



**Suffolk
Fire and Rescue
Service**



Integrated Risk Management Plan

2019-22

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Foreword



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Suffolk County Council*



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The Suffolk Fire and Rescue Authority IRMP for 2019-2022 is a plan to assess the current and emerging risk profile in Suffolk. The Plan sets out the way in which Suffolk Fire and Rescue Service (SFRS) proposes to structure and deploy its resources to best manage identified and expected risk. The IRMP builds on the outgoing 2015 IRMP and reflects an updated risk profile and performance data. The document additionally sets out, and seeks your views on, a series of proposals about how we provide and manage your fire service.

The UK fire and rescue service has been an outstanding success story over the last 10 years. The proactive protection and prevention work carried out in the community has resulted in significant reduction in demand for its 999 services. Fire and rescue services attended 564,827 emergencies in England in 2017; this is a 1% increase compared to the previous year, but a decrease of 29% compared to 10 years ago.

The number of fire-related fatalities had been on a general downward trend since the early 1980s; in 1983 there were 755 fire-related fatalities. In 2017/18 however, there were 334 fire-related fatalities (including 71 from the Grenfell Tower fire), compared with 263 in the previous year, an increase of 27%. In this same period 3,306 non-fatal casualties required hospital treatment (including 77 from

the Grenfell Tower fire), compared with 3,128 the previous year, a 13% decrease compared to 5 years ago.

The profile in Suffolk largely reflects the national trend, with overall reductions in the number of 999 calls, fire deaths and injuries over an extended period. More recently we have seen the number of 999 calls start to level off, but last year saw a further fall. This year we expect to see an increase due to the extended hot and dry weather.

Suffolk's fire and rescue service has established a reputation locally, regionally, and nationally for being a low-cost Service that performs effectively. By continuously reviewing what we do and how we do it, we ensure the service provided continues to offer value for money. Our plans build on this reputation by aligning resources to the outcomes we want to achieve, which in turn support our ambition of *'Working together to make Suffolk a place where people lead safe and healthy lives'*.

The County Council recognises the importance of its fire and rescue service and has continued to invest in fire stations, vehicles, equipment, firefighter clothing and people to provide effective Prevention, Protection and Emergency Response services. Much of this investment is in collaboration with blue light partners and other fire and rescue services.

Our focus is to ensure our Prevention, Protection and Emergency Response services remain fit for purpose, are reflective of current and future demand, and meet the risks and expectations of the communities we serve. We must do this in a way that ensures our people have the leadership, support, equipment and training they need to continue to work effectively and safely for people in Suffolk and the wider UK.

We are keen to hear your views on our IRMP and associated proposals through the consultation we are undertaking. There are several questions in this document and a variety of ways in which you can respond. Thank you for taking the time to consider our plan.

Introduction

This plan, and the Service's Strategic Assessment of Risk (SAoR) document that informs the plan, set out the risks facing Suffolk and how the Service is set up to safely and effectively manage risk, according to our vision for *Working together to make Suffolk a place where people lead safe and healthy lives*.

If you would like to find out more about our SAoR, this IRMP, or the Service more generally, please click on the highlighted internet links or visit the Suffolk Fire and Rescue Service website www.suffolk.gov.uk/suffolk-fire-and-rescue-service/ or social media links.

The role of our fire and rescue service is to deliver effective Prevention, Protection and Emergency Response services. Our work to reduce fires and fire-related deaths and injuries is at the heart of what we do and contributes to our aim of reducing risk in the community and to make Suffolk safer.

Prevention

We promote community safety and fire prevention, focusing on vulnerable groups such as the elderly, those with limited mobility, families with young children, and young drivers who are at greater risk of being involved in road traffic collisions.

In the last five years we have carried out over 15,000 Safer Home Visits for Suffolk's most vulnerable people,

providing advice and information about general safety issues, installing smoke alarms and signposting to other supporting agencies.

Protection

We have a statutory duty to ensure business and building owners meet their legal fire safety protection responsibilities. We do this by enforcing the Regulatory Reform (Fire Safety) Order 2005, which focuses on ensuring people are safe from fire when at work or in public buildings.

In the last five years we carried out in excess of 4,800 audits of buildings across Suffolk to ensure they have adequate fire risk management arrangements in place.

Emergency Response

We provide 24/7 all-year round 999 emergency response services to the communities of Suffolk and those who visit or pass through our county. We responded to 4,918 emergencies in the 12 months of 2017/18. The calls we attend include fires in homes and businesses, fires in the open, industrial accidents, rescuing people from road traffic collisions, rescuing large and small animals, and dealing with chemical incidents.

What is Integrated Risk Management Planning?

The term “Integrated Risk Management Plan” (IRMP) is taken from the Government’s Fire and Rescue Service National Framework. The document can be found at www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england

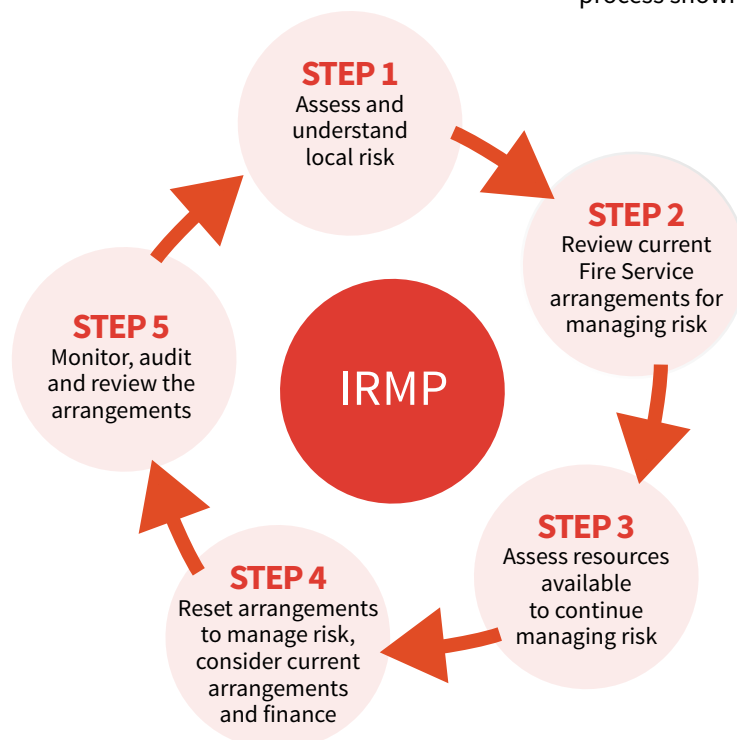
The Framework states that each fire and rescue authority must produce an IRMP and sets out the requirements of that plan. The plan must reflect up-to-date risk analysis, including an assessment of all foreseeable fire and rescue-related risks that could affect the area of the authority. This is quite a task, and the term “foreseeable” means the Service must consider one-off types of event such as county-wide flooding and terrorist attacks, in addition to our more usual response to fires, animal rescues and road traffic collisions.

All fire and rescue services have limited people and equipment to manage local, regional and national risks. Judgements must be made about the extent to which these risks are mitigated. Integrated Risk Management Planning is not about dealing with each risk in isolation, but instead understanding the full range of risks and having Prevention, Protection and Emergency Response plans, people and equipment to manage them in an effective and efficient way.

In basic terms, the planning process is a way for fire and rescue services to identify, measure and mitigate the human, social, and economic impact of fires and other emergencies.

Our Integrated Risk Management Planning follows the process shown below (Figure 1):

Figure 1



Fire and Rescue Service Statutory Responsibilities

The functions of a fire and rescue service are, to an extent, pre-determined through statutory responsibilities set out in legislation. Our main responsibilities are:

Fire and Rescue Services Act 2004

The Fire and Rescue Services Act sets out the functions of fire and rescue authorities:

- Promote fire safety, to the 'extent that it considers reasonable'
- Extinguish fires and protect life and property from fires, to 'meet all **normal requirements**'
- Rescue people and protect people from serious harm in road traffic collisions, to 'meet all **normal requirements**'
- Remove chemical, biological, or radio-active contaminants from people in the event of such a release
- Rescue people who may become trapped following a building or other collapse, or an emergency involving a train or aircraft

Further information about the Fire and Rescue Services Act is available from:

www.legislation.gov.uk/ukpga/2004/21/contents

What is a Normal Requirement?

*An important phrase in the Act is 'to meet all **normal requirements**'. There is no longer a national standard that defines this. It is for the local fire and rescue authority to decide what **normal requirements** are for their local area, taking account of the known risks and the arrangements already in place to respond to those risks. This IRMP plays an important part in providing information to support that judgement.*

*In Suffolk the interpretation of a **normal requirement** is an incident that firefighters regularly respond to; for example, a house fire or a fire in the open. A **normal requirement** would also be a series of emergencies including reasonably large simultaneous incidents, one or more of which may be ongoing for a long period of time. Therefore there is a requirement for us to plan for, and respond to, several simultaneous emergencies. The number and trend of emergencies over a five-year period is reviewed, along with the risk profile, to establish resource needs.*

The Service also responds to unusual requirements; these might include incidents such as terrorist attacks or wide-area flooding. This type of emergency would normally require the assistance of many different agencies and other UK fire and rescue services to support the local fire service in its response.



Policing and Crime Act 2017

The Act places a duty on police, fire and rescue, and ambulance services to collaborate, and enables Police and Crime Commissioners (PCCs) to take on responsibility for governance of fire and rescue services. The Act also strengthens the current inspection powers under the Fire and Rescue Services Act 2004 to ensure an independent inspection regime for fire and rescue services in England.

Further information about the Police and Crime Act is available at:

www.legislation.gov.uk/ukpga/2017/3/contents

Regulatory Reform (Fire Safety) Order 2005

The Regulatory Reform (Fire Safety) Order replaced many disparate pieces of fire safety legislation. It streamlined old legislation and placed responsibility for fire safety matters firmly with those best-placed to assess and enact them, i.e. employers, building owners and employees.

The fire and rescue service has legislative powers to inspect, advise, direct and, where necessary, enforce actions to be taken by those responsible for ensuring the safety of others in cases of fire.

Further information about the Regulatory Reform (Fire Safety) Order 2005 is available at:

www.legislation.gov.uk/ukxi/2005/1541/contents/made

Civil Contingencies Act 2004

The Civil Contingencies Act recognises responders in two categories, expecting each to carry out different responsibilities. Category 1 responders are the main organisations responsible for attending the scene of an emergency. Category 2 responders are cooperating bodies, such as utilities providers, who will be involved primarily in incidents that affect their sector.

Fire and rescue services, police, and ambulance services are Category 1 responders. The Act requires these organisations to work with other responders to assess the risk of an emergency occurring, to maintain plans to respond to an emergency, to publish the relevant assessments and plans, and to maintain arrangements to warn, inform and advise members of the public.

Further information about the Civil Contingencies Act is available from:

www.cabinetoffice.gov.uk/content/civil-contingencies-act

Health and Safety at Work Act 1974

The Act requires employers to secure the health, safety and welfare of people whilst they are at work. It also requires employers to protect people, other than those at work, against risks arising out of activities by persons at work.

Further information about the Health and Safety at Work Act and related Regulations is available from:

www.hse.gov.uk

Government Expectations of Fire and Rescue Authorities

The Fire and Rescue National Framework for England was revised and re-published in May 2018. It explains central government priorities and objectives for fire and rescue authorities in England. The Framework identifies high-level expectations but does not prescribe how each individual fire and rescue service should conduct its day-to-day business; that is a job for the fire and rescue authority, in consultation with the community it serves.

Framework priorities require 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 fire and rescue authorities for their approach to Integrated Risk Management Planning.

What is a foreseeable risk?

*An important phrase in the Fire and Rescue National Framework is **foreseeable risk**. Foreseeable is something that you realistically may expect to occur. In the context of the Framework this refers to events we expect to happen, and that the fire and rescue service would expect to respond to. The fire and rescue service should try to prevent an event 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 - days or even weeks.

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.

Your Fire and Rescue Authority

The Suffolk Fire and Rescue Service (SFRS) vision is *'Working together to make Suffolk a place where people lead safe and healthy lives'*

This means that deaths and injuries from fires and road traffic collisions are at the lowest level possible; levels of fire-related crime are low; businesses are aware of their responsibilities regarding fire safety, and people feel safe in their own homes. It means Suffolk will be a place where the fire and rescue service, working in partnership with other blue light services and agencies, makes best use of its fire stations, operational and non-operational staff, and outstanding reputation to support and enable communities to be safer and improve their quality of life.

