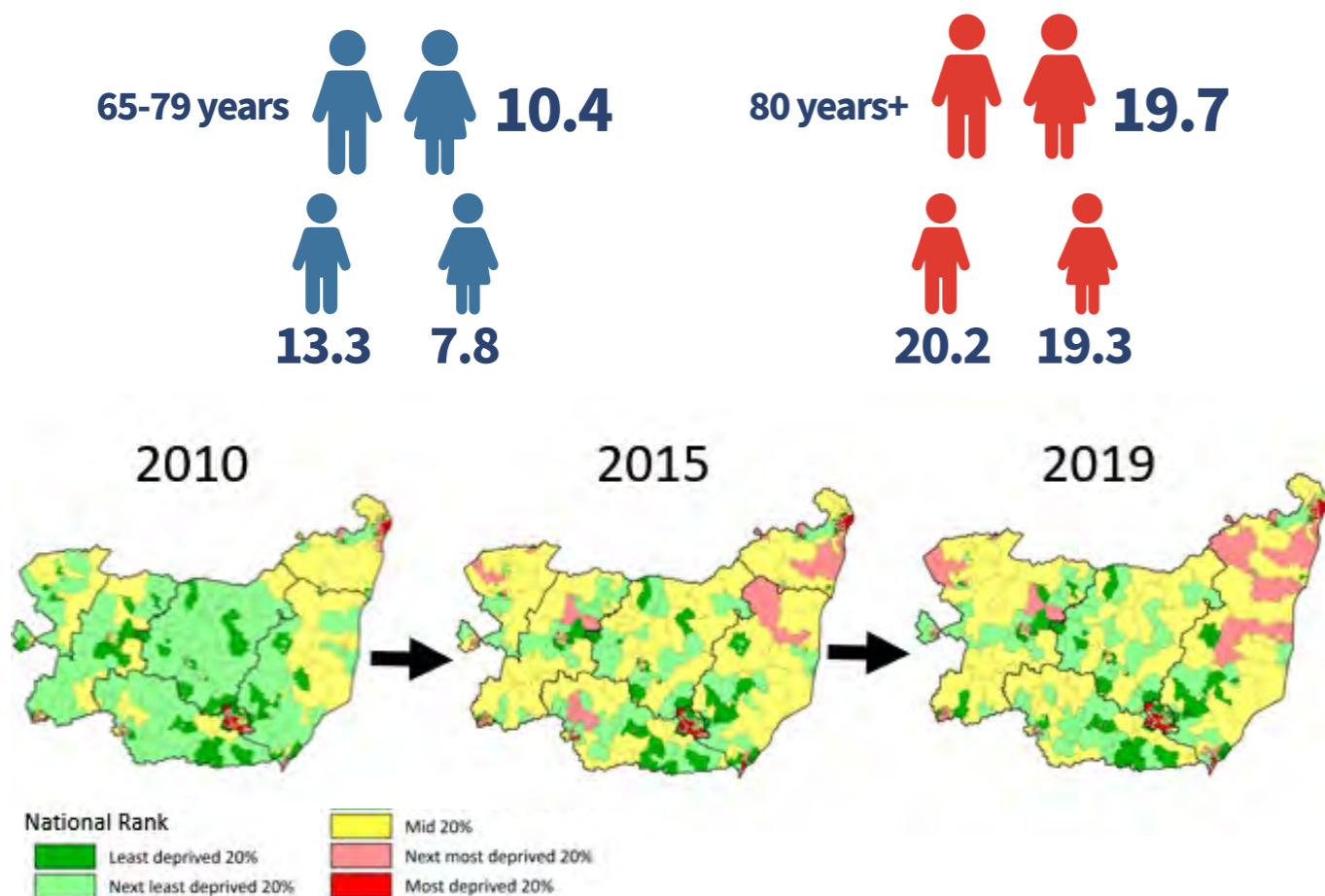
Deprivation is another important factor to understand, as there is a link between fire risk and economic and social disadvantage in the most deprived areas in either east Suffolk or Ipswich. Suffolk continues to experience below-average levels of deprivation. The dramatic change in relative deprivation seen in Suffolk between 2010 and 2015 has not been repeated, but neither has there been much of a recovery in Suffolk's relative position.

Suffolk has relatively low levels of rural deprivation, but small distinct pockets do exist. Suffolk's rural population is older than its urban population, and the proportion of



older people in Suffolk's rural population is increasing faster than the proportion of older people in urban areas. This trend, combined with the higher cost of providing services in rural areas, housing stock which is often difficult to heat and maintain, poor transport, and more limited social networks, is likely to lead to high and increasing needs and costs for Suffolk's rural population now and in the future.

## Fire related fatality per million population



## 2.2 Increase prevention work in rural communities

We will tailor our prevention work to meet the specific needs of those working and living in rural Suffolk. Suffolk is geographically large, so we will focus on areas where we are less able to respond quickly and target those who are most in need. The impact of climate change has had a significant effect on our county. Suffolk is the driest county in the United Kingdom and has a climate with long periods of dry weather, presenting the service with new emerging risks.

We will target our prevention activities to support people to live safe and fulfilling lives. Advice will be targeted at reducing the risk of fires in our increasingly ageing rural population and thatched properties, decreasing the number of accidental fires in the open, providing farmers with fire safety advice when harvesting crops, and educating people on how to enjoy the countryside without increasing the risk of fires or accidents.

