



Suffolk
County Council



SUFFOLK FIRE AND RESCUE SERVICE PLAN 2018/21

ROLE OF THE FIRE SERVICE



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drawn by @AnnaGeyer_NP www.norwescotland.co.uk

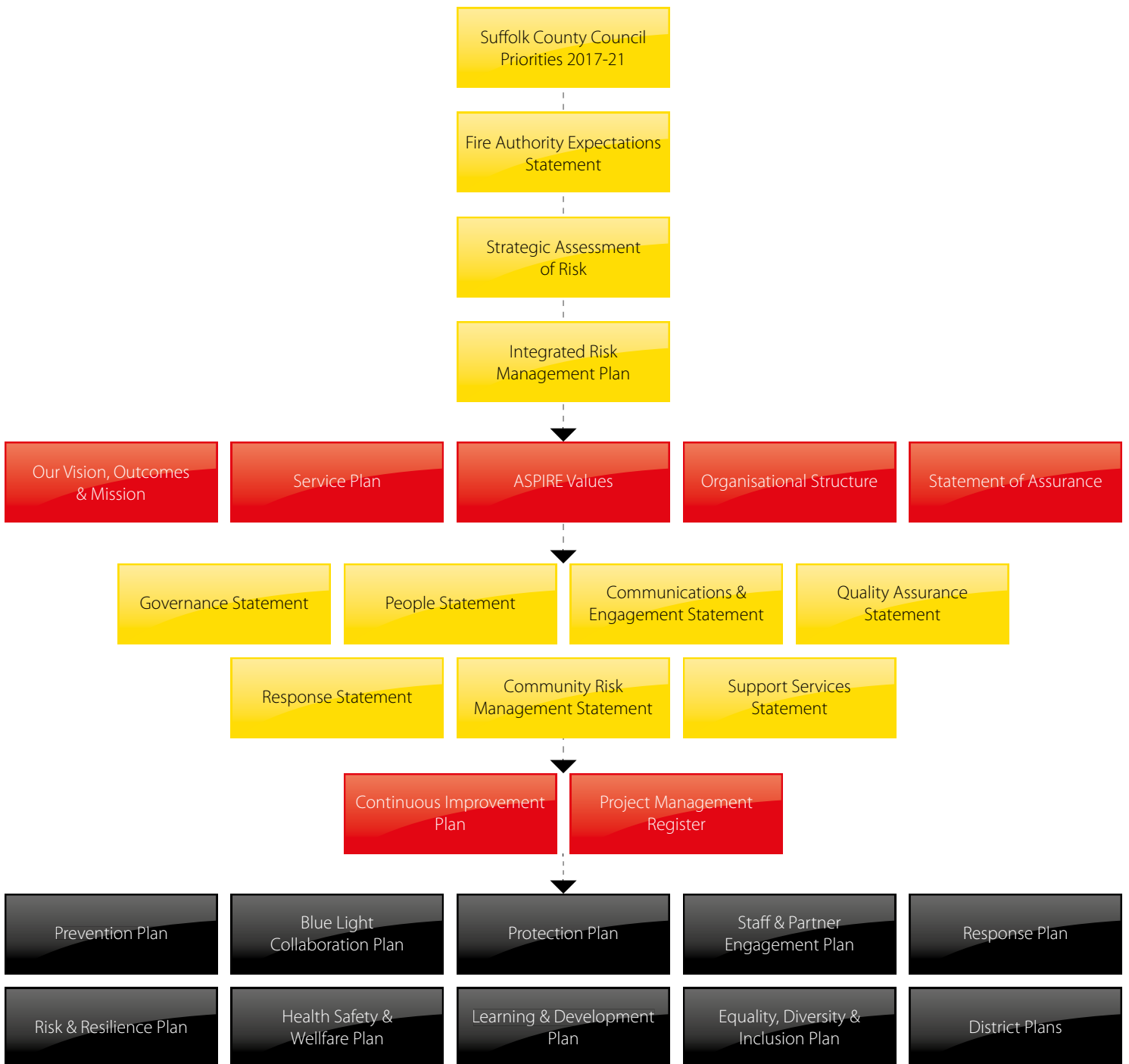


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Suffolk Fire and Rescue Service

Service Governance Structure



Follow us



FOREWORDS

SERVICE PLAN 2018/21

The Suffolk County Council Priorities and Business Plan were agreed through the administration in 2017/18 and set out three priorities for Suffolk for the next four years.