SFRS is part of Suffolk County Council (SCC). This is different to most fire and rescue services in England, where the local authority and fire and rescue service are separate.

The Fire and Rescue Authority members are SCC elected councillors. SFRS is directly responsible to the Fire and Rescue Authority. Suffolk County Council's Full Council is the Fire and Rescue Authority, though many of its functions are delegated to the SCC Cabinet.

The Cabinet is made up of the Leader of the Council and seven County Council councillors, who are responsible for key decisions within the policy framework set by the full County Council. Councillor Richard Rout is the Cabinet Member with responsibility for the day-to-day Authority dealings of SFRS. Business is also managed through the Audit, Scrutiny, and other committees and the Fire Service Steering Group.



Your Fire and Rescue Service

Our Recent History

We continuously seek to improve our risk management arrangements. Recent developments include:

- Following the tragic fire at **Grenfell Tower** our teams worked with over 100 similar building owners, residents, and partner organisations to provide advice, reassurance and inspections concerning building safety. We are supporting the continuing work on the Independent Review of Building Regulations by Dame Judith Hackitt
- **Equality, Diversity and Inclusion (EDI)** is prominent in our leadership and cultural work and an everyday part of what we do. We reaffirmed our EDI groups and plans, engaged with an external partner about an EDI assessment, featured it in staff focus groups and peer review, and made it central to our Workforce Strategy, including areas such as recruitment, development and progression
- We have introduced three new 4x4 multi-purpose Unimog vehicles, providing off-road firefighting, large animal rescue and water rescue capability. The **Unimogs** are based at our stations in central Ipswich, Bury St Edmunds and Lowestoft
- A new multi-agency **community education vehicle** designed for use across blue light services and County Council partners is now based at Ipswich East fire station. It is a multi-functional vehicle that will also be used as a command and community information hub at significant incidents
- In partnership with the East of England Ambulance Service we **trialled co-responding/emergency medical response** at five of our fire stations. Nine fire engines and 100 firefighters were trained to attend cardiac arrest calls with paramedics. The trial was part of a national project and Suffolk firefighters attended more than 300 cardiac arrest calls
- In always seeking innovation and improved public and firefighter safety, we have introduced **Cobra** high pressure firefighting lances and battery-powered **road traffic collision rescue equipment** on some of our fire engines
- A new **light rescue pump** replaced a standard fire engine at Wrentham fire station. The first of its kind in the UK, the appliance has a new reduced crewing capability to support firefighter availability in a small rural community and carries state-of-the-art equipment
- A new **staff engagement group** was established and, to support leadership and culture work, is helping to shape our future direction and organisational culture. The group has reviewed the Service's vision and values
- Our **blue light one public sector estate** work continues. We now have 14 fire stations shared with police and/or ambulance colleagues, with plans for a further 7 combined sites. Once completed, more than half of our fire stations will be shared. 2017 and 2018 have seen new developments in Newmarket, Felixstowe, Saxmundham, Sudbury, Leiston and Beccles
- Blue light collaboration continued with the introduction of two **multi-agency drones**, hosted by the fire service at Woodbridge fire station. They are used by emergency service partners to assist at incidents such as crowd management, flooding, missing persons, and at large and complex fires.
- The Chief Fire Officer signed the **Blue Light MIND pledge**, strengthening our commitment to the mental wellbeing of our teams. Revised support, guidance and training has been introduced, alongside a changing culture of openness about the effects of mental illness.
- Following the introduction of a proposed new inspection regime, **Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS)** selected Suffolk as the first of three pilot Services to trial a new inspection methodology in March 2018.

Risk Management in Suffolk Fire and Rescue Service

To simplify our approach to risk management, and for the purposes of this document, we have used the following definitions:

Risk – *the likelihood of harm being caused and the severity of the potential consequences.*

For example the risk associated with flooding may be likely to happen every two years and the consequences expected would be minor property damage and injuries.

Risk appetite – *the amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time.*

The mitigating factors influencing the risk appetite of the fire and rescue authority are informed by five main activities:

1. Prevention and Protection activity
2. Emergency response demand
3. Fire and rescue service emergency response times
4. The weight and appropriateness of our response to emergencies
5. Resilience; i.e. Service resources that remain available when fire engines and firefighters are committed to ongoing incidents

Any significant change to these factors would reflect a change in the risk appetite of the fire and rescue authority. As such, these factors have been used to help define the proposals for consideration in this plan.

The Service's current 999 response measures are:

1. SFRS will endeavour to attend all property fires within 11 minutes from alerting the first fire engine on a minimum of 80% of occasions
2. SFRS will endeavour to attend all property fires within 16 minutes from alerting the second fire engine attending the same incident on a minimum of 80% occasions
3. SFRS will endeavour to attend all road traffic collisions within 13 minutes from alerting the first fire engine on a minimum of 80% of occasions

The number of fire engines we send to an incident is dependent on the pre-assessed risk associated with the type of emergency. For example, a call to a house fire with a person trapped inside would require an initial attendance of three fire engines and a senior officer. Any request for further support would be met from the next nearest fire stations.

The resilience levels (ability to respond to additional emergencies quickly, with the right equipment, skills, and people) of the Service is then determined by the location of the fire engines that remain available across the county.

On most occasions these resources would remain at their usual fire station. However, if a larger number of fire engines were at an incident or incidents, remaining fire engines may be moved to different fire stations to maintain an acceptable level of availability across the county. The fewer fire engines available to maintain this cover, the longer it will take to respond to new 999 emergency calls. Fire engines from neighbouring counties are also routinely called upon to provide support where needed.

Speed of Response – Performance

Nationally there is a trend, reflected in Suffolk, for increased fire service response times. This is attributed in part to traffic volume and road congestion, particularly in urban areas. Other local factors, such as the adoption of safer driving techniques (drive to arrive) and the requirement for crews to dress in firefighting protective clothing before leaving the fire station also contribute to

increased attendance times, albeit these practices have been in place for several years.

The national statistics for response times for 2017/18 are produced by the Home Office and are not available until late January 2019. The link to statistics (below) is therefore for the year 2016/17.

Fire Incident Response Times: April 2016 to March 2017, England Home Office returns show:



Average response time to **primary fires** in Suffolk of **10.9 minutes** in 2015/16,



increasing to **11.4 minutes** in 2016/17



Average response time to **dwelling fires** in Suffolk of **9.0 minutes** in 2015/16,



increasing to **9.9 minutes** in 2016/17



Average response time to **other building fires** in Suffolk of **11.0 minutes** in 2015/16,



decreasing to **10.4 minutes** in 2016/17



Average response time to **road vehicle collisions** in Suffolk of **11.4 minutes** in 2015/16,



increasing to **12.2 minutes** in 2016/17

Suffolk's locally-set Response Standards

Prior to 2004, targets for response times to fires and other emergencies were based on a prescriptive national framework. In 2004 fire and rescue authorities were provided freedom to develop local standards to reflect local risk. In 2010/11 Suffolk Fire and Rescue Authority agreed a revised set of performance standards for emergency response.

Figure 2 – Suffolk performance against response standards

Response performance in predominantly rural Suffolk is affected by a number of factors, particularly the availability of our On-call firefighters. Our On-call staff work hard to maximise their availability to the fire and rescue service, which reflects not just their commitment and goodwill, but often also that of their primary employers.

Performance Standard	Target	2015/16	2016/17	2017/18
Response Standard 1 - Attend 80% of property fires within 11 minutes of alert (1st fire engine)	80%	72.74%	69.03%	67.23%
Response Standard 2 - Attend 80% of property fires within 16 minutes of alert (2nd fire engine)	80%	77.27%	75.62%	72.99%
Response Standard 3 - Attend 80% of Road Traffic Collisions within 13 minutes of alert	80%	71.84%	70.03%	76.38%



In 2017/18, Combined Fire Control staff answered

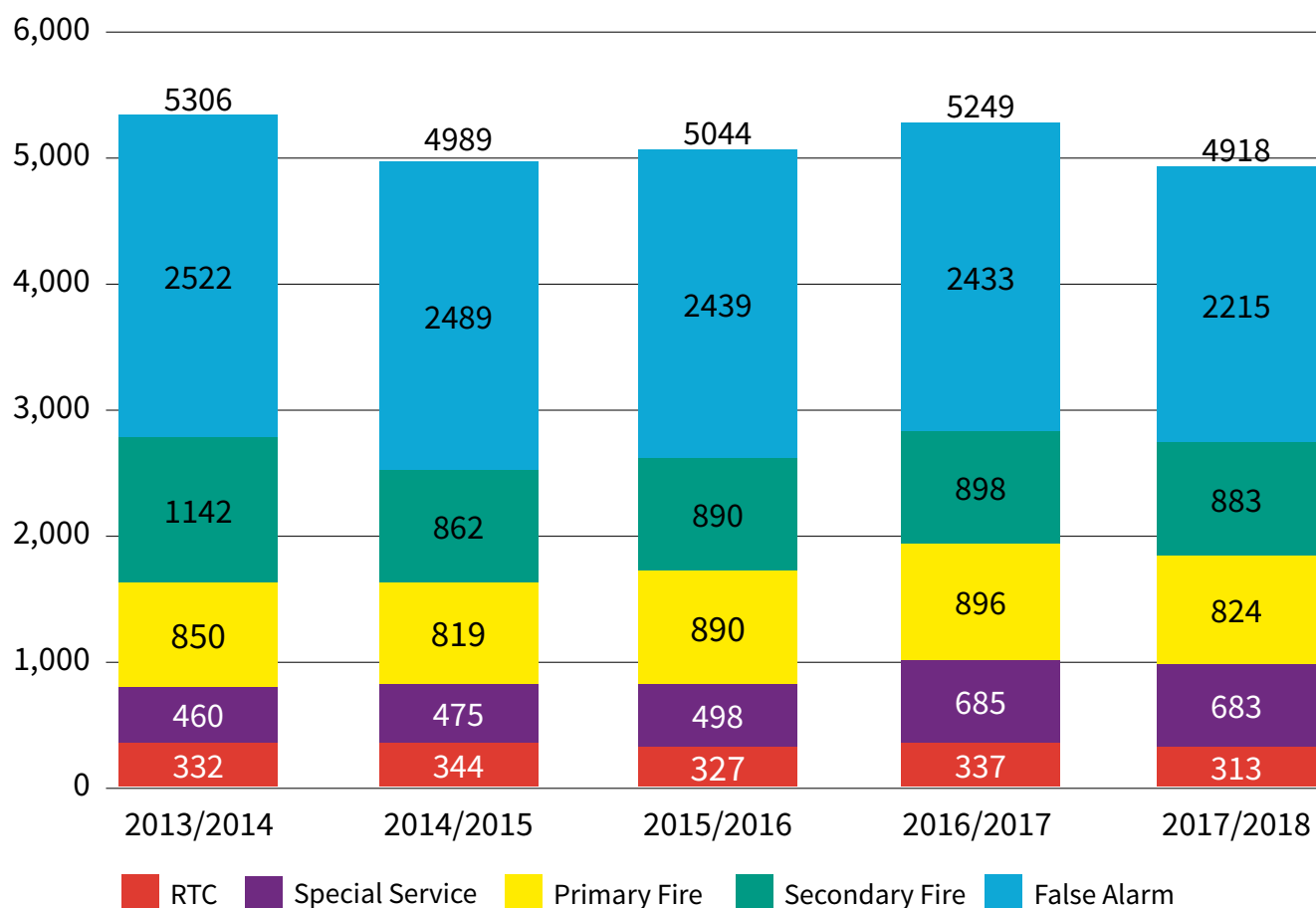
8,687

'999' calls for Suffolk, and our crews attended

4,918 emergencies.

Overall in Suffolk, for all incidents in 2017/18, the first fire engine arrived on average in 9 minutes and 20 seconds from the time firefighters were first alerted to the call. The average time for on-call crewed fire engines to arrive at an incident was 11 minutes and 25 seconds and full-time crewed fire engines arrived in 7 minutes and 45 seconds. Full-time firefighter crewed fire engines arrived in 7 minutes and 45 seconds on average. (These figures are obtained from locally produced live data on 8 November 2018.)