## Prevention to 2027: What we plan to do

**We will engage with rural communities and members of underrepresented groups to target our prevention activities to ensure they can have the same opportunities to access support and advice. Advice will be tailored to meet the specific needs of those working and living in rural Suffolk.**

**Improve our Home Fire Safety Visits, increasing the use of our operational firefighters to deliver these visits.**

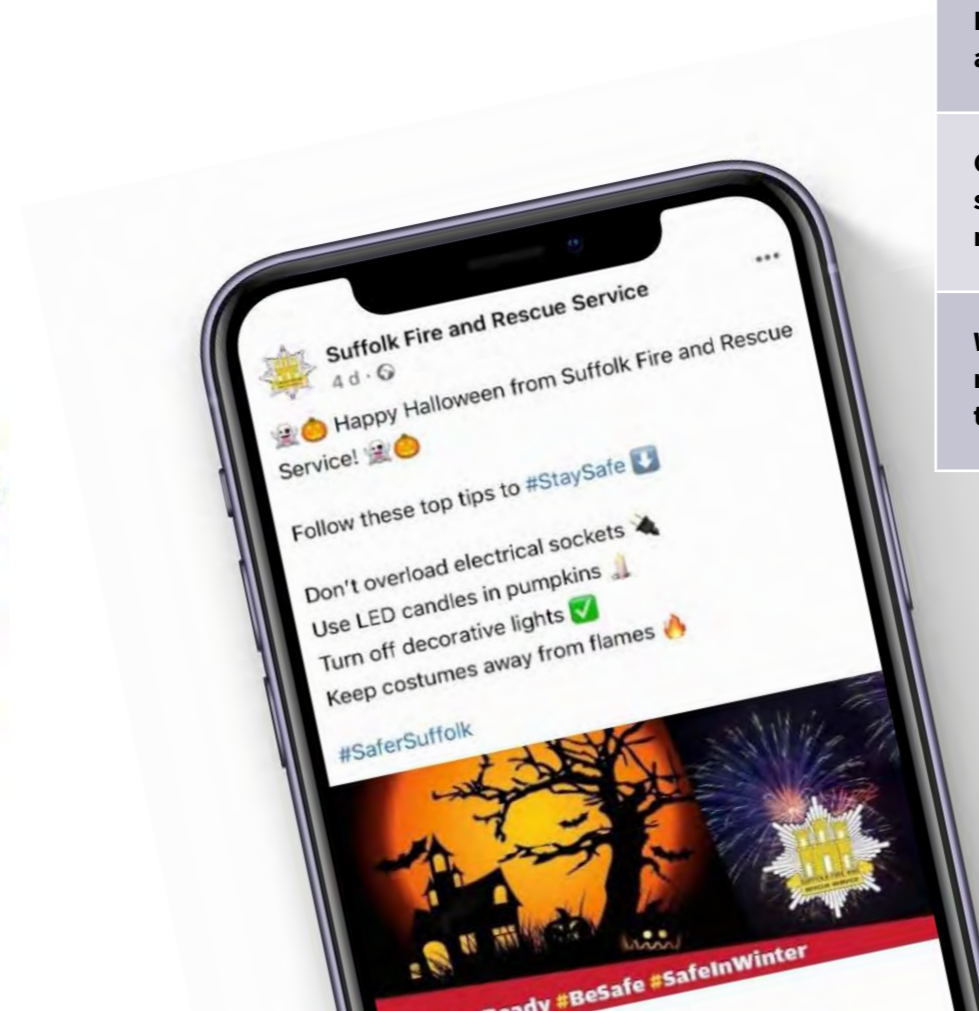
**Develop our evaluation process so we can better understand the benefits of prevention work, evaluate its effectiveness and ensure all our communities have equal access to prevention activities that meet their needs.**

**Develop our fire setters programme by widening its target to all people who show signs of fire-setting behaviour.**

**Improve how we resource our prevention activities.**

**Continue to utilise social media platforms to share prevention messages and both local and national campaigns.**

**Work with partner agencies to further share relevant data to assist in profiling and targeting our most vulnerable.**



# Protection: Our current Protection activity



## The Protection team

- Delivers a risk-based inspection programme (RBIP) targeting vulnerable persons and high-risk premises.
- Completes audits generated through the RBIP to ensure compliance with legislation.
- Responds where there have been fire safety breaches or complaints that require intervention by an inspecting officer.
- Works in partnership with district councils on building plans and nationally significant infrastructure plans to ensure legislation for fire is adhered to and offer relevant advice.
- Is involved in multi-agency partnership working, bringing together many local authority disciplines to ensure a holistic approach to safety and compliance with the law.
- Takes legal action where necessary to ensure compliance with the legislation.
- Manages the Fire Investigation function for Suffolk Fire and Rescue Service.
- Uses SFRS's website to advertise and support nationally led Protection safety campaigns, such as Business Fire Safety Week and Fire Door Week.

The Protection team educates and supports businesses and persons responsible for buildings, including landlords, to comply with the Regulatory Reform (Fire Safety) Order 2005 and other legislation. They audit buildings and educate building owners or managers on how to minimise the risk of fire and manage and maintain the requirements of legislation. This includes the Grenfell Tower Enquiry recommendations.

