



Service Plan 2025-2026



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Jon Lacey

*Chief Fire Officer
Suffolk Fire and Rescue Service*

Welcome to our Service Plan 2025-2026 for Suffolk Fire and Rescue Service



We are an ambitious service, with excellent people providing an impressive foundation we can build upon. The last few years have been challenging and the Service has united to respond to the changing needs of both the workforce and the community following the pandemic. This is why we have restructured and improved our governance to enable us to deliver our plans.

I want Suffolk Fire and Rescue Service to be an inclusive employer of choice where we enjoy our time at work and believe we should showcase the very best of what the Service has to offer; from our state-of-the-art training facilities to the investment we are making in our fleet, developing control centre and our excellent prevention and protection teams as well as how we respond to emergencies so professionally. We are committed to ensuring that our work is done in the most impactful and cost-effective way and that we make the very best use of our most valuable resource - Our People.

We are a Fire and Rescue Service; so, whilst responding to emergencies will always be a key area of focus we will continue to work hard at protecting our vulnerable community in their homes and in the built environment. I know that to be a modern and truly effective blue light service, our efforts need to be balanced across our four areas of focus so we can be the very best we can be. I look forward to measuring our success through the performance and assurance framework, HMICFRS outcomes and annual reports. We are all proud of our Service and we present this plan to further enhance the excellent improvements we have already made.

doing the basics **brilliantly**

This plan will help us deliver the five priorities as set out by the Fire Authority in the Community Risk Management Plan (CRMP) 2023-27. This plan is supported by our Team Plans, Local Risk Management Plans and our individual PDRs, ensuring everyone understands their value in delivering our focus of keeping the communities of Suffolk safe through doing the basics brilliantly.

Our CRMP and service plan will be reviewed annually to ensure we reflect any new emerging risks and improvement opportunities. Our Service Plan will help communicate how we will operate as a service to deliver our vision, that we are: Swift to Serve, so Suffolk is a place where people lead safe and fulfilling lives.

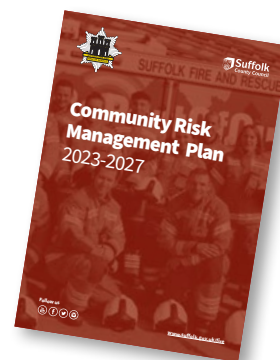
I know we have excellent people in our Service who make a positive difference to the community every day and I look forward to working with you over the coming year.



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

Our Fire Authority published the Community Risk Management Plan (CRMP) 2023-27 in April 2023. The CRMP is a four year plan that identifies regional and national risks that are current, foreseeable, and emerging and could have an impact on our county. We aim to respond to these risks effectively and efficiently, becoming more agile and flexible in our approach to work and using our skills and experience to strengthen community safety.

The CRMP has set Suffolk Fire & Rescue Service five strategic priorities to deliver over four years



People

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



Prevention

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



Protection

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



Response

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



Climate

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

Our Strategic Structure

Later in the Service Plan you will see our four areas of focus delivered by the Deputy Chief Fire Officer (DCFO) and Area Managers including how they are structured and what they will be working on during the period relating to this Service Plan.



At team level we have developed Team plans, these are the responsibility of the functional teams to produce. Within the team plans are the agreed objectives on which teams will deliver, based on the direction given in the CRMP and areas of focus.

For our fire stations we have Local Risk Management Plans (LRMPs), these are the team plans for each fire station. Within the LRMPs there will be Service led objectives and locally led objectives based on the

Services strategic objectives or based on the Community Risk Data Set, local knowledge, and partner data. The LRMPs will focus on the risk in that station area. For instance, flooding, road traffic collisions, vulnerable communities or a particular risk such as a port or Control of Major Accident Hazards (COMAH) site. The key to an LRMP is the utilisation of our people's capacity to prioritise and mobilise resources to those who most need our help in support for, and delivery of, prevention, protection, or response activity.