Figure 3 – 999 emergency incident breakdown



Fires

We attended 824 primary fires (fires in buildings, vehicles and outdoor structures, or any fire involving casualties, rescues, or fires attended by five or more fire engines) and 883 secondary fires (grassland, wasteland, derelict buildings, chimney fires etc). This is a decrease of 72 primary fires (-8.4%) a drop of 2% of secondary fires from the number attended in 2016/17.

Road Traffic Collisions

The number of road traffic collisions attended has decreased considerably from the 1994-1998 average of 479 to 311 in 2017/18. The number of road traffic collisions shows a continued gradual decrease since 2013.

Special Service

The increase in Special Service incidents in 2016-18 reflects the co-responding trial where firefighters respond to medical emergencies. The trial has now concluded.

False Alarms

In 2017/18 we attended 2,215 calls which proved to be false alarms, a decrease of over 200 from both 2016/17 and 2015/16. False alarms represented 45% of the 4,918 calls attended in 2017/18.

Where an automatic fire alarm (AFA) turns out to be a fire incident, it is re-categorised as a fire. In 2017/18, 37 AFA calls were classified as fires, representing approximately 1.7% of all AFA calls. Work continues to reduce the occurrences of unwanted fire signals.

Step 1 - 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.

People

Suffolk is a large county covering approximately 1,466 square miles, mainly comprised of low-lying arable land with the wetlands of the Broads in the North East, the Suffolk Coast and Heaths Area of Outstanding Natural Beauty in the East, and the sandy heathlands of Breckland in the North West.

The county has a mix of vibrant market towns and includes Britain’s biggest and busiest seaport in Felixstowe. It is served by two international airports located outside the county and has many road and rail network links.

Over 36% of Suffolk is either nationally or locally protected for its wildlife or landscape value. The Dedham Vale and Suffolk Coast and Heaths Areas of Outstanding Natural Beauty (AONBs) and the Norfolk and Suffolk Broads, are places in which the quality of landscape is formally recognised and given special statutory status to conserve and enhance natural beauty.

Suffolk is made up of 7 District and Borough Councils:

- Babergh District Council
- Forest Heath District Council
- Ipswich Borough Council
- Mid Suffolk District Council
- St Edmundsbury Borough Council
- Suffolk Coastal District Council
- Waveney District Council

From April 2019, Forest Heath and St Edmundsbury will formally merge to become West Suffolk Council, and Suffolk Coastal and Waveney will formally merge to become East Suffolk Council.

Demographics

The 2017 mid-year estimate Suffolk population was 756,978. The population has increased by 3.7% since 2011. Population forecasts indicate that between 2017 and 2039 the population is expected to increase 9.3%, to 828,800. In 2017 there were 7,674 births in Suffolk.

Estimates indicate approximately 168,100 Suffolk residents are aged between 0 and 19 years, making up 22.2% of the total population, slightly below the figure for England and Wales (23.6%).

22.9% of Suffolk residents are aged 65 and over. Population forecasts suggest the proportion is set to increase to 26.9% by 2028 and 31.2% by 2040. In addition, the proportion of the population over the age of 85 is set to rise in the same period from 3.2% to 4.2%, then 6.4%.

Ethnicity

At the last Census of 2011, 95.2% of the resident population in Suffolk identified themselves 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.

Killed or seriously injured on the roads

During 2014-2016, 756 Suffolk residents were killed or seriously injured (KSI) on the county’s roads. Longer term trend data indicates that fewer people are being killed or seriously injured on Suffolk roads, with a fall in rate from 45.5 per 100,000 population in 2009-2011 to 34.0 per 100,000 population in 2014-2016.

Overview of Housing in Suffolk

There were an estimated 339,690 dwellings in Suffolk in 2017, 85% being privately owned, 9% owned by Housing Associations and 6% owned by local authorities.

The level of fuel poverty in Suffolk dropped from 11.4% to 9.1% in the last five years. However, most recent data (2016) indicates an increase in the proportion of households in fuel poverty (to 10.4%). This equates to nearly 34,000 households in Suffolk who experience fuel poverty and therefore are at risk of the (potentially severe) health impacts of living in a cold home.

An estimated 6,000 over 75's who need specialist housing (defined as sheltered, extra care, residential care, or nursing care) have difficulties accessing that housing provision in Suffolk currently. As Suffolk's population ages, these needs are likely to increase.

Thatched Properties

There are many thatched properties in the county. Thatched properties have their own special fire safety issues. A thatched roof is always at risk from fire, and once a fire has taken hold it will spread rapidly.

Blocks of Flats

2011 Census data for unshared dwellings indicates that there were 28,658 households in Suffolk in blocks of flats or tenements, representing 9% of total unshared dwellings, a much lower proportion than for England as a whole. 16% of households in England resided in unshared purpose-built blocks of flats or tenements (as a proportion of all unshared dwellings).

The highest occupied block of flats in the county is St Francis Court in Ipswich, built in 1962 and extensively refurbished 12 years ago. Ipswich has several high-rise flats, but the tallest block, The Mill on the Waterfront, has not been completed. The only Suffolk high-rise block outside Ipswich is St Peter's Court in Lowestoft.

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 has become relatively more deprived compared to other local authority areas in England since 2010. Only

three counties/unitary authorities worsened by more places (in terms of rankings) than Suffolk. However, Suffolk continues to experience below average levels of deprivation.

Despite these relatively low levels of overall rural deprivation in Suffolk, small distinct pockets of rural deprivation exist; these can be hidden by the Indices of Multiple Deprivation being calculated at 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 a history of high levels of employment and has maintained this even through the economic downturn since 2008/9. Data from July 2017-June 2018 indicates that 81.6% of Suffolk residents aged 16-64 were economically active, compared to 81.1% in the East of England, and 78.4% in Great Britain.

Transport

Roads - The Suffolk road network totals approximately 4,360 miles, of which 200 miles is managed by Highways England, the rest being Suffolk County Council's responsibility. The strategically-important A14 and A12 both bypass Ipswich, via the south. The Orwell bridge is a key link; with 70,000 vehicles crossing the bridge daily, it is the busiest route in Suffolk.

The strategic lorry network gives the preferred links for lorries for haulage and distribution. It identifies not only the preferred routes within the county, but those same routes also interconnect to adjacent counties.

Over 80% of households own at least one car, with 35% owning two or more. Suffolk's roads are relatively safe; between 2001 and 2008 there was a 13.5% reduction in road casualties, from 3,250 to 2,810, and a 20% reduction in fatal and seriously injured cases. 2015 to 2016 saw a reduction in fatalities of 12% from 33 to 29.

Rail Networks - Passenger services run along the Great Eastern Main Line between London Liverpool Street and Norwich, in addition to the East Suffolk Line (Ipswich to Lowestoft and Felixstowe) and the West Suffolk Line (Ipswich to Cambridge/ Ely via Bury St Edmunds). Services are provided by a mixture of electric and diesel traction. All

railway operations in Suffolk are controlled from the Anglia Route Rail Operations Centre at Romford, operated by Network Rail.

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

Airports, Air Bases and Military Presence - There are no public airports in Suffolk, but there are several in neighbouring counties:

- London Stansted (Essex)
- Norwich Airport (Norfolk)
- Cambridge International Airport (Cambridgeshire)

There is a significant military air force presence in terms of two large US Air Force bases in Forest Heath in Suffolk (Lakenheath and Mildenhall). In early 2015 the United States Airforce announced their withdrawal from Mildenhall. However, this withdrawal will occur no earlier

than 2024. There are UK armed forces bases at Honington, Wattisham and Woodbridge.

The Port of Felixstowe - There is significant maritime, coastal and river traffic. Over 50 miles of coastline and several navigable estuaries support recreational and commercial water use.

The Port of Felixstowe is the biggest and busiest container port in Great Britain, as well as one of the largest in Europe. An estimated 3,000 ships use the Port every year, including the largest container vessels afloat, and the Port handles over 4 million containers.

Although located in North East Essex, Harwich International Port is very close to the Suffolk border, and is one of the UK's leading multi-purpose freight and passenger ports.

The Port of Ipswich is the UK's biggest grain export port and handles approximately two million tonnes worth of goods each year. Lowestoft port is the home of the Operation and



Maintenance Base for Greater Gabbard Offshore wind farm and handles around 100,000 tonnes each year.

Commercial passenger and cargo aircraft using Stansted and other international airports in the south of England overfly Suffolk when routing to and from the east and south-east. Aircraft also frequently 'hold' over parts of Suffolk.

Environment

Major coastal flooding is a significant risk and extends to the rivers Orwell, Gipping, Stour, Deben, Alde, Blyth, and Waveney. Localised pluvial flash flooding is an occasional occurrence, but one that has significant consequences for those affected.

Coastal flooding is a Government National Risk Register of Civil Emergencies priority. Their assessment is that there is now less vulnerability to widespread coastal flooding due to improvements in flood defences. However, were there a storm surge on a scale equivalent to that of 1953, the impacts could be potentially more serious than those suffered 65 years ago.

Natural England had designated 141 Sites of Special Scientific Interest in Suffolk. Sites include those also designated as Ramsar (wetland) sites, ancient monuments, areas of Heritage Coast, National Nature Reserves and European special protection areas. Management is carried out locally by the National Trust, Ministry of Defence, RSPB, Suffolk Wildlife Trust and by local landowners.

Extreme weather events create specific risk. The summer of 2018 had an extended period of hot and dry weather that led to a significant increase in the number and size of crop and other fires in the countryside. Forecasts suggest climate

change will increase the frequency of this type of event.

Special Risks

Suffolk has four top-tier Control of Major Accident Hazard (COMAH) sites that require extensive off-site emergency response plans. These are:

- Calor Gas Saxham, near Bury St Edmunds
- International Flavours & Fragrances (Haverhill)
- PPG (Stowmarket)
- Treatt PLC, near Bury St Edmunds

There are several other high-risk sites in Suffolk for which local emergency plans are maintained. This includes nuclear power generation at Sizewell, the Port of Felixstowe, three prisons and four military bases. These sites have a risk impact for SFRS both on and off site. For example, the significant number of heavy goods vehicle movements from the Port of Felixstowe creates an additional risk on the county's transport network.

Some of these special sites have dedicated independent on-site fire teams. The Service works closely with these firefighters as part of wider risk management and emergency response arrangements.

New and Emerging Risks

The nature of risk is that it is ever-changing; existing risks change, and new risks emerge. It is important that we identify these new risks early to prepare for them. Some of the key emerging risks are:

On-call firefighter recruitment, retention and availability

The on-call firefighter system has operated in most fire and rescue services for many years and has provided an effective and efficient means to respond to fires and other incidents across rural counties. It relies on on-call firefighters, who have other jobs, being available to respond 24/7 from work and/or home in local communities. The nature of society and local communities has changed, and the recruitment, retention and availability of on-call firefighters continues to present challenges in Suffolk's rural communities.



Grenfell Tower tragedy 2017

This terrible fire is, at the time of formulating this plan, subject to on-going public inquiry that will conclude with significant recommendations about, in part, emergency response and other arrangements to deal with fires in high rise buildings. The fire also led to an Independent Review of Building Regulations by Dame Judith Hackitt. Outcomes from this review will influence wide-ranging improvements to ensure buildings are built safely, including the role of the fire and rescue service within the Building Regulations system.

Seventy-two people died after a fire engulfed Grenfell Tower, a west London residential tower block, in the early hours of 14th June 2017. More than 200 firefighters and 40 fire engines responded to the fire after it was reported at 00:54 hours. 151 homes were destroyed in the tower and surrounding area.

The fire has impacted nationally on fire services' Prevention, Protection and Emergency Response arrangements, and will continue to do so as lessons are learnt, and recommendations made from both the public inquiry and Independent Review of Building Regulations.



Suffolk has more than 100 residential buildings over six floors and the immediate aftermath of the fire saw a multi-agency response to both reassure residents and assess the fire safety of those buildings, based on national Government guidance.

Manchester Arena bomb or other terrorist attacks

The spate of terror attacks since 2017 continues to reshape the environment in which we live and work. Lessons learned from the actions of the fire service at these incidents and preparations for potential further attacks are important parts of how we manage risk and work with partners.