We have reviewed our policies and procedures for higher-risk occupancy housing and tall buildings in line with the recommendations of the Grenfell Tower Enquiry phase one report. We are also providing information to the owners of tall buildings to help them understand what they need to do to comply with the requirements of the Fire Safety Act 2021 and the Fire Safety (England) Regulations 2022 which come into force on 23 January 2023.

The Protection team employs 14 inspecting officers and specialist officers, who are required to achieve nationally approved qualifications to carry out their roles. The training to carry out the more basic elements of our inspection role takes approximately 2 years to achieve. Due to the highly complex and changing world of building construction, a few of our officers are trained to an engineering level. We also have officers specially trained in the legal aspects of our enforcement role.

Our fire investigation function is basic but enables us to learn from incidents, contribute to national statistics and trends, and provide important information that helps prioritise premises in our inspection programme.



## Joint Impact Days

We host multiagency Impact Days which involve Protection, Prevention and Local Authority Housing Officers regularly targeting premises in a different Suffolk town. The Joint Impact Days provide education, reassurance, advice and a balanced intelligence-based joint inspection programme for premises in both residential and commercial areas. They also promote and improve inter-agency relationships and working.

## Automatic False Alarms

In 2021-22, 2,641 of the 5,565 incidents we attended were Automatic False Alarms (AFA's). Our team continues to work with premises owners, providing guidance and advice to help reduce these numbers and the need for attendance from the fire service.

## Response staff training

Our Response staff are trained to undertake basic fire safety audits in simple premises. This enables us to sample the standard of fire safety provision in the types of premises our enforcing officers would not usually attend.

## Building Risk Review

During 2021-2022, we were required to audit all tall residential buildings in Suffolk. We completed this within the time scale and used our data to add to national statistics and the overall picture of tall buildings. We still have a close focus on tall buildings and the remediation work that is being carried out by the responsible persons.

**In 2021 – 2022, we carried out 950 protection audits.**

**Of those audits, 224 were unsatisfactory (24%) and required remediation or enforcement work.**



# Protection: Keeping you safe in the built environment



*Fire protection laws are needed to keep people safe whenever they enter a public building or business. SFRS is here to help those responsible for these buildings meet the legal standards and protect their businesses from fire.*

We are involved with influencing building safety from the planning to construction stage and monitor this with our risk-based inspection programme and building planning consultation work.

The introduction of the Fire Safety Act in 2021 has had a significant impact on responsibilities relating to Fire Safety in Buildings, and the recent Building Safety Act overhauls the way residential buildings are constructed and maintained following the Grenfell Tower disaster in 2017.

Our Protection team will play a key role in ensuring the compliance and enforcement of the new legislation.



## Our Focus

### 3.1 Automatic False Alarms

The Service has a challenge with the number of Automatic False Alarms, these are incidents we attend to where the automatic fire detection equipment or alarm system has activated, and there is no fire. Further work is required to target businesses that are identified as having frequent AFA calls to their premises, monitor and analyse AFA data to target our resources and apply our policy for AFA to reduce the number of calls we receive.

### 3.2 Changing legislation

SFRS should ensure it is able to effectively apply the Regulatory Reform Order to reduce the risks and social and economic costs as far as possible, without imposing unnecessary burdens.

The introduction of the Building Safety Act overhauls the way residential buildings are constructed and maintained in the UK following the Grenfell Tower disaster in 2017. It is designed to increase accountability, transparency and oversight of industry participants and will do this by imposing a wide range of duties.

The introduction of the Fire Safety Act 2021 has a significant impact on the Responsible Person under the Regulatory Reform (Fire Safety) Order 2005. These fire safety responsibilities include a building's structure, external walls, and any common parts.

We will continue to maintain and increase our trained, competent staff and apply appropriate procedures to ensure compliance with the law. We will achieve this by providing advice, guidance, and, where appropriate, enforcement.

### 3.3 Our changing built environment

Suffolk is a vibrant county and has received substantial investment to build a cleaner, stronger, and more productive economy. The service supports Suffolk County Council's economic strategy but acknowledges that any investment in new technologies and establishing new employment opportunities will result in emerging risks that SFRS must make sure it is equipped to respond to.

We will need to ensure that we have adequate equipment and procedures in place to respond to an incident at any new premises, such as large high bay warehouses, whilst protecting the community and our personnel.

SFRS will continue to work with developers to enable us to influence outcomes during the planning, construction and operational phases of the projects.

### 3.4 Health & Safety Executive (HSE) Building Safety Regulator

We will support the National Fire Chiefs Council in establishing the HSE Building Safety Regulator.

Following the introduction of the Building Safety Act, the HSE has been appointed as the enforcement authority. The HSE will oversee safety and standards in buildings, improving competence within the sector, and introducing regulatory frameworks for high-rise buildings. The expertise of our fire safety professionals will be required to provide support to the regulator. We will work with the National Fire Chiefs Council, sharing best practices and seconding staff to the HSE Building Regulator.