Our Values

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

W
e

WELLBEING - We look after ourselves, each other and the planet

A

ACHIEVE - We are the best we can be

S

SUPPORT - We work as one team

P

PRIDE - We are passionate about making a positive difference to the people and place of Suffolk

I

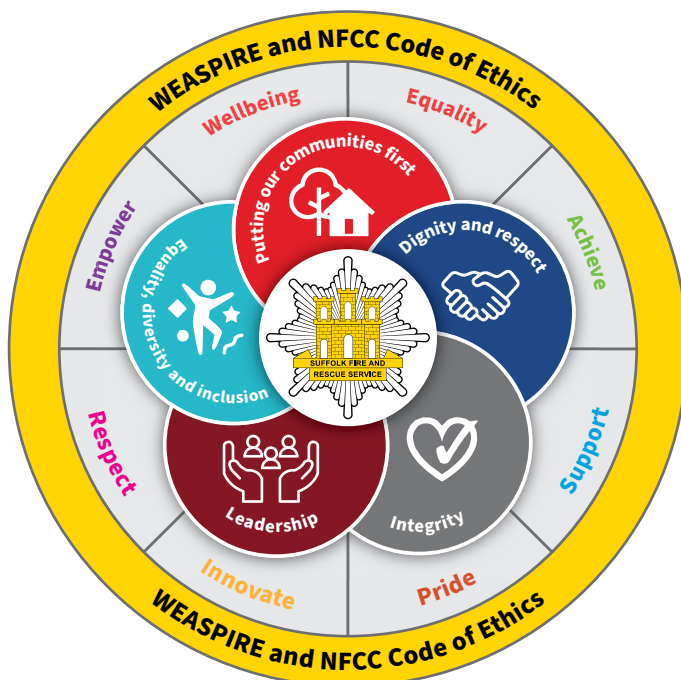
INNOVATE - We believe in making every penny count and every minute matter, and reducing environmental impact

R

RESPECT - We give and earn respect

E

EMPOWER - We empower, encourage and motivate



Our Culture and Behaviours

To make sure we do our very best every day we need to continue to build a workplace that represents our community and ensures everyone who comes to work enjoys their time with us. Whilst this isn't always easy to achieve, if we have a happy workforce that is empowered, supported, respected and listened to we will achieve our goals through innovation and have pride in everything we do.

To help us deliver an excellent service we should work within our WE ASPIRE values and follow the NFCC Code of Ethics. Both of these give clear expectations we must follow to make sure we improve diversity and make sure everyone enjoys coming to work everyday.



National Fire Chiefs Council (NFCC) Core Code of Ethics

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



As Chief Fire Officer my commitment to you is that:



We will **work towards a more diverse workforce** to improve our Service delivery and workforce inclusivity.



We will **balance Prevention, Protection and Response activity**

to meet statutory duties and best serve our community.



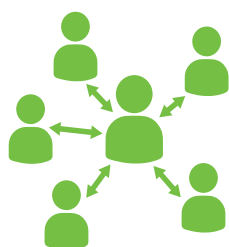
We will **work flexibly** and make the most of new and innovative approaches.

We will **respond positively to the HMICFRS inspections**

and support the national response to the HMICFRS State of the Nation report to drive change to our people and our communities.



We will **make and record transparent decisions** based on evidence through good governance.



We will **engage with local communities, partners, and representative bodies**, so everyone has an opportunity to influence the future direction of the Fire and Rescue Service. Our Community and Partners are at the very heart of what the Service is here to provide so your views are crucial to our success.

We will **continue to work with and listen to staff feedback** to ensure that selection, recruitment, development and retention policies and all other areas reflect your views and ideas.



We will **provide clear direction and accountability** in all areas of our Service.



We will **celebrate your success** through our performance and assurance framework.



His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)



Nationally, fire and rescue services are inspected for organisational effectiveness, efficiency, and how well they treat their people by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services. These inspections are designed to drive improvements across the fire and rescue sector.

HMICFRS assesses services against 11 diagnostic questions, each receiving one of five graded judgements: Outstanding, Good, Adequate, Requires Improvement, or Inadequate.

Suffolk Fire and Rescue Service was inspected in September 2024, with the report published in February 2025.

Key findings from the inspection:

- The Service is good at identifying risk in the communities it serves.
- The Service has made good progress and is effectively implementing its prevention strategy.
- The Service needs to improve communication, governance and IT infrastructure.
- HMICFRS recognised improvements in some areas, while highlighting that further work is needed around diversity, people, and culture.

The inspection issued one Cause of Concern relating to culture and values. HMICFRS found that senior leaders were not managing effectively, providing insufficient scrutiny and oversight, and appeared disengaged from issues raised by managers and the wider workforce.

In addition, the Service was issued with 23 Areas for Improvement and five recommendations linked to the Cause of Concern.