Summer heatwave 2018

The hot and dry summer of 2018 was unprecedented in recent years. The emerging risk from such extreme weather events concerns fire services' ability to respond effectively and efficiently to multiple weather-related fires across a number of large rural counties over an extended and continuous period.



Ageing population in a rural county

The risk associated with changing demographics is set out previously in this IRMP, with recognition of the needs of an increasingly ageing population. The proportions of people aged over 65 and 80 are expected to rise notably in the medium to long term, together with the emerging risk this brings in terms of their safety from fires in the home, driving on our roads, and from associated medical emergencies. These emerging risks are compounded by financial and resource pressures on the social care system, the National Health Service and Ambulance services.



Cyber Risk

Cyber threat is emerging as one of the most significant risks facing UK business. Cyber attacks against UK companies present a daily threat to normal UK business operations and are increasing in severity. 81% of large businesses and 60% of small businesses suffered a cyber security breach in the last year, and the average cost of breaches to business has nearly doubled since 2013. Although Government and industry have done much to improve understanding of cyber attacks and how to reduce their impact, all organisations, including emergency responders, must put in place strategies to counter and mitigate the effect of such attacks.



BREXIT

This will have an impact across the country, including for the fire and rescue service, although the nature of that impact remains unclear. Fire services are working with partner organisations to assess and manage this risk as outcome scenarios become clearer.



Step 2 - What does this risk mean for Suffolk Fire and Rescue Service?

Fires

Responding to fires is seen as the primary function of the fire and rescue service. Fires are usually relatively small and are dealt with by firefighters from the local fire station. There are occasions when the fire is larger and firefighters from surrounding fire stations or neighbouring fire services are required to assist.

The impact of fires is sometimes very minor, such as a fire in a rubbish bin in the open air or bonfire. However, where a fire causes, or has the potential to cause injury, death, damage to property and the environment, the impact can be devastating and life-changing for those concerned. Fire also significantly affects the local economy through productivity, employment and business growth.

Transport Incidents

These are an important part of the firefighter role. Incidents occur mostly on the roads, but also on the railways, in the air and on the water.

The impact of transport incidents is significant for those directly involved but also for the wider community and business who suffer the consequences of associated traffic disruption, disrupted supply lines and productivity. SFRS works closely with partner agencies to deal with transport-related incidents and minimise disruption.

Flooding, Marine and Water Rescue

Fire and rescue services have no statutory responsibility and limited funding to deal with flooding or rescue from water. However, the public expect the Service to respond to

events such as flooding after heavy rainfall or tidal surge. Our staff provide support and carry out rescues following flooding, accidents on the water, and to release people and animals stuck on ice and in mud.

The Service has business continuity plans to continue to deliver a service in the event of flooding affecting its own fire stations.

SFRS works closely with other agencies through the Suffolk Resilience Forum to ensure plans for responding to incidents and dealing with the recovery phases of an event are developed, tested, and improved. Recent exercises have tested partners' response to an incident at Sizewell, actions at a major flood event, to a terrorist event and power outages.

Industrial Incidents

There are many industrial sites in Suffolk operating high-risk processes, often involving the use or storage of dangerous substances.

Whilst the organisations themselves have a responsibility to plan for reasonably foreseeable events, on many occasions they will call on the fire and rescue service to provide professional assistance in the event of an emergency.

SFRS has a programme of site visits by local firefighters to ensure their familiarity with local risks. In the event of an emergency, local firefighters are supported by specialist firefighters and officers who, together with experts from the organisation and other agencies, work together to manage the incident.

Chemical, Biological, Radiological and Nuclear Events

Events of this nature are rare, although they do occur, as evidenced in Salisbury in the 2018 Novichok attack. Their consequences can be serious and the circumstances are likely to be less familiar to most firefighters and emergency responders.

SFRS works closely with other agencies through the Suffolk Resilience Forum to ensure plans for responding to incidents and dealing with the recovery are developed, tested and fit-for-purpose.

An event of this nature will almost certainly attract a national fire service response, supported by many other agencies. The impact is likely to be sustained, causing significant disruption to the normal delivery of the fire and rescue service, as was the case in Salisbury. Collateral effects could include non-availability of personnel, equipment and fire engines.

Other Emergencies

Firefighters attend a range of other incidents: these include animal rescues, requests for assistance from other blue light services and agencies, rescue of people from height, automatic fire alarms and a variety of other unusual events.



Step 3 - How is this Risk Assessed?

Risk is assessed at three main levels, National, Regional and Local

National - UK

UK Government – National Risk Assessment and Register

The risks the UK faces change continually. Central Government assesses the most significant emergencies the UK and its citizens could face over the next five years through the National Risk Assessment (NRA). This is a confidential assessment, conducted every year, drawing on expertise from a wide range of departments and government agencies. The National Risk Register (NRR) is the public version of the assessment.

The NRA and NRR are intended to capture the range of emergencies that might have a major impact on all, or extended areas, of the UK. These are events which could result in significant harm to human welfare: casualties, damage to property, essential services and disruption to everyday life. The risks cover three broad categories: natural events, major accidents and malicious attacks.

To assist with national and local planning, the Government provides a confidential list of the common consequences identified in the NRA covering the maximum scale, duration and impact that could reasonably be expected to occur due to these emergencies. These consequences are referred to in the National Resilience Planning Assumptions.

Assessing the likelihood of occurrence and the subsequent impact, the Government considers the highest priority risks to include:

- Pandemic influenza
- Cold and snow
- Coastal and river flooding
- Widespread electricity failure
- Attacks on crowded places and transport

Several of the key threats identified are dealt with by the fire and rescue service, with the larger emergencies being tackled through a multi-agency, joined-up response.

The National Risk Register Of Civil Emergencies is available on the website:

assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/644968/UK_National_Risk_Register_2017.pdf

County - Suffolk

Suffolk Resilience Forum - Community Risk Register

SFRS is a member of the Suffolk Resilience Forum. The Forum ensures that events or situations which may threaten serious danger to the people of Suffolk or our environment are identified and, where possible, controlled or mitigated.

The Forum captures this information within the Suffolk Community Risk Register. This shows the risks identified for Suffolk, the assessment of the impact of each risk if it were to happen and the likelihood of it happening. Judgements are scored and a rating applied. The register shows the current highest risks to Suffolk are:

- Severe tidal and coastal flooding
- Pandemic influenza
- Local accident on major trunk roads
- Actual or threatened significant disruption to fuel supplies
- Total failure of the national electricity transmission network
- Food supply contamination
- Fires in waste sites

The Suffolk Community Risk Register is available on the website: www.suffolkresilience.com/community-risk-register/

Service – Fire and Rescue

Suffolk Fire and Rescue Service - Emergency Plans and Operating Procedures

In addition to the multi-agency plans developed with partner organisations through the Local Resilience Forum, SFRS has a range of emergency plans to deal with specific sites or risks across Suffolk. These plans include, but are not exclusive to:

- Sizewell power stations
- Ipswich Town Football Club
- Port of Felixstowe

The site plans are supported by a suite of Standard Operating Procedures and National Operational Guidance that guide firefighters how to safely and effectively deal with the emergency. For example, SFRS has procedures, based on national best practice, for dealing with:

- Fires in high-rise buildings
- Rescues from height
- Marine firefighting

The Service's risk assessment is informed by an analysis of operational data in a range of different areas.

Examples of the range of data considered can be found within documents and datasets such as:

- SFRS Statement of Assurance 2017/18
www.suffolk.gov.uk/assets/fire-rescue-and-emergencies/about-suffolk-fire-and-rescue-service/Statement-of-Assurance-2016-2017.pdf
- SFRS key performance indicator webpages
www.suffolk.gov.uk/suffolk-fire-and-rescue-service/about-suffolk-fire-and-rescue-service/peer-review-response-standards-and-budget/suffolk-fire-and-rescue-statistical-reports/
- SFRS Strategic Assessment of Risk
www.suffolk.gov.uk/assets/fire-rescue-and-emergencies/about-suffolk-fire-and-rescue-service/Fire-Strategic-Assessment-of-Risk-4.0-NB-Dec18.pdf
- Home Office FRS datasets
www.gov.uk/government/collections/fire-statistics-great-britain



Step 4 - How is this risk managed?

We manage risk in Suffolk through a balanced approach of Prevention, Protection and Emergency Response activity. Our main aim is to prevent emergencies from happening in the first place. However, we recognise that this is not always possible. So we try to ensure that, should an emergency occur, people are able to escape from buildings safely and that we respond effectively and speedily to every emergency.

Prevention

Our Prevention activity focuses on reducing risk by preventing fatalities, injuries and damage to property and the environment from fire and other emergencies. We do this by working in partnerships and targeting support to vulnerable people.

The Service delivers many diverse programmes that enhance community safety, including:

- Road safety education, including a 'Firebike' safety scheme
- Working with disaffected young people

- Working with young people in education
- Promoting healthier lifestyles with young people
- Helping older people to live independently

Community Fire Volunteers, prevention staff and firefighters carry out free 'Safer Home Visits' and 'Safety in the Home' checks for Suffolk's most vulnerable residents. They fit safety features such as smoke detectors in homes and provide advice on safety, security and wellbeing. Where appropriate, people are referred to partner agencies such as Adult Social Care and the Benefits Agency.

In 2017/18 our staff carried out 1,312 Safer Home Visits, of which 810 were for older people (+65 years of age), 287 for vulnerable adults, and 159 for disabled people. We fitted 2,486 smoke detectors over the same period.

2017/18 also saw 392 fire prevention campaigns and initiatives delivered; these included 25 Youth Diversion schemes, 151 Youth Fire Safety events, 1 Antisocial Intervention and 215 other fire prevention campaigns/initiatives (e.g. road safety campaigns).

Case Study: School Fire Liaison Officers (SFLOs)

Three Suffolk Fire and Rescue Service School Fire Liaison Officers (SFLOs) are based in educational establishments across the county. SFLOs are positive role models for students and work with staff to identify those students who would most benefit from additional support and intervention. Each SFLO's role varies, as it is the educational establishment who determines exactly where they feel the extra support is needed. The key role of an SFLO is to mentor students to support their development into being the best person that they can be. These young people come from different backgrounds, some may have challenging home lives, whilst others may struggle socially or academically. SFLOs work closely with students to help them overcome any barriers they may face and to progress, allowing them time to reflect on their behaviours and understand their emotions. Often, SFLOs will also work with students to discuss career paths, social skills and life choices. Our SFLOs deliver on the understanding that every step forward is a positive one. However big or small that step may seem to others, whether it be a young person with learning difficulties reaching their goal or a young person growing in confidence, every step forward is a positive step which they should feel proud of.

SFRS supports Central Government's national FireKills campaigns throughout the year. Initiatives include campaigns targeted at installing and testing smoke alarms and the dangers of careless disposal of cigarettes.

In addition to our Safer Home Visits, we run several other initiatives, quite often delivered through close working with partners such as Public Health or the Education Authority.

We work with the Suffolk RoadSafe Partnership Board to reduce the number of people killed and seriously injured on Suffolk's roads, targeting the most at risk, such as young drivers, school children and motorcyclists.

Protection

The economic cost from fires is significant. The impact of a fire can have devastating consequences for businesses and the economy in the local area. A large proportion of businesses that suffer a significant fire never fully recover and either close or relocate to another area.

Our approach to Protection centres on building relationships with businesses and building owners to educate them about their responsibilities under the

Regulatory Reform (Fire Safety) Order 2005. The fire and rescue service enforce the Order through an annual risk-based inspection programme of business premises audits, where the premises fire safety arrangements are assessed by our inspecting officers.

Premises are included in this programme based on the potential risk they present to those who live in, work in, or visit them. For example, premises where people are sleeping, such as hotels, residential care homes and boarding schools, are in the 'high risk' category and are inspected more frequently.

Whilst the number varies, we currently record 2,030 premises as being classified as high risk. Those that fall into the 'medium' or 'low risk' categories are visited less frequently. We also inspect premises when we have received information about alleged poor fire safety conditions, or where the premises have had a fire.

Officers carried out 294 audits in 2017/18, a reduction of 92 on the 386 audits undertaken in 2016/17. Eleven formal notices were issued under the provisions of the Regulatory Reform (Fire Safety) Order; two Enforcement Notices and nine Prohibition Notices.

Case Study: High rise buildings

Following the tragic events at Grenfell Tower, SFRS Protection department led a local response across Suffolk, compiling two inspection teams.