## Protection to 2027: What we plan to do

**Identify emerging significant risks in the built environment and assess the impact of these on our service provision and the risks they present to our communities from initial awareness through planning, construction, occupation and ongoing use.**

**Implement actions and recommendations identified following national incidents such as Grenfell Tower and Manchester arena tragedies.**

**Provide guidance and advice on legislation changes for business owners.**

**Work with the NFCC to support the establishment of the HSE Building Safety regulator.**

**Improve how we resource our prevention activities.**

**Target businesses who are identified as having frequent AFA calls to their premises and work with them to reduce the impact on SFRS.**

**Ensure we have the right equipment, training and procedures to respond to incidents in premises such as high bay warehousing whilst protecting our communities and personnel. Enhance fire safety delivery across the commercial sector.**

**PRIORITY**  
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# Response: Our current response arrangements



*Suffolk Fire and Rescue Service works hard to improve people's safety. We protect life, property, the environment, and businesses by reducing the impact of emergencies. Our proactive prevention work and community engagement lower this risk, but sadly emergencies will still happen.*

When they do, we are ready to respond with professionally trained and competent firefighters that have the right skills and equipment to protect our communities. They will attend in the quickest time possible, to save lives, help people, and mitigate the impact of the emergency.

We respond to a variety of situations, including fires, road traffic collisions, specialist rescues (in water, at height, or below the ground), flooding, hazardous materials, and animal rescues. We also assist our blue light partners, the ambulance service and police, with many other types of incidents.

In addition to the operational response, our station-based fire-fighters deliver Home Fire Safety Visits. They provide advice, check that smoke alarms are working and effectively situated, and install new ones when they are needed. It is our aspiration that crews will become fully engaged with local communities, increasing their prevention and protection work in their station area.

Our staff also visit local businesses, commercial premises, and shared accommodations to check that they are compliant with fire safety requirements and work with them if they need help.

Suffolk is predominately a rural fire service comprised of 35 fire stations. Of these, four are wholetime shift stations and two are wholetime day crewed stations. The remaining 29 are spread strategically across the county and crewed by our On-Call firefighters.



To complement our wholetime and On-Call stations, the service also has a group of nine wholetime fire-fighters who form our County Day Crewing. They are trained to work at any of our operational fire stations and are strategically deployed to maintain fire engine availability across the county during peak operational hours.

## Combined Fire Control

We operate a Combined Fire Control with Cambridgeshire Fire and Rescue Service, which is hosted at their headquarters in Huntingdon. The control room is run by highly trained staff who deal with emergency calls. They are responsible for mobilising the quickest fire engine with the appropriate equipment to successfully deal with the range of incidents we are called to. Control room staff provide this service 24 hours a day, every day of the year.

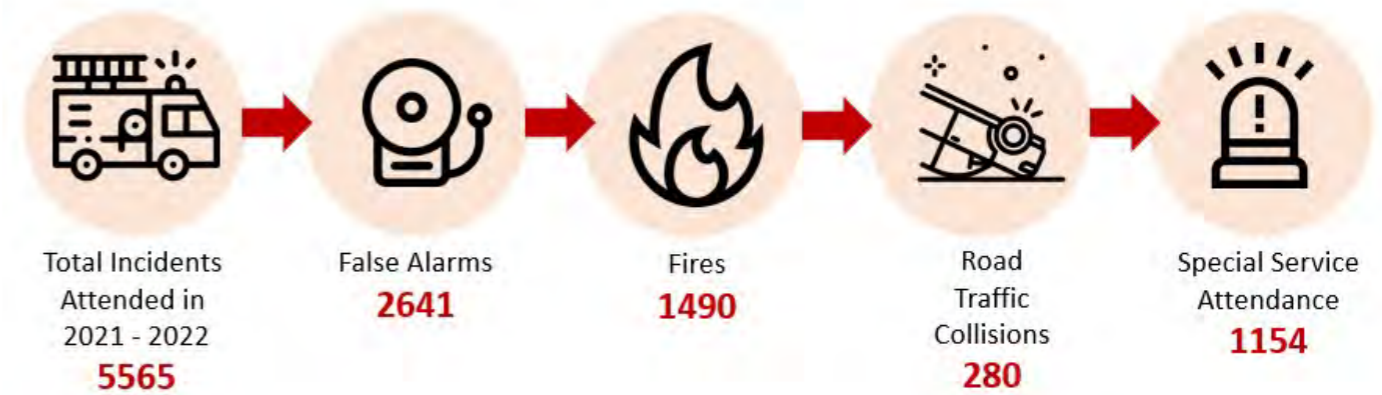
## Responding across borders

Suffolk Fire and Rescue Service shares its boundaries with three other counties: Cambridgeshire, Norfolk, and Essex. We collaborate with all neighbouring counties to ensure the quickest attendance is sent to all incidents that are close to these borders. We share information

about high-risk premises that are likely to need a combined response to any emergency and practice this response through pre-planned cross-border and multi-agency exercises.

## Equipment

We continually monitor advancements in technology and consider the benefits of improving our fleet, equipment, and personal protective equipment. We also understand that new technology may present us with different risks in emergencies. We regularly review our equipment and procedures, to ensure our firefighters can work safely and effectively in the modern environment.





# Response: How we Respond to Fire and other emergencies



SFRS wants to ensure that we can respond quickly, safely, and effectively to every emergency. To help us do this, we plan, prepare and train for a variety of emergencies including fires, flooding, road traffic collisions, specialist rescues and incidents involving hazardous materials.

Our response to emergencies is designed to get the right equipment to the right place as quickly as possible. This requires highly trained firefighters with modern equipment, supported with risk information to enable them to respond safely.

As well as responding to fires and road traffic collisions, we also undertake a wide variety of specialist rescues with our colleagues in the emergency services such as the ambulance service, police and Coastguard.