[Read the latest HMICFRS report](#)

HMICFRS Culture and Values in UK Fire and Rescue Services

In March 2023, the HMICFRS published its latest findings on the state of the sector's culture and values, having first investigated allegations of toxic cultures of bullying, harassment, and discrimination. The latest investigation covers all 44 UK Fire and Rescue Services, with a small proportion of Services issued with Cause for Concern notices. Over half of all Services in the UK were identified as either requiring improvement or issued inadequate grades by the Inspectorate.



The HMICFRS made 35 recommendations to all fire services, 19 of which were actions for UK Chief Fire Officers to progress accordingly.

The Grenfell Tower Inquiry

The Grenfell Tower Inquiry was announced by the Government in July 2017 in direct response to the Grenfell tragedy. 72 people lost their lives, more than 70 were injured and 223 others were directly affected because of the Grenfell Tower fire. A year on from the tragedy, Dame Judith Hackitt published her final report.

The report contained recommendations on the following 8 subject areas:

- 1) New regulatory framework
- 2) Clear responsibilities
- 3) Three 'gateways'
- 4) More rigorous enforcement
- 5) Higher competence levels
- 6) More effective product testing
- 7) Better information
- 8) Better procurement

[The full report can be found here](#)



Manchester Arena Inquiry

On 22 October 2019, the Home Secretary announced an independent public inquiry into the Manchester Arena attack which took place on 22 May 2017 and resulted in the deaths of 22 people.

The report made 2 recommendations for consideration by Fire and Rescue Services nationally, as well as a number for attending emergency services and wider partners, which are [documented here](#).

Fit for the Future

In November 2022, the National Fire Chiefs Council published an update to its Fit for the Future document:

<https://nfcc.org.uk/about/how-we-are-structured/fit-for-the-future/>

Fit for the Future was the first time organisations came together to consider what all fire and rescue services need to look like in the future and to acknowledge the challenges they will face in getting there.

The role of the Fire and Rescue Service and the improvements needed in the next five years are all set out in the latest version of Fit for the Future across three key themes, under which 12 specific areas of improvement have been identified;

Theme 1

Service delivery and the role of the Fire and Rescue Service

Theme 2

Leadership, people and culture

Theme 3

National infrastructure and support

Fit for the Future will inform how the roles of Fire and Rescue Service staff will be developed and it will inform how we prioritise our work within Suffolk. Fit for the Future sits at the highest level of national policy and a road map for Fire reform.

Suffolk Fire and Rescue Service has embraced the approach and is actively seeking to accommodate activities within its local delivery plans to support the twelve areas of improvement that span the breadth of fire and rescue business; from risk planning of prevention, protection, recruitment, and retention through to how we work with others to improve safety in our communities.



Fire and rescue services at a national level

R130

The National Fire Chiefs Council and the Fire Service College should establish a scheme for ensuring that all fire fighters are trained in first responder interventions.

20.184 to 20.185

R131

All fire and rescue services should consider appointing a person within their control rooms who, in the event of a major incident, has the sole role of gathering and collating all available information and intelligence, and sharing it internally and externally to the appropriate extent.

SFRS is a learning organisation and seeks to improve the National and Joint Operational Learning. This includes locally identified improvements through incident debriefs and exercise debriefs.

Message from the Deputy Chief Fire Officer



Henry Griffin

*Deputy Chief Fire Officer
Suffolk Fire and Rescue Service*

As Deputy Chief Fire Officer, my role is to ensure this Service Plan delivers on the direction set out by our Chief Fire Officer and that, together, we make the strongest possible contribution to the safety and wellbeing of Suffolk's communities.

The latest inspection recognised our strengths while also highlighting areas for improvement, particularly in culture, leadership, and how we support our people. Feedback showed that some colleagues do not always feel the Service consistently lives its values, that morale could be stronger, and that equality, diversity and inclusion are not yet fully embedded. I am determined that we will confront these challenges directly.

We will create a consistently positive and inclusive culture where staff feel safe, valued, and confident to raise concerns. Senior leaders will act as visible role models, listen attentively, and respond openly. Equality, diversity, and inclusion will be prioritised both strategically and practically, while wellbeing and mental health will receive increased focus and resources.

Our governance boards, performance framework, and continuous improvement programme will ensure progress is measurable, transparent, and communicated clearly to staff, local residents, and our partners.