1. Inclusive growth – Suffolk needs to improve its economic productivity, level of educational attainment, and build more homes- ensuring that everyone benefits, including people who are vulnerable and facing disadvantage.
2. Health, care and wellbeing – Caring for Suffolk’s vulnerable residents, enabling everyone to live long, healthy and fulfilling lives. Thriving families and communities and thriving economies support each other.
3. Efficient and effective public services – At a time of diminishing resources, increasing demand and changing customer expectations, we need to change the way we operate to meet our customers’ needs and balance our budget.

These priorities and business plan have informed our Service Plan and all three form part of the golden thread that runs through our Service and supports the outcomes we want to achieve.

Our fire and rescue service has established a good reputation locally, regionally, and nationally for being a value-for-money and innovative service. We are one of the most cost-efficient services in the country and we continually review what we do and how we do it.

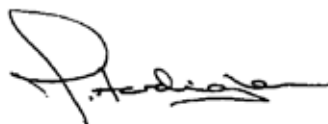
We have a good record for delivering change, investing in firefighter and public safety and are committed to delivering the best possible service to the communities of Suffolk. Our plans will build on this reputation and good work using our Strategic Assessment of Risk analysis and Integrated Risk Management process to further align resources and priorities to foreseeable risk and demand in the county and UK.

We have achieved a lot in the last year and the pace of change in the fire service nationally, together with the challenging position for public-sector finances, means we will continue to review our performance and focus on continuous improvement, investment and innovation.

Our plan sets out the recent progress we have made and details the more significant projects and work for the next three years. The plan will be reviewed annually.



Mark Hardingham



Chief Fire Officer



Cllr Richard Rout



Cabinet Member

ABOUT OUR SERVICE



Our Vision

Working together to make Suffolk a place where people lead safe and healthy lives

The Outcomes We Want

Prevention & Protection – People, businesses and local communities are more resilient and safer from harm by working with us to protect themselves and prevent emergencies happening.

Emergency Response – Our 999 emergency response supports people, businesses and local communities to resolve emergency events and to protect life, property and the environment.

Collaboration & Partnership – We provide a great service by working in partnership with blue light, public, private and third sector partners and local communities

Our People – We reflect the community we serve. Everyone enjoys coming to work and is supported to be the best they can be in their career, and to realise their full potential.

Communication & Engagement – We communicate and engage with the public and our staff so people from all communities are aware of, and able to shape, what we do and how we do it.

Quality Assurance – Our mindset is to always find ways to continuously improve and to establish the leadership, culture and systems to support this and deliver a value for money service.

Our Mission

In a rapidly changing environment one thing remains constant, everyone working at Suffolk Fire and Rescue Service are part of a committed and dedicated team. Whatever our role within the organisation, we provide an outstanding public service.

Working for the fire and rescue service is not always easy. Every day we strike a balance of fulfilling our role against a variety of challenges, but we are always here for our communities, serving them in ways some people can't imagine – it's not all fires and rescues.

Working as one team, our willingness to pull together with a sense of caring, pride and duty is what makes us exceptional. As such, we commit to always improving the service we deliver and are proud to be a part of shaping the future.