The Fire Reform White Paper published in May 2022 sets out comprehensive plans which provide a further opportunity to continuously improve what we already do and undertake new roles and responsibilities to respond to local risk and support partner services.



## Our Focus

### 4.1 Emergency Response Standards



We measure attendance time to critical incidents to identify if there are ways in which we can improve. This includes factors such as the location of fire engines, fire stations, risk in the county and travel distance around the county.

There are no nationally specified standards for fire services to respond to emergencies. Local speed of response measures was first set in 2010 and remained the same until we carried out a public consultation focused on improving our speed of response standards.

In our 2019 - 2022 IRMP, we consulted the public on various aspects of the Speed of Response and our response standards. As a result of this feedback, a Suffolk County Council elected members Policy Development Panel (PDP) was established to work on the Speed of Response. The councillors engaged with SFRS operational and non-operational teams, the public, stakeholders and other fire and rescue services.

The IRMP consultation and PDP highlighted the need to update our Speed of Response Standards and ensure that we are aligned with the National Fire Chiefs Council (NFCC) risk methodology guidance. This guidance focuses on Dwelling Fires, which is where most injuries and deaths from fire occur. Our current reporting focuses on all property fires.

We also witness injuries and death caused by road traffic collisions, and our existing response standards already include this. We propose retaining this measure.

By focusing on Dwelling Fires and Road Traffic Collisions (RTCs) we are reporting on the incidents where members of the public are at greatest risk.

### How do we measure Speed of Response?

There are no nationally specified standards for fire services to respond to emergencies. Suffolk endeavours to meet our local agreed standards on 80% of occasions.

Currently, the speed of response data is broken down into three steps, which combine to give us the overall time. We start the clock on the time it takes to alert the relevant station, how long it takes for the fire engine to mobilise (leave the station), to the time of arrival to the incident.



## Response 2027: What we plan to do

### New Speed of Response Standards

We will implement new Speed of Response Standards based on public consultation, PDP recommendations, and NFCC risk methodology.

For greater transparency we will include a response measure that reports on our emergency response to all incident types. PDP recommendations also highlighted the need to report on the time taken to answer the call for assistance. We will continue to review our standards to align with emerging NFCC risk methodology guidance.

### New Speed of Response Standards

RS	Description
1	First fire engine to a Dwelling Fire within 11 minutes 80% of the time
2	Second fire engine to a Dwelling Fire within 16 minutes 80% of the time
3	First fire engine to a Road Traffic Collision within 13 minutes 80% of the time
4	First fire engine to all incident types within 20 minutes 80% of the time

### Include Time to answer call



## 4.2 Emergency Response Fleet

The majority of the incidents we respond to can be adequately resolved through the deployment of personnel with the right skills, and with the equipment available on our fire engines.

We recognise that there are gaps in the shape of our response and that emerging risks may challenge our current ability to respond as effectively and efficiently as possible.

Climate change is leading to extreme weather events that increase the potential for incidents such as wildfires, flooding and the severe storms experienced in the spring of 2022. These require specialist vehicles, equipment, and training.

These incidents, due to their location or complexity (such as poor road access, distance from water supplies, or the need for specialist equipment to extinguish the fire) require a review of the current assets to see if there are better options available to SFRS.

Other risks in the county include thatch and heritage properties, which pose an increased risk of fire with devastating consequences for the property owners and the loss of Suffolk's unique heritage. These incidents necessitate the provision of specialist vehicles, equipment, and training.



Developing technologies have changed how we respond and the equipment that we use in incidents involving electric cars, alternative energy sources, or high bay warehouses, for example.

Switching our fleet to electric vehicles where possible will enable us to support Suffolk County Council's Climate Emergency Action Plan and ambition to achieve net zero by 2030.

## Response to 2027: What we plan to do Review Emergency Response Fleet

<p><b>Review the range of potential risks and identify any gaps in our capability which require additional training, equipment, and vehicles.</b></p>	<p><b>Matching our resource to risk using outcomes from the independent resource review and staff consultation to develop options for improving our emergency resource capability to meet current and future risk demands by:</b></p> <ul style="list-style-type: none"> <li>Improving our off-road capability</li> <li>Improving our water rescue and sea vessel firefighting capability.</li> <li>Having the right equipment in the right place with trained firefighters.</li> </ul>
<p><b>Continue to identify and act on opportunities to reduce our carbon footprint, for example by using electric vehicles.</b></p>	

We will undertake further consultation on any significant changes to our emergency response fleet arrangements when required.

## 4.3 Working with our partner services

Just as society continues to change, so have the public safety challenges to which fire and rescue services must respond. The role of these services, and those who work for them, will continue to evolve. We remain committed to providing a skilled, capable and engaged workforce that can rise to these challenges to assist our community and emergency service partners.

We already play an important role in assisting communities through our safeguarding work and by diverting young people away from trouble.

Our special service assists are increasing, this includes assisting the ambulance service. Ambulance assists vary from helping paramedics gain access to premises where there is suspected risk to life to assisting with rescues and moving patients.