Each team had officers from SFRS Protection, Resilience, and Prevention teams, the Local Authority Building Control and firefighters.

The teams engaged with premises 'responsible persons', checking compliance with fire safety legislation and issuing nationally-approved guidance.

Joint exercises were undertaken, with Protection Officers providing information to Building Control on our procedures to help them better understand the practicalities of fighting fires in high rise premises. Over a four week period approximately 100 premises were inspected jointly; residents were provided with prevention leaflets, operational risk information was updated and operational firefighting aids checked.

Work to ensure the safety of people living and working in high rise premises has continued. Officers from SFRS and partner agencies are working closely with building owners and occupants and have put in place, or supported, safety measures such as:

- removal, where appropriate after expert analysis, of external building cladding
- provision of 24/7 fire marshals and installation of smoke alarms in flats
- relevant safety information provided to the press and media
- facilitation of lease and stakeholder meetings
- auditing premises and providing fire safety guidance and information

We have the authority to inspect, advise, direct, and on occasion, enforce improvement actions by those who are responsible for ensuring the safety of others in case of fire. Our intention is to ensure that, in the event of fire, provided escape routes enable people inside to exit premises unharmed. Additional measures are also required to protect the building, the surrounding environment, and minimise risk to firefighters.

We respond to consultations from Local Authority Building Control on fire safety regulation issues for new developments, and for licensing and other matters where our expert opinion on fire safety is required.

Our fire investigation officers establish the causes of fires, either to support the police, or work with organisations and manufacturers to prevent re-occurrences.

We engage with local businesses to promote fire safety in their premises. For example, we have worked with property owners to ensure they are aware of their responsibilities and of the basic measures they can install in their premises to reduce the risk of fire. This is especially important in rented bedsit-type properties, which can present a high fire risk.

Emergency Response

Our approach to emergency response is to ensure we have the right firefighters and fire engines in the right place, at the right time, delivering the correct standards of incident response. We have a statutory duty to respond to fires and road traffic collisions and plans in place to deal with other emergencies such as terrorist threats.

Case Study: Impact Days

Our impact days are a joint partnership activity with local housing teams where we identify and audit and inspect premises which have a commercial/residential occupancy mix. The commercial element may be a hot food outlet (takeaway, restaurant, etc.), a business with high fire loading (thrift shop) or significant construction risk due to number of floors or unusual construction.

Immigration Officers take part in the impact days as, following an input on 'modern day slavery', it became apparent that shared intelligence could support both parties. If any follow-up action is identified, it is carried out some time after the impact day.

This approach has embedded strong working relationships between fire, local housing teams and immigration.

In October 2018, Public Health and Housing Officers worked in partnership with Suffolk Fire and Rescue Service to inspect a number of premises in Brandon. The Inspections focused on safety standards within mixed-use buildings; specifically, flats located above commercial premises where there is a joint responsibility for enforcing authorities to ensure fire safety standards are implemented and maintained.

On the day, nine restaurant and food take-away premises, one shop, two public houses, one bakery and one hotel were inspected.

One premises identified by the fire service required action to be taken on the day by the owner to reduce the level of risk. The premises consisted of a flat above a commercial premises that had an unsatisfactory escape route and an inadequate fire alarm system.

Officers worked with the owner to temporarily improve the alarm system until further improvements could be made. Consideration was given by the fire service to prohibiting the first floor as sleeping accommodation, but improvements made on the day meant this was not necessary.

Seven further premises had fire safety deficiencies where follow up action was required to ensure improvements were made.

A number of food safety and minor improvement issues regarding fire safety were identified by our partner agencies.



When we respond we will:

- ✓ Send the right number of fire engines and firefighters to deal with the emergency
- ✓ Ensure our firefighters are safe by being professionally trained and prepared for the range of emergencies that they are likely to face
- ✓ Make sure our fire engines, the equipment they carry, and firefighters' personal protective equipment is the best we can provide and are suitable for the types of emergencies they are likely to attend

Whilst fire and rescue services' statutory response duties are limited to attending fires and road traffic collisions, we respond to many other emergencies such as chemical spillages, water-related incidents and animal rescues.

It is important we are aware of changes in risk within the county for staff to deal effectively and safely with the range of emergencies likely to be attended. When new or emerging risks are identified, we review our ability to respond, which may add to our response capabilities.

Examples of recent introductions are; water, mud and ice rescue, new 4x4 capability, animal rescue, heavy rescue

equipment, positive pressure ventilation, rescue from height and other innovative new equipment and appliances.

The risk and demand in local communities informs the nature of our emergency response. Areas of greater risk and higher 999 call demand have fire stations crewed by full-time firefighters with supporting on-call firefighters; where the risk and demand is lower, fire stations are crewed by full-time firefighters during weekdays with 24/7 support from on-call firefighters; where the risk and demand is lowest, fire stations are crewed solely by on-call firefighters.

The Service also provides specialist fire appliances and equipment to deal with a wide range of incidents. These are spread across the county, usually located at full-time crewed fire stations, where there is more scope to undertake the training required to be competent to use the equipment.

The final point about how fire cover is provided across the county is one of the overall resilience of the fire service to deal with significant or multiple events. The nature of crewing systems is that the full-time firefighter system is more resilient than the on-call system and this is accounted for in our planning and resourcing arrangements.

Our Fire Engines and Equipment

Suffolk operates a fleet of over 140 vehicles, including 49 fire engines, and a range of equipment to deal with reasonably foreseeable emergencies. The number and types of vehicles and operational equipment is routinely reviewed to ensure their fitness to react to the risk identified within the county, and beyond.

- ✓ **Fire Engines** - these are the traditional fire engines that the public recognise as responding to most emergency incidents. They are located on every fire station and carry a wide range of equipment to deal with fires and rescues
- ✓ **Swift Water Rescue** - specially trained and equipped teams capable of operating in, on, or near to fast-flowing water. They are located at Ipswich, Bury St Edmunds and Lowestoft fire stations
- ✓ **Rescue Boat** - powered boats located at Lowestoft and Ipswich fire stations with the Swift Water Rescue Team to provide a powered working platform from which our rescue teams can work
- ✓ **Animal Rescue** - Unimog vehicles are used to carry out rescues of large animals such as horses or cattle. These are 4x4 vehicles equipped with cranes, winches, and a variety of lifting slings
- ✓ **Aerial Appliance** – there are two aerial appliances for rescues and work at heights of up to 30 metres. The appliances are at Bury St Edmunds and Ipswich East fire stations
- ✓ **Pump Rescue Tender (PRT)** - there are six PRTs, which are similar to standard fire engines but carry additional cutting and rescue equipment. They are used at road traffic collisions (RTC) and other rescues. We site these vehicles across the county to provide a response anywhere in Suffolk within approximately 20 minutes
- ✓ **Enhanced Rescue Tender (ERT)** - there are three ERTs carrying more specialist heavy rescue and access equipment. They are used at normal RTCs and specifically for incidents involving heavy goods vehicles. They are located at Ipswich, Lowestoft and Bury St Edmunds fire stations

✓ **Operational Support Unit** - this is a unit based at Ipswich East fire station that carries additional lighting, hose and chemical incident equipment and is used to support normal fire engines at larger or specialist incidents

✓ **Water Carrier** – we have two carriers each holding 9,000 litres of water. They are used to supply water to our fire engines when water supplies are scarce or some distance away from the scene of the fire. The carriers are located at Leiston and Newmarket fire stations.

✓ **Command Support Vehicle (CSV)** – the three CSVs provide additional command and logistical support at larger incidents. They are located at Ixworth, Woodbridge and Beccles fire stations

✓ **National Resilience Vehicles** – Provided by central Government as part of the national arrangements for responding to major incidents where the decontamination of large numbers of people is required. There are three vehicles located at Holbrook and Ipswich.

The number of fire engines deployed at any one time is usually quite low; however, there are occasions when many more fire engines are committed to larger incidents, or several incidents occurring simultaneously. These incidents can be protracted and such factors are considered in our risk management planning.

Through the provisions of the Fire and Rescue Services Act we have established arrangements for providing and receiving assistance to and from our neighbouring fire services in Essex, Norfolk, and Cambridgeshire in addition to other fire services across the UK. These arrangements play an important role in Government's national resilience arrangements which require us to respond effectively to larger regional and national events inside and outside of Suffolk.

We provide our officers specialist training to enable them to manage, command and control significant incidents. These include officers trained to a high standard in Hazardous Material and Environmental Protection and Inter-agency Liaison.

National Resilience

National Resilience is the capacity and capability of fire and rescue authorities to work together and with other responders to deliver a sustained, effective response to major incidents, emergencies and disruptive challenges, such as those in the National Risk Assessment.

To improve resilience, the Government and fire and rescue authorities have committed resources to a programme called New Dimensions. The New Dimension project has provided the fire and rescue service with equipment, appliances, and training to respond to major disruptive events involving chemical, biological, radiological and nuclear materials, collapsed or unstable structures and the management/displacement of large volumes of water.

National resilience incidents that have had a significant impact on the fire and rescue service include wide-scale flooding events, terrorist attacks and the Grenfell Tower fire.

Suffolk has been provided with two specialist vehicles to deal with mass public decontamination and associated logistics. The vehicles are based at Holbrook and Ipswich fire stations and are available for use within Suffolk, regionally and nationally. Their use is co-ordinated by the Fire and Rescue Service National Coordinating Centre in Merseyside.

Other fire and rescue services in the eastern region have vehicles and equipment to deal with hazardous material detection, urban search and rescue, high volume water pumping, logistical support arrangements, mass public decontamination and marauding terrorist firearms incidents.

An important part of national resilience is the ability of different fire services and other responding organisations to work together, known as interoperability. SFRS is part of the national Joint Emergency Services Interoperability Programme led by the Home Office. The Service also has nationally-trained Inter-agency Liaison Officers and Strategic Multi-agency 'Gold' Command Officers to facilitate this joined-up working alongside locally-based training and familiarisation.

At a local level the Service has an established collaborative partnership with Suffolk Police and East of England Ambulance Service, and now share 16 stations with blue light partners, with plans for a further four shared sites.

The blue light services remain committed to working more closely in the future and building on the excellent foundations already in place. Some of this investment is funded through specific one-off 'innovation' Government grant funding, totalling approximately £4.9m.

The benefit of this collaborative blue light work includes a more joined-up approach to managing incidents and community safety, joint training opportunities, single point of public access to blue light services and financial savings in property maintenance and costs. In some incidences it also permits blue light providers to maintain a presence in the community where their own individual financial resourcing programmes may not have supported this.



Step 5 - Monitor, Audit and Review

This IRMP covers a three-year period and will be monitored on a regular basis. It will be reviewed formally and, if necessary, updated and republished to:

- Reflect re-assessment of existing risk
- Recognise and assess new and emerging local, regional, and national risk
- Reflect updated performance information
- Provide up-to-date analysis of new incident data
- Detail any changes to the Service's response to risk
- React to significant changes in legislation, guidance or National Framework requirements

Managing Performance

Nationally, Service performance is reported, monitored, and analysed in several ways, these include:

- Analysis of national performance reports on speed of response and incident data
www.gov.uk/government/statistics/response-times-to-fires-attended-by-fire-and-rescue-services-england-april-2016-to-march-2017
- Benchmarking by the Chartered Institute for Public Finance and Accountancy, who provide comparative reports for different fire and rescue services and other local authority bodies www.cipfa.org
- Publication of the Suffolk Fire and Rescue Authority annual Statement of Assurance
www.suffolk.gov.uk/assets/fire-rescue-and-emergencies/about-suffolk-fire-and-rescue-service/Statement-of-Assurance-2016-2017.pdf
a requirement of Government

Inspection

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services are applying a new inspection regime to English Fire and Rescue Services. All 45 services will be scrutinised for efficiency, effectiveness, and how we manage our staff. The Inspectorate will also provide an overview of the performance of fire services in England.

Suffolk Fire and Rescue Service was one of three fire services selected to pilot the proposed new inspection methodologies in early 2018. Our first formal inspection will be in 2019.

Peer Challenge

There is an established peer challenge and review arrangement with the Local Government Association and the National Fire Chief's Council. Officers and councillors from both organisations spend a week in each fire and rescue service considering performance across a range of areas including:

- Leadership
- Operational Response
- Prevention and Protection
- Health and Safety
- Training and Development
- 999 Call Handling

A peer review of SFRS took place in December 2017.

