



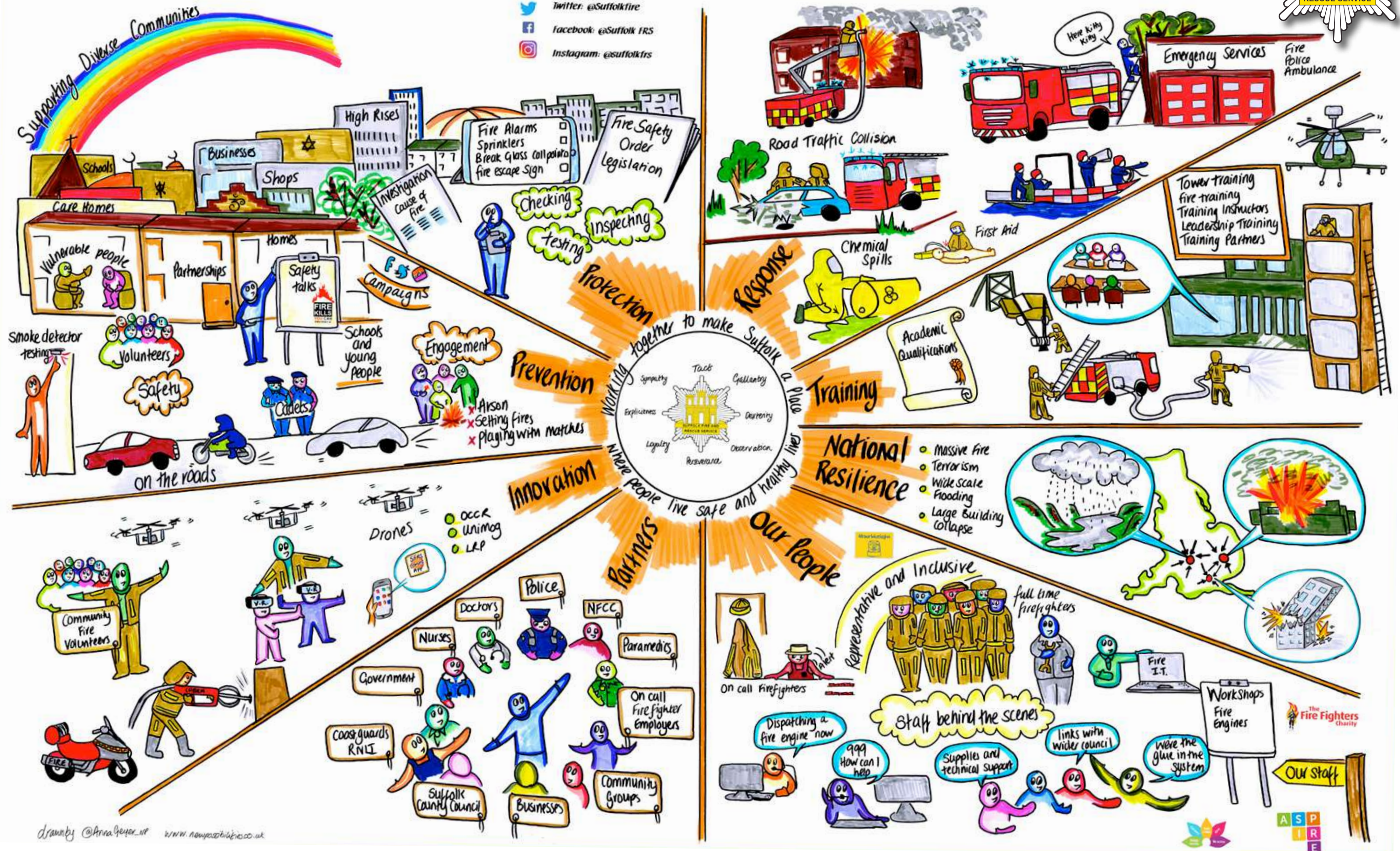
**Suffolk**  
County Council



# SUFFOLK FIRE AND RESCUE SERVICE PLAN 2019/22



# ROLE OF THE FIRE SERVICE







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# Suffolk Fire and Rescue Service

## The Golden Thread



## Follow us



[www.suffolk.gov.uk/emergency-and-rescue](http://www.suffolk.gov.uk/emergency-and-rescue)

# FOREWORDS

## SERVICE PLAN 2019/22

The Suffolk County Council Priorities and Business Plan 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, together with our Integrated Risk Management Plan, have informed our Service Plan and all are part of the 'golden thread' that runs through our Service and supports the outcomes we want to achieve.