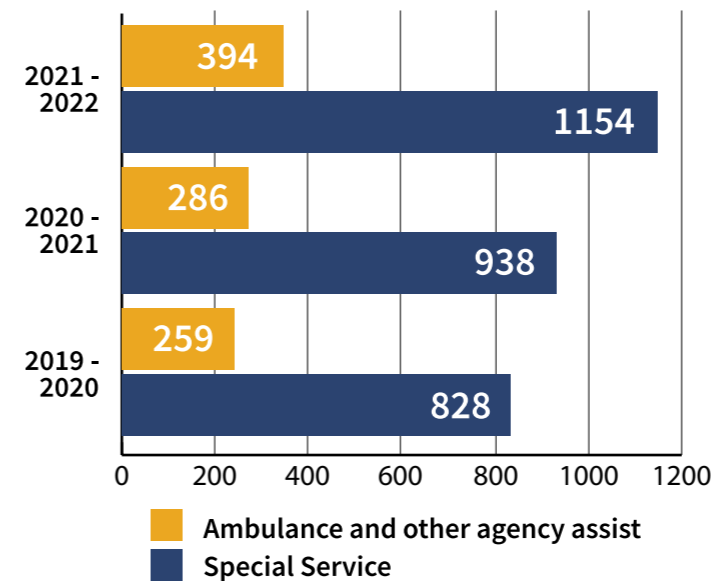
Further work is required to assess how we use our resources to meet a wide range of community needs.

We will assess how our fire stations are used or could be used by our partner agencies, including blue light collaboration, with the view to them potentially becoming community hubs.

We will explore the role of the firefighter, and how it is evolving, to enable us to fully serve our communities in partnership with other services and in line with any legislative changes to the role.

We will work in partnership to provide an effective, rapid response to immediate life-threatening emergencies; for example, where the fire service will be able to get to the call more quickly or assist our blue light colleagues in other emergencies or incidents.

### Special Service Response



## Working with our partner services to 2027: What we plan to do

<p><b>The service will carry out an in-depth review of how we work with our partners. This will examine how we support other blue light services by routinely responding to:</b></p> <ul style="list-style-type: none"> <li>Cardiac Arrests</li> <li>Assisting with moving Bariatric patients who are assessed as being heavier than 25 stone (158kg)</li> <li>Helping partners gain entry to properties in an emergency</li> <li>Non-emergencies such as slips, trips and falls</li> </ul>	<p><b>Develop the role of the firefighter to evolve our work within the community.</b></p> <ul style="list-style-type: none"> <li>Consider new ways of working</li> <li>Better use of our firefighters to carry out prevention and protection work alongside the practitioners</li> </ul>
	<p><b>Assess how our fire stations are used or could be used by our partner agencies:</b></p> <ul style="list-style-type: none"> <li>Continued blue light collaboration</li> <li>Potential for community hubs</li> </ul>
	<p><b>Refine our district plans to include cross border exercises and familiarisation visits of any cross-border risk sites we regularly attend.</b></p>

# Climate: Our climate change pledge

SFRS supports Suffolk County Council (SCC) with the delivery of the Suffolk Climate Emergency Plan (SCEP). SCC aims to be a carbon neutral authority by 2030.

We support the delivery of the SCEP and will continue to monitor climate change and assess our resilience, helping us to mitigate this increased risk and ensuring we adapt and have the right skills and equipment in place. Climate change is increasingly impacting on incidents, testing both organisational resilience and capacity. These changes increase the likelihood of devastating incidents such as flooding and wildfires that SFRS will be required to respond to and support our communities in the rescue and recovery from.

We will continue to work towards achieving a carbon-neutral fire service by 2030.

## Climate to 2027: What we plan to do

**Commence transition to a zero emissions fleet including small vehicles by 2025 and pilot a non-fossil fuel heavy fleet by 2030.**

**Include climate change impacts and mandatory carbon reporting with the aim of delivering net zero emissions in all procurements by 2030.**

**Install EV charging points at strategic locations aligned to SCC's EV strategy.**

**Support the property decarbonisation programme across our portfolio of fire stations.**

**Continue our involvement with the Suffolk Resilience Forum, which has the aim of ensuring that Suffolk is prepared for emergencies.**

**Continue to monitor the impacts of climate change and assess our resilience in responding to this increased risk.**

**Increase our prevention work in our rural communities by working with landowners and promoting the potential dangers of barbecues or campfires in rural locations.**

**Review our training, equipment, and firefighting methodology to enable the service to adapt and mitigate the effects of climate change.**



# Measuring and demonstrating our success

A key focus of the CRMP will be to demonstrate that activities aimed at reducing risk are making a positive difference.

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This will require a range of monitoring and evaluation mechanisms for measuring the impact, effectiveness, and efficiency of our Prevention, Protection and Response activities and assess outstanding risk.

Qualitative monitoring measures and indicators have been established to demonstrate our performance and enable the service to demonstrate the activity impact and the improvements. We have a small set of high-level basic strategic indicators that include:

1. **Total number of incidents**
2. **Number of fire related fatalities in dwellings**
3. **Number of people killed or seriously injured as a result of an RTC**
4. **On-Call availability**
5. **First fire engine arriving at a dwelling fire within 11 minutes**
6. **Second fire engine arriving at a dwelling fire within 16 minutes**
7. **First fire engine arriving at a Road Traffic Collision (RTC) within 13 minutes**
8. **First Fire engine arriving to all incident types within 20 minutes**

9. **Number of Home Safe and Well Visits carried out**
10. **Number of safeguarding referrals**
11. **Number of Statutory Building Regulations Consultation Referrals within designated timeframe of 21 days**
12. **Number of Statutory Licencing Consultations within timeframe of 21 days**
13. **Number of Fire Safety Audits**
14. **Number of Fire Safety Audits where action was taken**
15. **Percentage of Site Risk Information records in date**

The service intends to develop a larger set of service measures to support activities and objectives that will improve performance against these strategic indicators.