#oneteammakingsuffolksafer

Our Fire Stations



2
5 Day Week
Day-Crew
Fire Engines

4
24/7
Full-Time
Fire Engines

37 (86%)
On-Call
Fire Engines

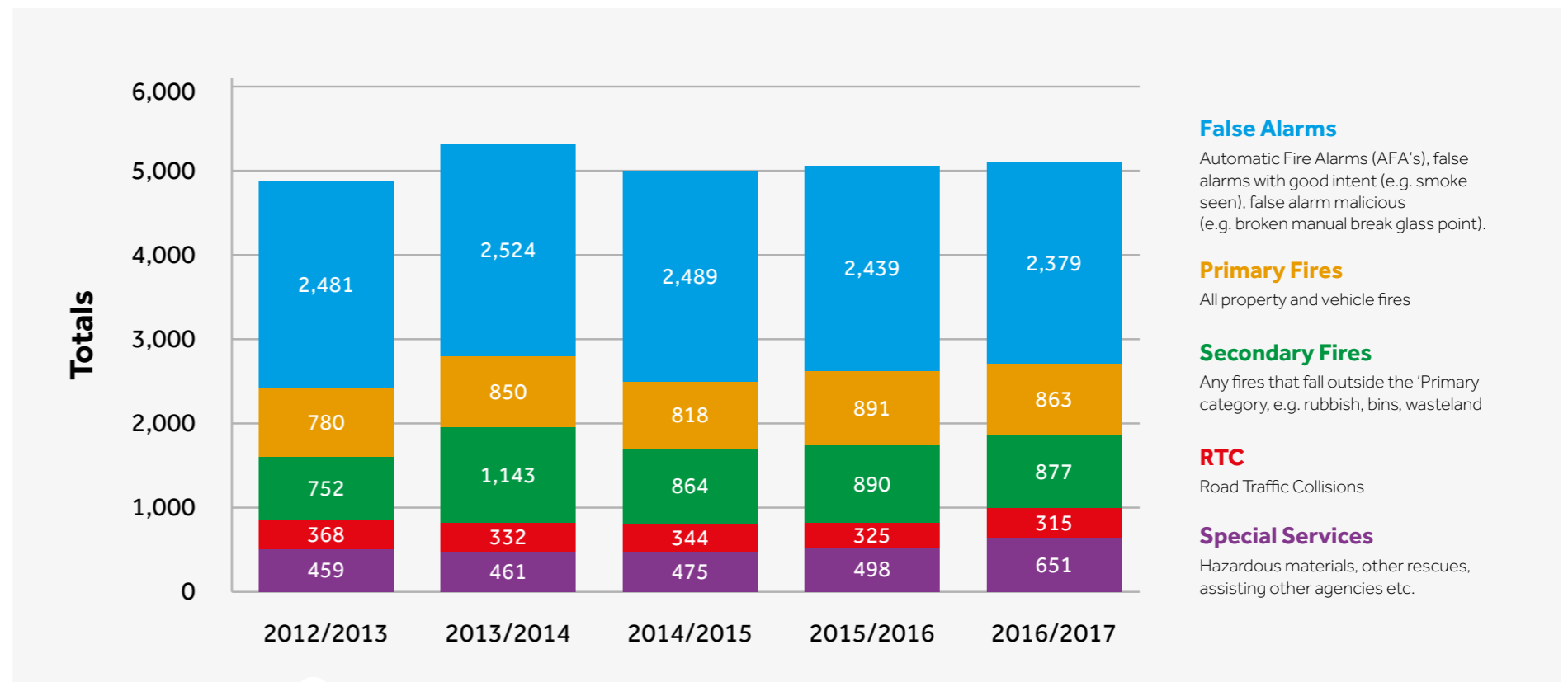
35
Fire Stations

Uniformed staff
620

Non-uniformed staff
43

Fire stations
35

Fire engines
43



Suffolk Fire and Rescue Service Equality and Inclusion Values

We want people from minority groups to see working for Suffolk Fire and Rescue Service as a rewarding, inclusive, progressive, and worthwhile career.

We want Suffolk to be a great place to work, a place where all our staff enjoy coming to work, feel they can be themselves and their differences are accepted as being an important and valued part of a wider team.



We want people to feel they don't need to change just so they can fit into the existing team.

We want people to feel they are encouraged to stay in the fire service and there is a career progression route for everyone and this is supported and encouraged.



everyone included, everyone involved

OUR ACHIEVEMENTS IN 2017/18

Legislation was enacted in 2017 which placed a duty on the Fire Police and Ambulance Services to collaborate: it also enabled Police and Crime Commissioners to take on the responsibility for the Fire and Rescue Service where a business case could evidence increased efficiency and improved services for the public. Following central Government department move from the Department for Communities and Local Government to the Home Office, it was announced that a formal inspection regime would be reinstated in the Fire Service, under the direction of Her Majesty's Inspectorate of Constabulary and Fire and Rescues Service (HMICFRS).

Whilst this change is significant nationally, Suffolk Fire and Rescue Service continues to work closely with our Blue Light Partners. We are recognised nationally as leading the way, particularly with property collaboration, but increasing in other areas. We also take advantage of being part of Suffolk County Council and seek opportunities to work with internal departments for the benefit Suffolk communities.

We were chosen with West Yorkshire and Staffordshire Fire and Rescue Services to pilot the new inspection regime. This took place in March 2018 and the Service is now focused on its formal inspection in the Summer of 2019.



The following paragraphs highlight just some of the more significant achievements in the last 12 months:

- Following the tragic fire at **Grenfell Tower** our teams worked with over 100 building owners, residents and partner organisations to provide advice, reassurance and inspect their buildings' safety. We supported the continuing work on the Independent Review of Building Regulations by Dame Judith Hackitt and are now awaiting the recommendations when they are published in May 2018.
- **Equality, Diversity and Inclusion** is prominent in our leadership and culture work and an everyday part of what we do. In 2017 we re-affirmed our EDI groups and plans, engaged with an external partner about EDI assessment, featured it in staff focus groups and peer review, and made it central to areas such as recruitment, development and progression.
- We have introduced three new 4x4 multi-purpose **Unimogs**, 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 point at significant incidents.
- In partnership with the East of England Ambulance Service, we **tried co-responding/emergency medical response** at five of our fire stations with nine fire engines and 100 firefighters attending cardiac arrest calls with paramedics. The trial was part of a national project and saw Suffolk firefighters attend 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** has been provided at Wrentham fire station. The first of its kind in the UK, the appliance has a new crewing model to support firefighter availability in a small rural community and carries state-of-the-art equipment.
- A new **Staff Engagement Group** has been established as part of the leadership and culture work, the group is helping shape our future direction and organisational culture starting with work on the Service's vision and values.
- Our **blue light one public sector estate** work has continued. We now have 14 shared stations, with plans for a further seven, meaning that more than half of our fire stations will be shared. 2017/18 has 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 and assist at incidents such as crowd management, flooding, missing persons and large and complex fires.
- The Chief Fire Officer has signed the **Blue Light MIND pledge**, strengthening our commitment to the mental wellbeing of our teams. Support, guidance and training is in place alongside a changing culture of openness about the effects of mental illness.
- Following the introduction of a new pilot inspection regime, **Her Majesty's Inspectorate for Fire and Rescue Services** selected Suffolk as the first of three pilots for the new inspection methodology. This took place in March 2018.



OUR INTENTIONS FOR 2018/21

- The Authority's **Integrated Risk Management Plan** will be reviewed in 2018. This will take account of the new National Framework for fire and rescue services that is expected to be published by Government in the summer of 2018.
- We will review and improve our response to **road traffic collisions**. The review will take account of the changes in vehicle design, our traffic collision data, advances in extrication and rescue techniques and fire service specialist equipment.
- Working with partners and staff, we intend to develop and deliver an **inclusive leadership** programme that focuses on equality, diversity and inclusion, leadership and culture.
- We will work with Suffolk County Council colleagues to deliver the requirements of the new **General Data Protection Regulations**. Training and awareness has started, and our systems are being reviewed to reflect the required changes.
- Spring 2019 will see Her Majesty's **Inspectorate** of Constabulary and Fire and Rescue Services carry out their inspection of Suffolk. We will refocus and develop our teams to ensure we are able to prepare for, and respond to, the inspection.
- We will review our **internal governance** to improve risk management and demand and how this is reflected into resource allocation and priorities. This Service Plan forms part of the Service's 'Golden Thread'.
- We intend to review **community engagement** activity, so we are seeking public, staff and stakeholder views on the service we provide and will reflect those views in changes we make to our plans and services.
- We will continue our **collaboration** with blue light partners and establish a further seven shared property projects by 2021. This will include the two most ambitious projects in Stowmarket and central Ipswich.
- We have developed a **Continuous Improvement Plan** that has been informed by 18 months of internal and external views about what we do and how we do it. We will deliver against this plan through a revised programme and project management approach.
- We will work with local and national colleagues on the work to **broaden the role of the fire service** where it adds significant benefit for local communities. In 2017/18 Suffolk was part of a national co-responding trial with the Ambulance Service and we will look to build on this as part of any national programme.
- We will respond to the **Independent Review of Building Regulations** by Dame Judith Hackitt and the findings from the public inquiry into the Grenfell fire once they are published.
- We will support the work of the **National Fire Chiefs Council** and draw benefit from this national approach. Areas of focus will include collaboration on Community Risk Programme, Workforce Development Strategy, National Operational Guidance, Joint Emergency Services Interoperability and Prevention.

WE ARE LISTENING

We are committed to engaging with local communities, our staff, partners and other stakeholders. We use this engagement to build relationships and help shape what we do, both now and in the future.

We currently engage in many ways which are set out below:

Internally:

- Face-to-face discussions with all staff • SCC/SFRS Staff intranet • SFRS Social Media
- Chief Fire Officer's blog • Important SFRS / MySFRS e-briefs • SFRS Communications APP
- Targeted written correspondence • Email • Staff events – Annual Awards Ceremony


Externally:

- Traditional media – newspapers, radio, TV, trade press etc.
- Social media – SFRS Twitter, Facebook and Instagram channels • SCC/SFRS Website
- Printed and electronic materials – leaflets, posters and publications
- Outdoor advertising and promotional materials • Written correspondence • Surveys
- Focus groups • Public meetings and consultations • Events, exhibitions, open days and road shows
- Committee meetings (publishing agendas, reports and minutes)

If you want to know more about your fire service, or if you have questions or comments about our Service Plan, please contact us through our website or social media.

 fire.businesssupport@suffolk.gov.uk

 www.suffolk.gov.uk/suffolk-fire-and-rescue-service

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