Our fire and rescue service have a good reputation locally, regionally, and nationally for being one that looks for innovation and continually reviews what we do and how we do it and seeks to provide value for money.

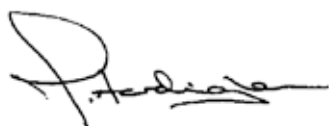
We have a good record for delivering change, investing in firefighter and public safety and are committed to delivering the best possible service to the communities of Suffolk. Our plans will build on this reputation and good work. We will continue to look at the risk that is related to the fire service across the county and new risk that may emerge in the future, and then align our resources and priorities to respond to that both in Suffolk and across the UK.

The people who work in our fire service have achieved a lot in the last year. The pace of change in the fire service, 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.

This plan celebrates the recent progress we have made and 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

608



Non-uniformed  
staff

59



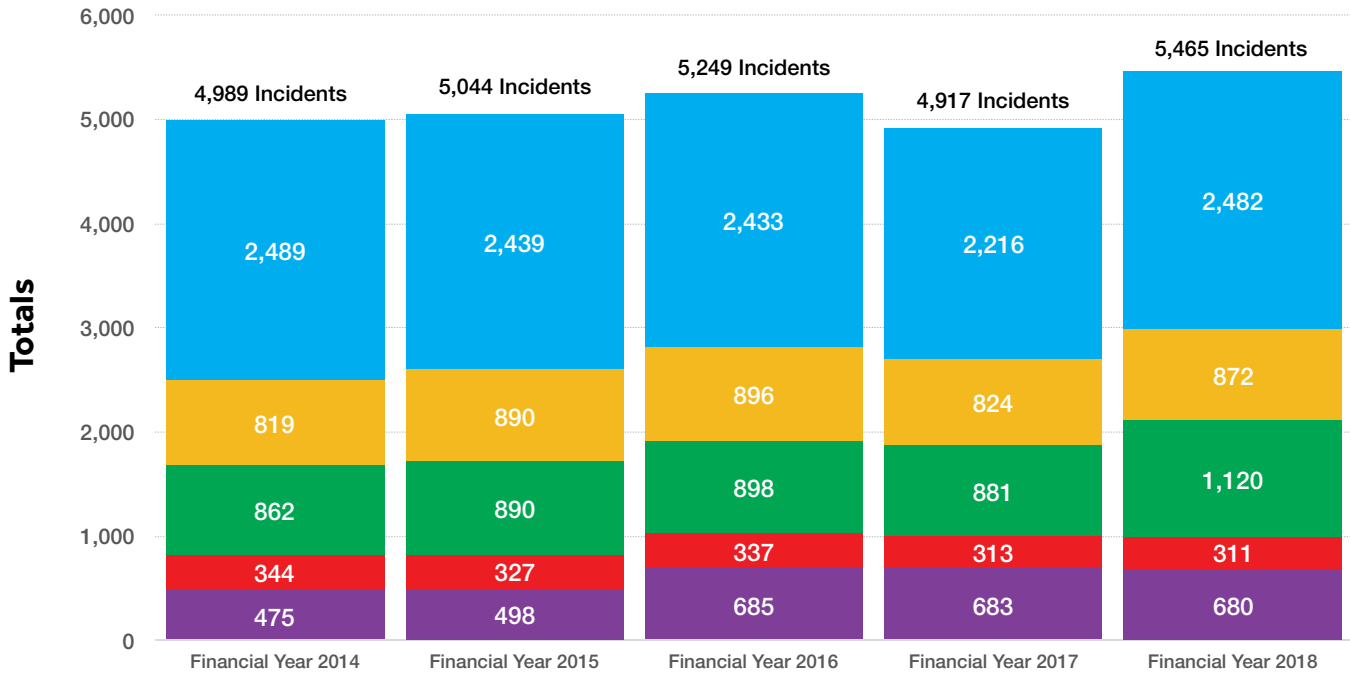
Fire  
stations

35



Fire  
engines

43



- False Alarms**  
Automatic Fire Alarms (AFA's), false alarms with good intent (e.g. smoke seen), false alarm malicious (e.g. broken manual break glass point).
- Primary Fires**  
All property and vehicle fires
- Secondary Fires**  
Any fires that fall outside the 'Primary' category, e.g. rubbish, bins, wasteland
- RTC**  
Road Traffic Collisions
- Special Services**  
Hazardous materials, other rescues, assisting other agencies etc.



# Suffolk Fire and Rescue Service Equality and Inclusion Values

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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

## Integrated Risk Management Plan

We have developed a draft Integrated Risk Management Plan 2019/22. The Plan reflects the requirements of the Government's **National Framework** for fire and rescue services and assesses the fire and rescue related risk across the county; and how the Service is set-up to manage that risk. The Plan, and the five proposals included within it have been subject to a **public consultation** through to early April 2019.

## Appliances

We have replaced three Command Support vehicles with new vehicles equipped with improved ICT so they can be used to provide a **multi-agency command hub** at large and complex incidents.

## Equality Diversity and Inclusion

We have continued to focus on the leadership and culture within the Service, so we are an increasingly **inclusive place to work**, improving the service we provide to the public. In the last 12 months we have run a series of equality, inclusion and leadership development events, supported and encouraged the development of Suffolk Women in Fire Together (SWIFT) and strengthened our links with **minority groups**, both internally and externally.