Delivery against these measures will be monitored and reviewed to identify trends and variations over time to assess changing risk and demand profiles (e.g. incident type and frequency; prevention activity impact). The measures will also be reported through the performance assurance board process.

The key parts in our evaluation process for all activities will involve:

Response	Activities	Outputs
Resources needed to deliver, staff, costs, equipment, partner input	Activities planned, target community group identified	What is being delivered, how much and to whom, direct measurable product of our services
Short-term Outcomes	Intermediate Outcomes	Long-term Impact
Changes to activity makes to individuals, communities, systems etc. In terms of learning, knowledge, skills and attitudes	Changes in action, behaviours and practice	Changes in conditions (social, economic, environmental, etc) locally and nationally

# What we plan to do

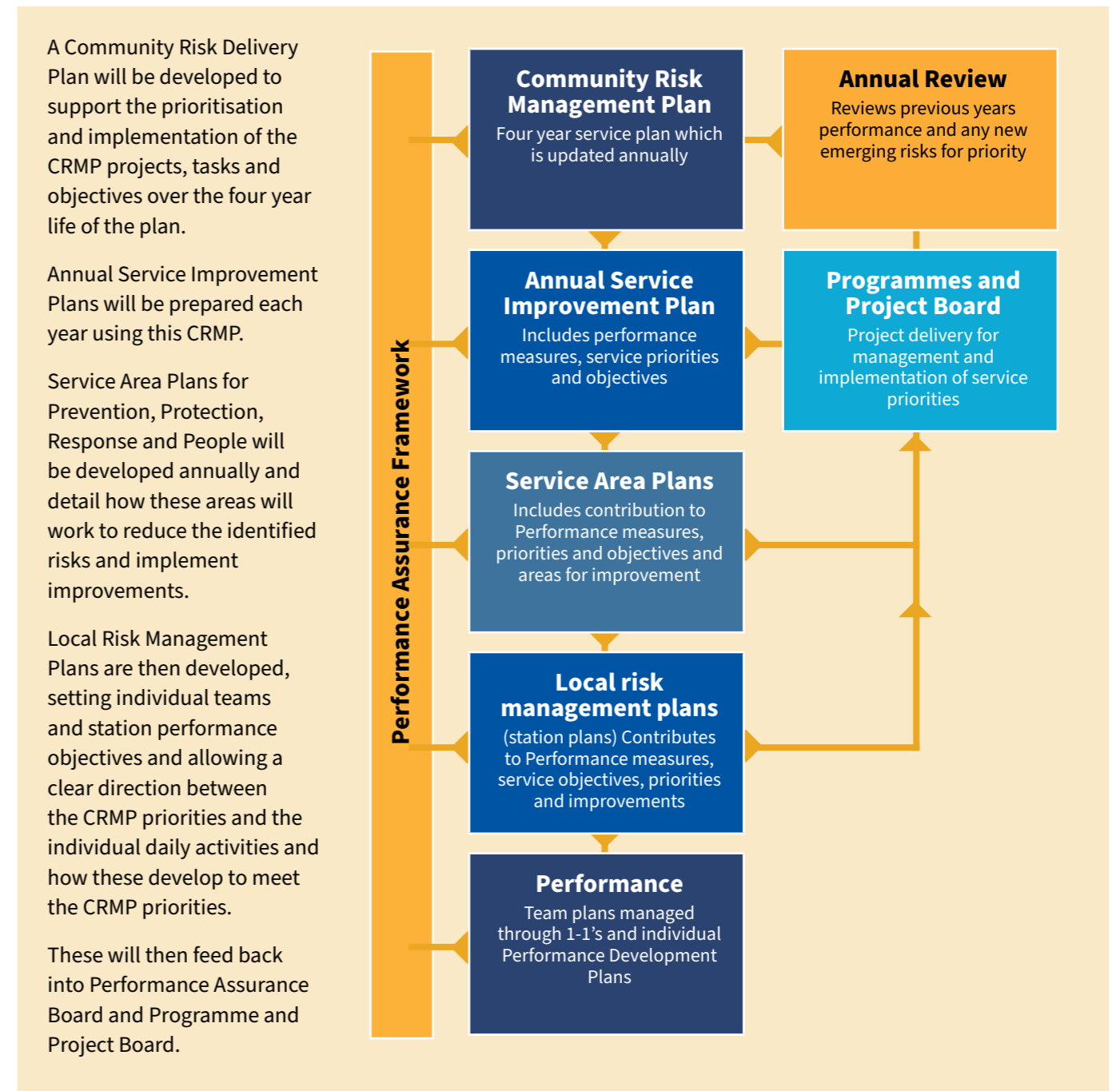
We will review our CRMP, associated risk analysis and strategic priorities annually to ensure that they are relevant and current in the changing landscape.

<b>Progress will be monitored through our Performance Assurance Board.</b>	<b>Our annual service delivery plan will outline our key priorities for delivery against the CRMP.</b>
<b>Our annual Statement of Assurance will provide assurance the service is delivering its objectives, expectations and legislation.</b>	<b>We will use learning from national and local key events and other incidents to ensure continued improvement of service.</b>
<b>Inspections from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services will assess the service against key areas to determine the level of service we are providing to Suffolk communities.</b>	<b>Creating Local Risk Management plans will ensure we fully understand the risk to our local communities and we improve our service delivery accordingly.</b>
<b>Agreed performance measures will be monitored quarterly and reviewed annually.</b>	<b>The use of evaluation tools will ensure our work is targeted to the right people in the right place with positive outcomes.</b>



# Next steps

How our CRMP plan will be implemented over the next four years.