The report is available to view on our website

www.suffolk.gov.uk/suffolk-fire-and-rescue-service/about-suffolk-fire-and-rescue-service/peer-review-response-standards-and-budget/peer-review-operation-assessment-and-fire-peer-challenge

Local Performance Management

At a local level performance is managed in several ways, these include:

- Performance information is reviewed on a regular basis at management team meetings
- An established programme audits and reviews every fire station and department over a prescribed timeframe
- All large, significant, or complex operational incidents are formally debriefed to ensure that learning is incorporated into future decisions about policy, appliances, equipment, and firefighting tactics
- A series of annual audits are agreed with Suffolk County Council's internal audit team, the outcomes of which are managed through the Audit Committee
- Several strategic boards monitor and confirm Operational Assurance, Project and Programme Management, Performance and Improvement, and Budget Management.



What is your money spent on?

The 2018-19 budget for SFRS is £21,699,866. Figure 4 provides a high-level overview of how the 2018-19 budget was apportioned.

Budget figures vary slightly from year to year as budgets are established in recognition of risk for the subsequent year. The chart shows the largest proportion of spend is on firefighters and officers delivering front line fire and rescue services in our communities.

The income element relates to Government grant funding which supports specific activities such as airwave radio, private finance initiative and national resilience.

SFRS is funded from both council tax and Central Government grant, which means that expected further Government grant reductions will have a significant impact on the overall budget.

Figure 4 - SFRS annual budget allocation

Support function **£8,250,313**

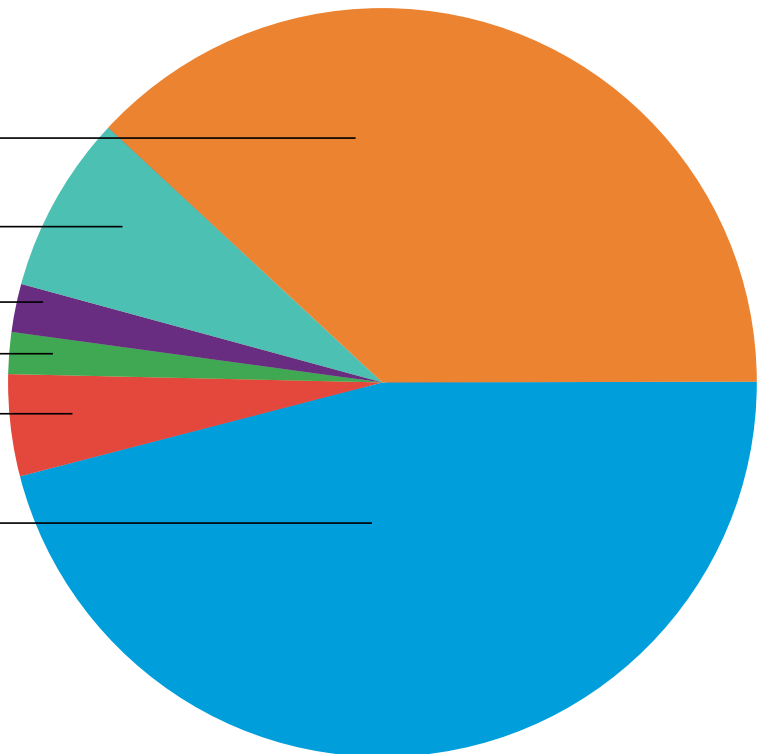
Training and Development teams **£1,615,041**

Risk and Resilience team **£464,325**

Prevention team **£363,075**

Protection team **£943,075**

Fire stations **£10,063,788**



Operating Efficiently

We continually examine ways to work efficiently and utilise our resources in the most cost-effective manner. The types of initiatives and projects we have developed in recent years include:

- ✓ Using Government-supported private finance to completely refurbish or rebuild 11 fire stations
- ✓ Sharing 16 fire stations with Police and Ambulance 'blue light' partners, with plans for more in the next few years
- ✓ Continuing with plans to review and improve our vehicle fleet, replacing our oldest fire engines with new and more efficient vehicles
- ✓ Improving firefighting and rescue equipment and clothing for firefighters, enhancing both public and firefighter safety
- ✓ Crewing our fire engines in a more efficient way

- ✓ Reducing the size of the Service's support functions and the middle and senior management teams
- ✓ Continuing to explore opportunities to collaborate with public sector partners in areas such as procurement and 999 control and shared support functions

Capital Funding

The Service has a medium and long-term capital finance programme to support purchase of fire engines and equipment and maintenance or re-provision of our fire stations. The programme is financed through borrowing, the sale of assets and through the County Council capital finance programme. The Service has recently moved away from its own self-sustaining renewals committals programme into a wider County Council capital financing plan.

In 2014 we were successful in bidding for a share of the Government's £75m Fire Transformation Fund. The £4.9m we received is being invested to increase the number of shared fire, police, and ambulance stations in Suffolk.

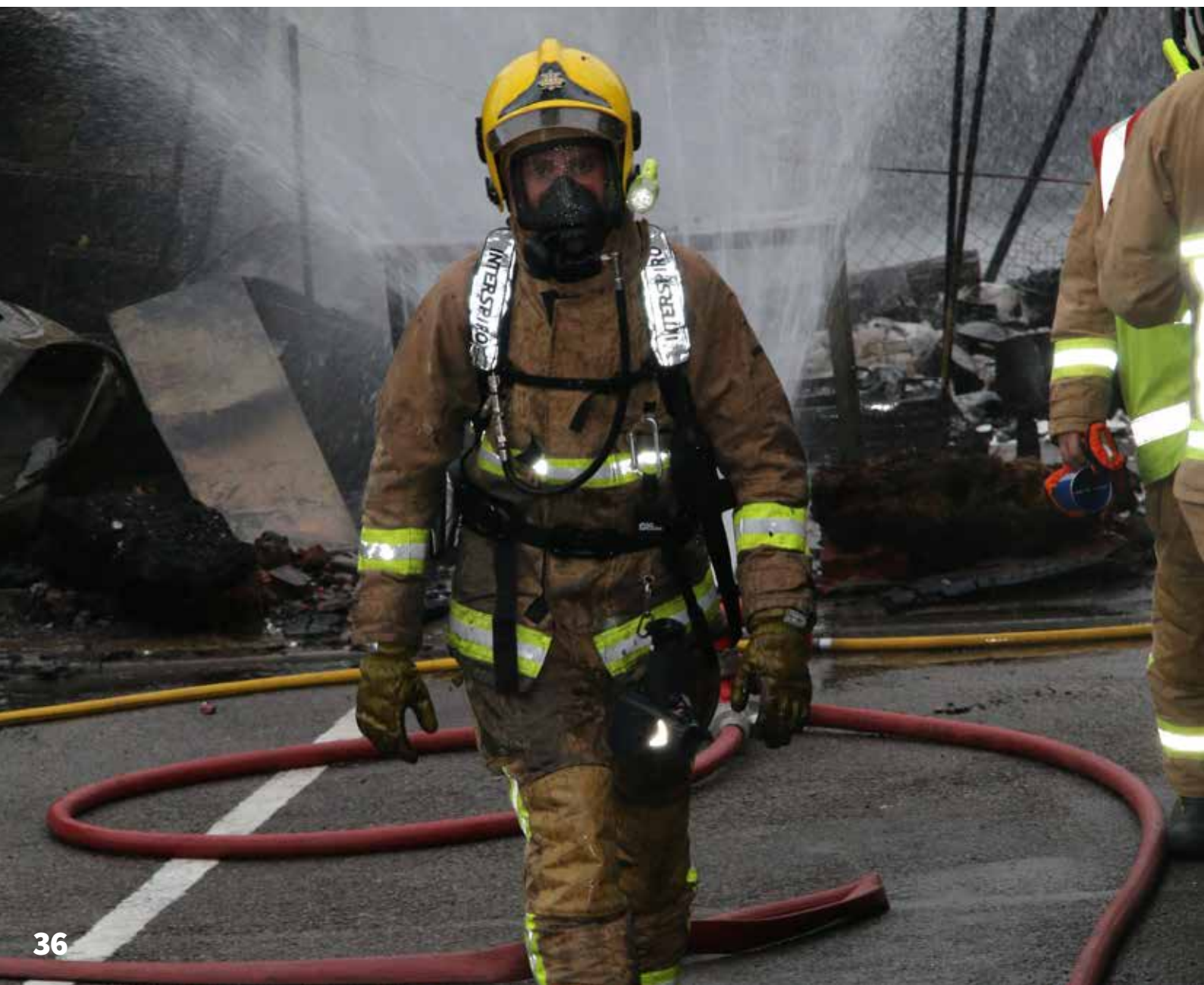


Service Proposals

This 2019-22 IRMP is supported by five proposals, the detail of which is included as **Appendix A** to this document.

Integrated Risk Management Plans are living documents that are subject to periodic review over their three-year currency. Should changes to legislation, the national

framework document, finances, operational, local, or national risks evolve, the way in which the fire service proposes to manage risk must also change. Any such fundamental proposals that impact on changes to risk management would be introduced through this formal risk management process and be subject to public scrutiny.



Get Involved – Tell us what you think

It is a requirement of the National Framework for fire authorities to consult effectively in the formulation of the IRMP. Notwithstanding this directive, Suffolk Fire and Rescue Service has already committed to deliver services in an open and transparent way that best meets the needs of the community and reduces foreseeable risk to the lowest possible level.

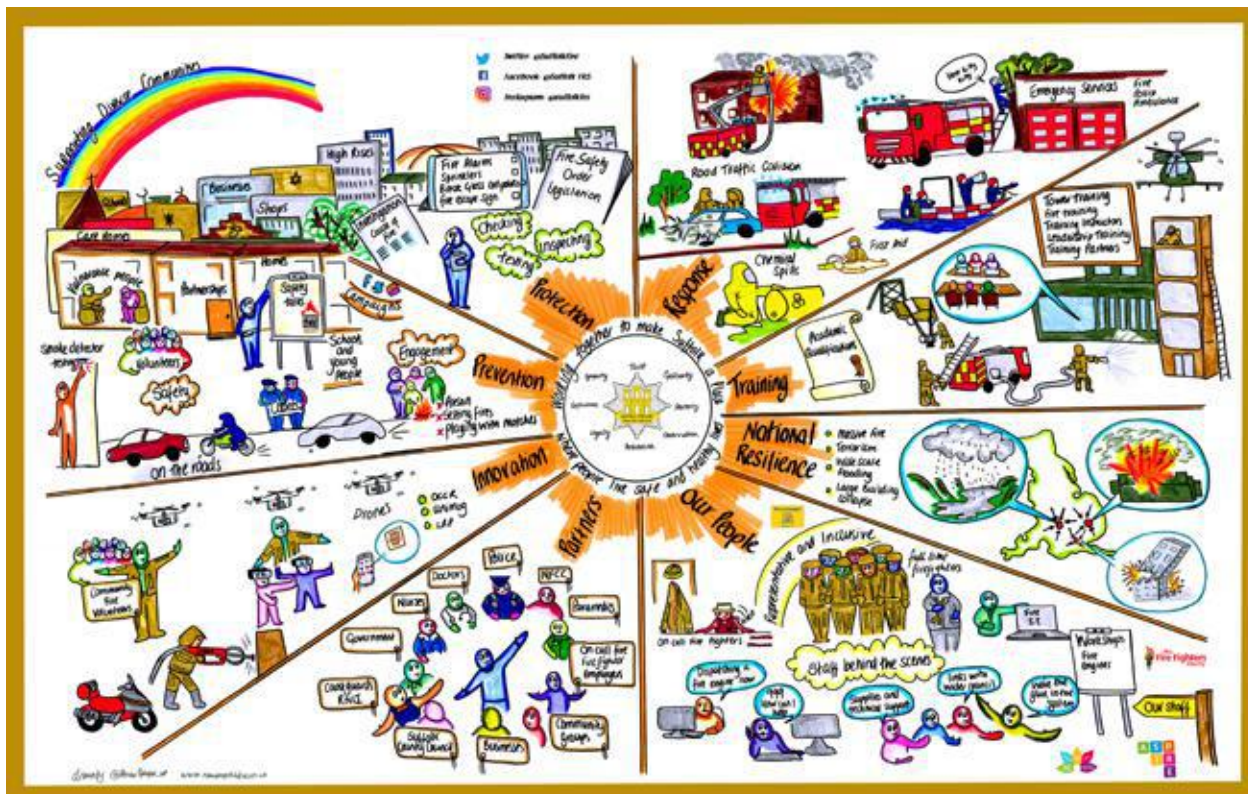
The Service undertakes to provide stakeholders, the public, and staff, clear and relevant information through a variety of accessible channels, enabling service-users to understand how their fire and rescue service matches resources to identified and changing risk.