# OUR ACHIEVEMENTS IN 2017/18

## Blue Light Integration

Our blue-light **one public sector estate** work has continued, with formal openings of shared fire and police stations at Saxmundham, Sudbury and Leiston, with Beccles planned for mid-2019. These new developments add to our increasing **shared property** portfolio. By 2021, our plans will see over half of our fire stations shared with blue light partners.

## Inspectorate of Fire and Rescue Services

As part of the development of the new inspection regime, in 2017 **Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services** selected Suffolk as the first of three pilot services. The pilot inspection took place in early 2018 and helped to shape the future inspection programme that has now seen 30 fire services inspected in 2018/19. The first formal inspection for our Service takes place in **summer 2019**.

## Mental Health

We have previously signed the **Blue Light MIND** pledge and have continued with work to strengthen our commitment to the mental wellbeing of our colleagues across the Service. Support, guidance and training is in place alongside a changing **culture of openness** about the effects of mental illness. The support provided to our teams continues to improve alongside continued work on physical health, safety and wellbeing.

## Post Grenfell – Hackitt Review of Building Regulations

We have built on the work that took place immediately after the Grenfell tragedy in 2017. Fire service Protection officers have worked with building owners at three notable tower blocks in Suffolk to support the installation of **sprinkler** systems throughout to improve the fire safety for residents and firefighters. The Government have published their Building Safety Programme in response to the review by Dame Judith Hackitt and our Service is working with the **National Fire Chiefs Council** to make sure the system is made fit for purpose.

## Fulltime Firefighter Recruitment

2018 saw us recruit our first new fulltime firefighters since 2010. **Eight new firefighters** were selected through a rigorous and staff-led recruitment process and then spent time at our Wattisham training centre. They are now serving at fire stations across Suffolk as they start their careers with us.

## National Operational Guidance

We are continuing to work with regional fire services to implement national operational guidance that spans a wide range of fire service activity within a framework. The guidance is based on the **hazards encountered at incidents**; the measures used to control or eliminate them; the environments in which we work and, finally, the activities that we do. The guidance is being supported by the necessary **training** and development for firefighters.