Further work will then be carried out via service performance, individual performance, equality impact assessment, digital impact assessment and the programme board, with clearly defined timelines for the implementation of our proposals and priorities.

# We are listening

Your feedback and involvement in the CRMP consultation has helped us to shape the work we will be doing over the next four years.



## Share your views and feedback

Thank you for taking the time to read our Community Risk Management Plan. We welcome any comments you have about this document, our activities, or our service.

For further information, visit:

[www.suffolk.gov.uk/fire](http://www.suffolk.gov.uk/fire)

Use our online contact form:

[www.suffolk.gov.uk/suffolk-fire-and-rescue-service/about-suffolk-fire-and-rescue-service/contact-suffolk-fire-and-rescue-service-with-non-emergency-queries](http://www.suffolk.gov.uk/suffolk-fire-and-rescue-service/about-suffolk-fire-and-rescue-service/contact-suffolk-fire-and-rescue-service-with-non-emergency-queries)

Call us:

Call 01473 260588 between 9am to 5pm, Monday to Thursday and 9am to 4pm on Friday.

Or write to us at:

Suffolk Fire and Rescue Service  
Endeavour House  
8 Russell Road  
Ipswich  
IP1 2BX



In an emergency you should always dial 999

# Glossary

<b>AFA</b>	Automatic Fire Alarm	<b>Primary Fire</b>	Primary Fire locations cover all property, vehicles and other methods of transport, agricultural and forestry premises, and property
<b>AONB</b>	Area of Outstanding Natural Beauty	<b>RBIP</b>	Risk Based Inspection Programme
<b>APCC</b>	Association of Police and Crime Commissioners	<b>RTC</b>	Road Traffic Collision
<b>AWAH</b>	Advanced Working at Height	<b>SAOR</b>	Strategic Assessment of Risk
<b>CDC</b>	Wholtime County Day Crew	<b>SCC</b>	Suffolk County Council
<b>CRMP</b>	Community Risk Management Plan	<b>SCEP</b>	Suffolk Climate Emergency Plan
<b>CWS</b>	County Wildlife Sites	<b>Secondary Fire</b>	Derelict buildings & vehicles, Grassland, Outdoor structures, Refuse containers and intentional straw/stubble burning
<b>EDI</b>	Equality, Diversity and Inclusion	<b>SFRS</b>	Suffolk Fire and Rescue Service
<b>EV</b>	Electric Vehicle	<b>Special service</b>	Non-fire incidents which require the attendance of an appliance or officer and include:
<b>False Alarms</b>	These include Automatic Fire Alarms		(a) Local emergencies e.g. road traffic incidents, rescue of persons, 'making safe' etc
<b>HFSV</b>	Home Fire Safety Visit		(b) Major disasters
<b>HMICFRS</b>	His Majesty's Inspectorate of Constabulary and Fire & Rescue Service		(c) Domestic incidents e.g. water leaks, persons locked in or out etc
<b>HSE</b>	Health and Safety Executive		(d) Prior arrangements to attend incidents, which may include some provision of advice and inspections
<b>IRMP</b>	Integrated Risk Management Plan	<b>SRF</b>	Suffolk Resilience Forum
<b>IT</b>	Information Technology	<b>SRT</b>	Swift Water Rescue Technician
<b>KSI</b>	Killed or Seriously Injured	<b>UK</b>	United Kingdom
<b>LGA</b>	Local Government Association	<b>Wholtime</b>	Wholtime firefighters are primarily based at our fire stations. We also have a wholtime County Day crew that travel around the county to ensure full coverage when required.
<b>LSOA</b>	Lower Super Output Area		
<b>MTA</b>	Marauding Terrorist Attack		
<b>NFCC</b>	National Fire Chiefs Council		
<b>NSIP</b>	Nationally Significant Infrastructure Projects		
<b>On-Call</b>	On-Call firefighters respond to emergency calls within their local area either from home or their place of work.		
<b>PDP</b>	Policy Development Panel		
<b>PPE</b>	Personal Protective Equipment		

If you need help to understand this information in another language please call 03456 066 067.

Se precisar de ajuda para ler estas informações em outra língua, por favor telefone para o número abaixo. 03456 066 067

Portuguese

Jeigu jums reikia šios informacijos kita kalba, paskambinkite 03456 066 067

Lithuanian

Jeżeli potrzebujesz pomocy w zrozumieniu tych informacji w swoim języku zadzwoń na podany poniżej numer. 03456 066 067

Polish

Dacă aveți nevoie de ajutor pentru a înțelege această informație într-o altă limbă, vă rugăm să telefonați la numărul 03456 066 067

Romanian

এই লেখাটি যদি অন্য ভাষাতে বুঝতে চান তাহলে নিচের নম্বরে ফোন করুন 03456 066 067

Bengali

Если для того чтобы понять эту информацию Вам нужна помощь на другом языке, позвоните, пожалуйста, по телефону 03456 066 067

Russian

If you would like more information in another format, including audio or large print, please call 03456 066 067.