Our workforce is central to everything we do. By strengthening trust, empowering staff, and embedding accountability, Suffolk Fire and Rescue Service will not only meet HMICFRS recommendations but also become an inclusive employer of choice, delivering lasting improvements for our people and the wider Suffolk community.

The Golden Thread

The Golden thread is a simple visual representation of how everything we do connects us together.

To achieve the CRMP, Service Plan and Team/LRMPs we will need to connect all of these elements together and make the link between the CRMP priorities and the work we all do in our teams. This is called the Golden Thread.

**Strategic
Assessment
of Risk**

**CRMP
2023-27**

**Service
Plan & Areas
of Focus**

**LRMP
& Teams
Plans**

**Performance
1:1s and
PDRs**



Good governance through the Performance and Assurance Framework

To ensure we make good decisions, manage capacity, and measure our success we have introduced a Performance and Assurance Framework. Through this framework we will ensure transparent decision making based on evidence and professional opinion.

We will work within our agreed governance structure to ensure we make good decisions in a transparent way and prioritise capacity across the Service and monitor our success. Within our Governance we work with our County Council partners in finance, HR, IT, performance, and programme management.

Effective planning and resource management are fundamental as they support the delivery of our CRMP strategic priorities. Providing timely, informed decision making and enabling progress and improvements to be actively supported, monitored, scrutinised, and celebrated.

Fire and Rescue Service Governance boards will feed into the Senior Leadership Board with decisions and updates taken to the Council Members of the Fire Service Steering Group, Cabinet audit committees and scrutiny meetings which allows the Cabinet Members to support and shape our future service as well as scrutinise the delivery of ongoing work.

Our Four Boards

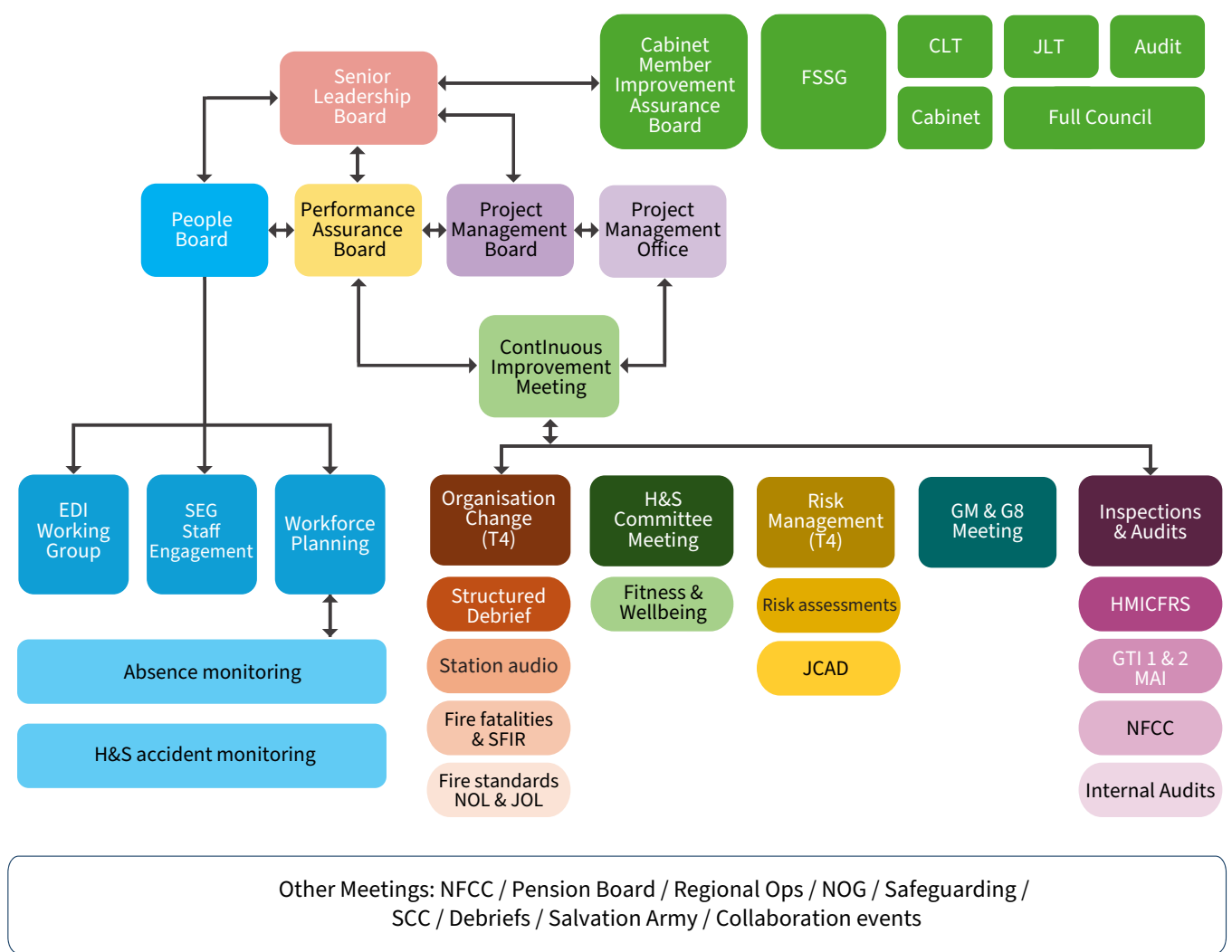
Service Leadership Board
(Chaired By the CFO)