# OUR INTENTIONS FOR 2019/22



## **Integrated Risk Management Plan**

We will finalise the Authority's Integrated Risk Management Plan 2019/22. Once approved we will start the work on the plans five proposals associated with; speed of response measures; response to road traffic collisions; reducing false alarm calls from automatic fire alarm systems; reviewing our specialist response to incidents at height and in water; and reviewing our range of shift systems.

## **Equality, Diversity and Inclusion**

This remains an important part of our on-going work to develop an excellent and inclusive culture in our Service. We will deliver Inclusive Leadership training to our managers in 2019, alongside further activity that is built into our plan based on the principles of the Fire Service Equality Framework.

## **ICT Investment**

We will continue with our programme of investment in our ICT arrangements. We recognise that ICT and digital are now embedded in everything the fire service does and it needs to be resourced accordingly. This work will include continuing to deliver the requirements of the new General Data Protection Regulations. Training and awareness has started, and our systems are being reviewed and changed to reflect compliance.

## **Her Majesty's Inspector of Constabulary and Fire and Rescue Services.**

Summer 2019 will see Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services carry out their first inspection of Suffolk. We will refocus and develop our teams to ensure we are able to prepare for, and respond to, the inspection findings from Suffolk alongside the national themes that are emerging.

## **The Golden Thread**

We will continue to review and strengthen our internal governance arrangements to ensure we improve and enhance our risk management, organisational decision making, resource allocation, Service priorities, firefighter and public safety. This Service Plan is an integral part of the Golden Thread.

## **Community Engagement**

We will review our community engagement activity, so we are seeking public, staff and stakeholder views on the services we provide and will reflect those views in changes we make to our plans and activities.

## **Continuous Improvement Plan**

We have developed a Continuous Improvement Plan that has been informed by two years of internal and external reflection about what we do and how we do it. We will continue to deliver against this plan through a revised programme and project management approach. The plan will be further informed by the findings from the inspection.

## **Grenfell Tower fire**

We will respond to the Independent Review of Building Regulations by Dame Judith Hackitt and the new Building Safety Programme led by Government. We will also respond to the findings from the public inquiry into the Grenfell fire once they are published.

## **National Fire Chiefs Council**

We are supporting the work of the National Fire Chiefs Council and will continue to draw benefit from this national approach. Areas of focus include collaboration on the Community Risk Programme, Workforce Development Strategy, National Operational Guidance, Joint Emergency Services Interoperability, Protection and Prevention.



### **Firefighting Clothing - PPE**

In May 2019 we will provide new and improved firefighting clothing (PPE) to all firefighters and officers. This PPE is the culmination of many years of collaborative work with other UK Fire Services and will see Suffolk firefighters in the safest, most versatile, and protective PPE available anywhere in the world.

### **Blue Light Collaboration**

In 2019-21 we will develop two of our largest and most ambitious shared blue light property projects. Building at the new blue light hubs, planned for Stowmarket and Central Ipswich, is due to begin in 2019, with the work concluding in early 2021.

### **Sizewell C – Nuclear Power Station**

We will continue our work with partners and colleagues within the County Council to ensure we are informed and responding to the planned Sizewell C development on the Suffolk Coast. We will ensure that our response takes account of the impact of the development on all aspects of fire and rescue related work in and around the area of Sizewell.

### **Fire Service Training Centre**

We will continue to invest in our operational Training Centre, based at MOD Wattisham. This will include upgrades to our fireground training facility, student classrooms and welfare facilities. We will use this development as a springboard to explore extending our commercial training opportunities with other blue light responders and partners.

### **999 Combined Control**

Work has begun on replacing our existing control system in our Combined Fire Control with Cambridgeshire FRS. The system receives 999 calls from the public and then sends fire engines to the scene. The project is expected to be completed in 2020/21 and will prepare us for the new national Emergency Services Network due to be introduced shortly after.

### **Role of a Firefighter**

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 ARE LISTENING

**We are committed to engaging with local communities, our staff, our 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 our fire service, or if you have questions or comments about our Service Plan then please contact us through our website or social media.

[fire.businesssupport@suffolk.gov.uk](mailto:fire.businesssupport@suffolk.gov.uk)



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