This IRMP includes feedback mechanisms, ensuring opportunity for public and stakeholders to influence,

challenge, and improve our planning processes to provide the service they expect. The formal consultation response is found at **Appendix B** within this document.

Consultation documents and information associated with this IRMP will provide mechanisms for stakeholders to respond to the IRMP consultation through several electronic and other formats, such as post and questionnaire. Comments made in stakeholder forums and roadshows, face-to-face, or over the telephone, will be captured and included in feedback consideration.

Detailed information on the consultation and communication approaches and methodologies for the SFRS IRMP 2019-22 is contained within the linked IRMP Consultation and Communication Strategies.



Glossary

Pre-determined Attendance – the risk-assessed number of fire engines and other resources that are sent to different categories of 999 call.

Primary Fire - fires with one or more of the following characteristics:

- All fires in buildings and vehicles that are not derelict or in some outdoor structures
- Any fire involving casualties or rescues
- Any fire attended by five or more fire engines

Secondary Fire - most outdoor fires including grassland and refuse fires, unless these involve casualties or rescues, property loss or five or more appliances attend. Fires in derelict buildings are included.

Special Service – non-fire incidents, such as rescue of persons in various situations, flooding, hazardous material incidents, water leaks, persons locked in or out and rescue of animals in distress.

False Alarms - incidents in which the Fire and Rescue Service are called to a reportable fire and find there is no incident.

On-call (retained) firefighter – a firefighter who is a part-time employee of SFRS and carries an alerter. They are available to respond to 999 calls to their local fire station for a certain number of hours each week. During their availability period, on-call firefighters remain within approximately five minutes of the fire station and, when alerted, respond to the fire station and then to the emergency.

Full-time firefighter – a firefighter who is a full-time employee and, when on duty, works at the fire station and responds immediately to a 999 call.



Further Information

Fire and Rescue National Framework for England

www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england

Fire and Rescue Services Act 2004

www.legislation.gov.uk/ukpga/2004/21/contents

Regulatory Reform Fire Safety Order 2005

www.legislation.gov.uk/uksi/2005/1541/contents/made

Civil Contingencies Act 2004

www.legislation.gov.uk/ukpga/2004/36/contents

Health and Safety at Work Act 1974

www.legislation.gov.uk/ukpga/1974/37/contents

Suffolk Observatory

www.suffolkobservatory.info/

Suffolk Community Risk Register

www.suffolkresilience.com/community-risk-register/

Suffolk RoadSafe Partnership Board

www.suffolkroadsafe.com

DCLG Fire Incident Response Times

www.gov.uk/government/collections/fire-incidents-response-times

DCLG Fire Statistics

www.gov.uk/search?q=national+fire+statistics

Suffolk Fire and Rescue Service Statement Of Assurance 2016/17

www.suffolk.gov.uk/assets/fire-rescue-and-emergencies/about-suffolk-fire-and-rescue-service/Statement-of-Assurance-2016-2017.pdf

National Risk Register

assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/644968/UK_National_Risk_Register_2017.pdf

Appendix A – IRMP Proposals

Proposal 1 – Automatic Fire Alarms and Unwanted Fire Signals

The Service intends to review and refresh its policy and attendance to incidents where an Automatic Fire Alarm (AFA) system is present in the premises and has activated.

In 2017/18 we attended 2,216 calls which turned out to be false alarms. This is a decrease of over 200 from both 2016/17 and 2015/16. However, false alarms still represented 45% of the 4,918 calls attended in 2017/18. Nationally about 40% of incidents attended by fire services in England turn out to be false alarms.

There are three types of false alarm call:

- False alarm with good intent
- False alarm with malicious intent
- False alarm due to an AFA

A breakdown of these three types of call is illustrated in the following table:

False Alarm Type 2017/18	No of incidents	% of total
Good Intent false alarm	683	30.8%
Malicious false alarm	51	2.3%
Fire alarm due to AFA	1482	66.9%
Total	2216	-

False alarm ‘good intent’ includes calls such as: smoke seen by a passer-by which turns out to be a bonfire, or smoke from a car that turns out to be an overheating engine.

False alarm ‘with malicious intent’ includes calls such as: a person dialling 999 and reporting a house fire that has not happened, or someone deliberately smashing a fire alarm break glass call point for no reason.

False alarm ‘due to AFA’ includes calls such as: where dust has got into a detector and caused it to operate, or the wrong type of detector is installed in a building, causing it to operate unnecessarily.

Automatic fire alarms and unwanted fire signals can have a major impact on the fire and rescue service, business, and the wider community. Attending these incidences may:

- Require firefighters to attend unnecessary calls, with the possibility of a delayed attendance to actual emergencies
- Create unnecessary risk to firefighters and members of the public when fire engines respond on blue light conditions
- Cause problems for occupiers of premises in lost production or sales, and general disruption to business continuity or service delivery
- Create complacency amongst staff and the public, reducing effectiveness of the fire alarm system in the event of a genuine emergency
- Impact on other important prevention, protection or training activity being carried out by firefighters
- Create an unnecessary financial cost for fire services
- Create an unnecessary impact for primary employers who release our on-call firefighters to attend incidents that turn out to be false alarms

The Story So Far

Historically, there has been general acceptance that responding to false alarm calls was part of the role of a fire and rescue service. The number of fire engines sent to a call that was generated by a fire alarm system, and likely to be a false alarm, replicated exactly that sent for a confirmed emergency. This created a situation where it was common for three or four fire engines to routinely respond to calls from hospitals that were almost always false alarms.

More recently, the approach of fire services to fire alarm signals has changed significantly. We work with building owners and alarm receiving centres to prevent false alarms happening in the first place; tailor our emergency response based on the risk and likelihood of it being a false alarm; and 999 Control operators interrogate calls in greater depth to judge increasing or decreasing the number of fire engines sent to the call.

The current approach in Suffolk is:

- A response is always sent to automatic fire alarm activations in premises that constitute sleeping risk
- Below are examples of our attendance to four types of premises where a fire alarm is actuating:
 - o School 1 fire engine sent
 - o Care Home 1 fire engine sent
 - o Hospital 1 fire engine sent
 - o Commercial 1 fire engine sent nights and weekends
- A response is not sent to automatic fire alarm activations in occupied commercial and industrial premises Monday to Friday 09:00-17:00hrs. Fire engines will be sent only if a 999 call is received in person, or there are other extenuating circumstances

Suffolk's 999 Combined Fire Control operators challenge calls they consider may be false alarms. This means they ask relevant questions of the caller and, if necessary, they send the appropriate fire engines to save life and protect property. This 'call challenge' may result in no fire engines being sent but could mean also that more are mobilised, based on information received and the professional judgement of the control operator.

The Service also works closely and regularly with those premises that have the highest number of false alarms. National good practice guidance is used to advise premises owners how they might adjust, repair or redesign their fire alarm system to reduce the risk of false alarms.

Where changes are made to our response to automatic fire alarm calls, the associated risk must be carefully considered. For example, whilst a decision not to attend certain premises type or not to attend at certain times of the day brings some benefits, there is also risk that, where a fire has occurred, the time the fire service takes to respond to that fire will be extended. This has potential to increase risk to the building, risk to potential occupants of that building, and risk to firefighters now responding to a more significant fire.

The purpose of this consultation is to seek your views on different options to inform our future review.

Consultation questions

To what extent do you agree/disagree that:

Q1 – Suffolk Fire and Rescue Service should stop or reduce its attendance to automatic fire alarms that operate at some types of premises based on the lower level of risk they present

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q2 – Suffolk Fire and Rescue Service should stop or reduce its attendance to automatic fire alarms that operate at some types of premises, at certain times of the day, based on the lower level of risk presented

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q3 – Suffolk Fire and Rescue Service should work with premises owners to reduce the number of persistent false alarms by providing advice and, where appropriate, regulation on measures that can be taken

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q4 – Suffolk Fire and Rescue Service should consider charging premises owners for persistent false alarm attendances

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Proposal 2 – Response to Road Traffic Collisions

The number of road traffic collisions (RTC) attended by the fire and rescue service has decreased from an average of 479 each year between 1994 and 1998, to 313 in 2017/18. Since 2013/14 the number has remained broadly the same, with only small annual variations. Road traffic collisions represent only about 6-7% of all 999 incidents attended. Almost all fire service response to road traffic collisions leads to us working in partnership with Suffolk Constabulary and the East of England Ambulance Service.

The Service has continued to evolve its approach to road traffic collisions to ensure fire engines, equipment and training has kept pace with new vehicle technology. This technology includes safety systems such as multiple airbags, passenger restraints and vehicle compartment strength, and an increasing range of vehicle fuel systems. These developments have changed the nature of incidents attended, injuries sustained, extrication techniques, and immediate priorities for those firefighters first on scene.

Every fire engine in Suffolk has trained firefighters and equipment to deal with road traffic collisions. In addition to standard fire engines, the Service has six 'Pump Rescue Tenders' and three 'Emergency Rescue Tenders' located strategically across the county. These vehicles carry more specialist rescue equipment for dealing with road traffic

collisions, including those involving heavy good vehicles. 2018/19 has seen every fire engine provided with new and significantly improved battery-operated rescue equipment, replacing older rescue tools that had reached the end of their operational life.

Alongside these 999 emergency response arrangements, the Service carries out a broad range of road traffic collision prevention work, focussed at those drivers most at risk, including young male drivers and motorcyclists. Much of this prevention work takes place in partnership through the Suffolk RoadSafe partnership board with Suffolk Constabulary and Suffolk County Council.

The Service intends to review how it responds to road traffic collisions. The review will focus on:

- The level of road traffic collision risk and 999 demand in Suffolk
- The type of fire engines provided
- The equipment carried on those fire engines
- RTC training provided for firefighters
- Modern vehicle technologies and emerging risks

We will use this information to review and refresh our approach to provide the best response to those living, working and travelling through Suffolk, in addition to improving the safety of our firefighters and other emergency responders.

Consultation questions

To what extent do you agree/disagree that:

Q1 – Suffolk Fire and Rescue Service should review how it responds to road traffic collisions

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q2 – Any review should focus on fire engines, equipment and training to ensure 999 response arrangements keep pace with risk, demand and new vehicle technology and rescue techniques

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q3 – Suffolk Fire and Rescue Service should continue to commit resource to road traffic collision reduction and education programmes, targeting those drivers most at risk

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Proposal 3 – Shift Patterns

The shift patterns we use to crew our fire stations and to provide the more senior officer response to incidents are an integral part of how we provide our service.

The types of shift pattern we employ takes account of many different and complementary factors:

- Matching resources to risk and demand
- Providing a resilient 24/7 fire service capability
- Responsibilities decreed by statute and public expectation
- Speed of response to 999 emergencies
- Need to maintain the 24/7 availability of specialist fire and rescue capabilities
- Value for money assessment

The Service currently operates five different shift patterns to provide an operational 999 response. These are summarised below:

- 24/7 full time shift system – full-time firefighters available at the two fire stations in Ipswich, one in Bury St Edmunds and one at Lowestoft South
- Day crew shift system – full-time firefighters available during weekdays at Newmarket and Haverhill fire stations

- On-call shift system – part-time firefighters who carry an alerter and are available to respond to 999 calls for usually between 90 and 120 (but up to 168) hours each week. When available for emergency calls, they remain within approximately five minutes of the fire station and respond to emergencies as required. This shift pattern is used to provide cover on all our 35 fire stations, and is the only shift pattern on 29 of them
- On-call crewing reserve – a small group of firefighters who work weekdays and primarily support the on-call shift system to improve the availability of fire engines
- Flexible duty officer shift system - a shift pattern with several different variations to ensure officers, up to and including the Chief Fire Officer, are available 24/7 to respond to significant 999 operational incidents

The evolving nature of the Service means that changes have been made recently to some of these shift patterns. The purpose of this IRMP consultation is to seek your views on our intention to keep all these shift patterns under review. We need to do this to ensure we continue to provide an effective, efficient, and resilient service that matches our resources to risk across the county, and ensures we provide the best possible service to Suffolk's communities.

Consultation questions

To what extent do you agree/disagree that:

Q1 – Suffolk Fire and Rescue Service should continuously review the shift patterns it has in place to ensure they are aligned to the risk across the county

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q2 – Suffolk Fire and Rescue Service should review the working arrangements within shift patterns to ensure they maximise the 24/7 resilience of the Service, provide value for money, and achieve an appropriate work/life balance for those who work them

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q3 – Suffolk Fire and Rescue Service should always consider new and emerging shift patterns in place outside of Suffolk and which might provide a better service for Suffolk residents, and a good shift pattern for staff

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Proposal 4 - Specialist Rescue Capabilities

Every firefighter is trained and equipped to respond to and deal with aspects of incidents that involve working at height or rescue from water and mud. However, to respond to some more specialist incidents, additional training and equipment is required to enable firefighters to do their job safely and effectively. This IRMP proposal refers specifically to those firefighters provided with the additional training and equipment for Advanced Working at Height and Water Rescue.

The Service currently has five Advanced Working at Height teams and three Water Rescue teams, strategically located on fire stations across the county. Neighbouring fire services also have these specialist rescue capabilities and we call upon their additional resources as required.

The table opposite shows the number of times our firefighters have responded to these specialist rescue incidents in the last three years. On each occasion the specialist capability would have been sent to the incident, although the emergency may have been resolved without the need to have used that specific capability.

	15/16	16/17	17/18
Advanced Working at Height Incidents	37	31	38
Water Rescue Incidents – including mud and ice	17	33	19

The Service intends 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:

- The level of risk and 999 demand requiring specialist rescue capability in Suffolk
- The equipment provided to meet that risk and demand
- The training required for firefighters to provide this capability
- How that capability is provided at 999 incidents

We will use this information to review and refresh our approach to provide the best response to those living, working and traveling through Suffolk, in addition to improving the safety of our firefighters and other emergency responders.

Consultation questions

To what extent do you agree/disagree that:

Q1 – Suffolk Fire and Rescue Service should review how it currently responds to specialist rescue incidents – those involving advanced working at height and water rescue

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q2 – Any review should focus on equipment and training to ensure 999 response arrangements keep pace with the level of risk in Suffolk and the demand for their use

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q3 – Any review should focus on the number of specialist rescue capability teams in the county to ensure the number is appropriate to the level of risk and the demand for their use

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Proposal 5 – Speed of Response to Emergency Incidents – Performance Measures

As detailed in our IRMP, our response to 999 emergency incidents forms part of our risk management arrangements, alongside our Prevention and Protection work. How long it takes firefighters to respond to 999 emergency incidents is an important element of those response arrangements.

Since the early 2000s there have been no national response measures or targets for fire and rescue services in England. Instead, measures about how long it takes firefighters to respond are determined locally by the Fire Authority.

Local speed of response measures in Suffolk were first set in 2010/11 and have remained the same since. The measures are:

- Standard 1 - The Service will endeavour to attend all property fires within 11 minutes from alerting the first fire appliance. This is to be achieved on a minimum of 80% of all occasions.
- Standard 2 - The Service will endeavour to attend all property fires within 16 minutes from alerting the second fire appliance attending the same incident. This is to be achieved on a minimum of 80% of all occasions
- Standard 3 - The Service will endeavour to attend all road traffic collisions within 13 minutes from alerting the first fire appliance. This is to be achieved on a minimum of 80% of all occasions.

The speed of response performance against these measures has been set out in more detail on **pages 13-15** of our IRMP. This section of the IRMP also includes other ways in which we measure our speed of response performance, most notably the average time it takes firefighters to respond to incidents across the county. This data is further broken down into rural and urban parts of the county, where the way we crew fire engines is different and reflects the risk in the area.

The IRMP also includes reference to Government's annual reporting of speed of response, providing a further set of performance information and comparison with other fire and rescue services.

To add context to what 'speed of response' is, the information below breaks down the 999 emergency incident process into four phases; from the time you make a 999 call to the time firefighters arrive on scene.

- Phase 1 – Time taken for the 999 Combined Fire Control operator to answer your call
- Phase 2 – Time taken for the 999 Combined Fire Control operator to gather information from the caller and select the correct fire engines to send to the incident, and alert the firefighters who will crew the fire engines
- Phase 3 – The time taken by the alerted firefighters to leave the fire station and start their drive to the emergency scene
- Phase 4 – The time taken to drive to the emergency scene

As part of this IRMP we are seeking your views about our intention to review how we measure our speed of response performance.

There are several outcomes we want to achieve in this review, and these are set out below:

- To simplify the performance measures to make them clearer and easy to understand
- To have a measure, or measures, that capture all the incidents we attend – the current three measures only capture about 20% of incidents
- To include 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
- To consider 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

Consultation questions:

To what extent do you agree/disagree that:

Q1 – Suffolk Fire and Rescue Service should include all 999 emergency incidents in our ‘speed of response’ performance measures

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q2 – Suffolk Fire and Rescue Service should have speed of response performance measures that reflect the difference in response times between on-call firefighters in rural areas and full-time firefighters in urban areas

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q3 – Suffolk Fire and Rescue Service should include a Service-wide performance measure that captures the time taken to respond to 98 or 99% of all incidents, regardless of them being in urban or rural areas

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q4 – Suffolk Fire and Rescue Service should have a performance measure that captures the speed of response of the second fire engine to arrive to certain types of incident

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Q5 – Suffolk Fire and Rescue Service should have performance measures that reflect all four phases of the 999 response to incidents – from the time a 999 call is answered through to the time a fire engine arrives at the incident

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Appendix B –

IRMP Consultation Questions

In producing this Integrated Risk Management Plan, it is important that we understand the view of the public, staff and other stakeholders regarding the quality of the service we provide.

As part of the IRMP consultation process, we are very keen to gather your views on both the performance of Suffolk Fire and Rescue Service and the relevance, value, and clarity of the information provided in this document. Please complete the questionnaire below, in addition to those for each individual proposal, to help us understand your views.

Completed questionnaires should be sent to:

Suffolk Fire and Rescue Service

Business Support Team
Endeavour House,
8 Russell Road,
Ipswich, IP1 2BX

Email: IRMP@suffolk.gov.uk

Suffolk Fire and Rescue Service provides an effective service to Suffolk communities

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

I am satisfied with the overall performance of Suffolk Fire and Rescue Service

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

The IRMP is clear and well structured

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

The IRMP provides a better understanding of the role of Suffolk Fire and Rescue Service and service it provides to local communities

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

The IRMP adequately considers the fire and rescue related risks in Suffolk

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

The IRMP adequately considers emerging fire and rescue related risks in Suffolk

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Suffolk Fire and Rescue Service has a balanced approach to managing fire and rescue related risks through Prevention, Protection and Emergency Response

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree

Appendix B – IRMP Consultation Questions *continued*

How important is it to you that Suffolk Fire and Rescue Service carries out the following services?

1 – Provide fire safety advice to vulnerable people and fit smoke alarms

☐ Very Important ☐ Important ☐ Don't know ☐ Not important ☐ Not important at all

2 – Educate people about road safety

☐ Very Important ☐ Important ☐ Don't know ☐ Not important ☐ Not important at all

3 – Work with young people to prevent fires and antisocial behaviour

☐ Very Important ☐ Important ☐ Don't know ☐ Not important ☐ Not important at all

4 – Provide fire safety advice to local business

☐ Very Important ☐ Important ☐ Don't know ☐ Not important ☐ Not important at all

5 – Prosecute business and building owners who do not comply with fire safety regulations

☐ Very Important ☐ Important ☐ Don't know ☐ Not important ☐ Not important at all

6 – Responds to fires

☐ Very Important ☐ Important ☐ Don't know ☐ Not important ☐ Not important at all

7 – Responds to road traffic collisions

☐ Very Important ☐ Important ☐ Don't know ☐ Not important ☐ Not important at all

8 – Responds to rescues from water

☐ Very Important ☐ Important ☐ Don't know ☐ Not important ☐ Not important at all

9 – Rescue of trapped animals

☐ Very Important ☐ Important ☐ Don't know ☐ Not important ☐ Not important at all

10 – Respond to major incidents: terrorism, industrial accidents and flooding

☐ Very Important ☐ Important ☐ Don't know ☐ Not important ☐ Not important at all

Have you completed the survey as?

Member of
SFRS

☐

Member
of SCC

☐

Member of the
public

☐

Member of
Parliament

☐

County
or local
Councillor

☐

Representative
body

☐

Voluntary
Group

☐

Other
emergency
Service

☐

Other...
(please state)

☐

Additional comments:

Information about you:

What is your full postcode? *This will help us understand views in different areas.*

If you are providing your own **PERSONAL RESPONSE**, please answer the questions below/on the next page...

If you are responding on behalf of an **ORGANISATION**, which organisation do you represent?

Please give the name of the organisation and any specific group or department. Please also tell us who the organisation represents, what area the organisation covers and how you gathered the views of members.

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

If you are providing your own **PERSONAL RESPONSE**, please answer the questions below/on the next page. Suffolk Fire and Rescue Service has a duty to promote equality in relation to age, gender, sexual orientation, disability, race, and religion and belief. We want to make sure that we include all parts of the community in our consultation, but these questions are optional. We will take all consultation responses fully into account when making decisions, regardless of whether you provide your personal details. All information you provide will be treated in strict confidence. **PLEASE TICK ONLY ONE BOX FOR EACH QUESTION UNLESS INSTRUCTED OTHERWISE**

What was your age on your last birthday?

☐ Under 25 ☐ 25 to 34 ☐ 35 to 44 ☐ 45 to 54 ☐ 55 to 64 ☐ 65 to 74 ☐ 75 to 84 ☐ 85 or over ☐ Prefer not to say

What is your gender?

☐ Male ☐ Female ☐ Prefer not to say

What is your sexual orientation?

<input type="checkbox"/> Bisexual	<input type="checkbox"/> Heterosexual/Straight	<input type="checkbox"/> Prefer not to say
<input type="checkbox"/> Gay man	<input type="checkbox"/> No sexuality	<input type="checkbox"/> Same sex relationship with a man
<input type="checkbox"/> Gay woman/Lesbian	<input type="checkbox"/> Other	<input type="checkbox"/> Same sex relationship with a woman

Have you ever identified as transgender?

For the purpose of this question “transgender” is defined as an individual who lives, or wants to live, full time in the gender opposite to that they were assigned at birth.

☐ Yes ☐ No ☐ Prefer not to say

Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

Yes ☐ No ☐ Prefer not to say ☐

What is your ethnic group?

White

English, Scottish, Welsh, Northern Irish, British ☐

Irish ☐

Gypsy or Irish Traveller ☐

Any other White background ☐

Mixed/multiple ethnic groups

White and Black Caribbean ☐

White and Black African ☐

White and Asian ☐

Any other Mixed/multiple ethnic background ☐

Asian/Asian British

Indian ☐

Pakistani ☐

Bangladeshi ☐

Chinese ☐

Any other Asian background ☐

Black/Black British

African ☐

Caribbean ☐

Any other Black background ☐

Other ethnic groups

Arab ☐

Any other ethnic group ☐

Prefer not to say ☐

Do you work for Suffolk Fire and Rescue Service?

Yes ☐ No ☐ Prefer not to say ☐

Your religion of belief

What religion or belief group do you most identify with?

No religion ☐

Baha'i ☐

Buddhist ☐

Christian ☐

Hindu ☐

Jain ☐

Jewish ☐

Muslim ☐

Indian ☐

Sikh ☐

Any other religion or belief (specify if you wish) ☐

Prefer not to say ☐

Completed questionnaires should be sent to:

Suffolk Fire and Rescue Service

Business Support Team, Endeavour House, 8 Russell Road, Ipswich, IP1 2BX

Email: IRMP@suffolk.gov.uk

Closing date 17:00hrs 7 April 2019

Notes



**Suffolk
Fire and Rescue
Service**



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

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

Polish

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

Bengali

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

Lithuanian

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

Romanian

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 this information in another format,
including audio or large print, please call 03456 066 067.**