People Board
(Chaired by the DCFO)

Performance Assurance Board
(Chaired by the DCFO)

Project Management Board
(Chaired by the DCFO)

Governance



Performance

The Performance Assurance Framework (PAF) defines how Suffolk Fire and Rescue Service will manage its performance to drive improvement and provide assurance to the Fire Authority and public. The PAF also provides a framework to manage and monitor risk and programme delivery. Effective performance management firstly involves identifying accountability through organisational Performance Measures. Then by monitoring, maintaining, and improving these measures it can be used as a key tool for delivering improvement and identifying risk and issues, alongside celebrating success.

Our Performance Assurance Monitoring Framework

To be effective, it is important that all our staff understand how their individual effort contributes towards making '*Suffolk Swift to serve, so our communities can lead safe and fulfilling lives*'. The team and LRMPs help with this in making it clear what each member of our Service needs to do. This fundamental link is supported through performance 1:1s to review progress so that everyone can influence their contribution to the overall ambition and purpose of the Service and shine through the recording of their efforts.

Performance Assurance Framework



Coordinating our capacity

Effective project management through our Project Management Board seeks to deliver projects on time, on budget, with agreed capacity and to an accepted standard of delivery.

We will use technology to help us coordinate and organise our work and assist us in reporting our progress. We will also invest in our project management capacity to assist us in our work.

The PAF will help us achieve our ambitions by ensuring that:

- We better understand what demands are driving our Service.

- We better understand how well we are performing now and where we need to improve further.
- We have better information to enable informed decision making.
- Manage our capacity through prioritisation.
- Our people are better informed and empowered to achieve continuous improvement.
- We are open and transparent in how we are performing.

To be effective, it is important that all our staff understand how their individual effort contributes towards making Suffolk safer. This fundamental link threads through to individual 1:1s and Performance Development Reviews and clearly articulated to every single member of staff so that they can influence their contribution to the overall ambition and purpose of the Service.

How we measure our success through data

Performance Measures

Performance measures are strategic top-level measures and are reported to our Fire Authority and made public. They provide a strong indication of the organisation's overall performance. Suffolk Fire and Rescue have 16 Performance Measures which are monitored at the Performance and Assurance Board. A quarterly strategic performance report is then taken by the DCFO to the Senior Leadership Board and then onto the Fire Authority via our Fire Service Steering Group and the Corporate and Joint Leadership Teams.

Our performance measures are reviewed annually to ensure what we report on is current, relevant and reflects the Community Risk Management Plan.

Internally our performance is monitored on PowerBI dashboards to make understanding our data easier. A quarterly information sheet is published on Suffolk County Councils website and is available via this link under summary of performance:

<https://www.suffolk.gov.uk/suffolk-fire-and-rescue-service/about-suffolk-fire-and-rescue-service/performance-reports-and-strategic-assessment-of-risk>

Our ambition is to make more data publicly available.

Our current performance measures are:

1	Total number of incidents
2	Fire related fatalities in properties
3	Number of people killed or seriously injured as a result of a 'Road Traffic Collision' (RTC)
4	On-Call availability
5	First fire engine arriving at a dwelling fire within 11 minutes
6	Second fire engine arriving at a dwelling fire within 16 minutes
7	First fire engine arriving at a Road Traffic Collision (RTC) within 13 minutes
8	First fire engine arriving to all incident types within 20 minutes
9	Number of 'Home Fire Safety Visits' (HFSVs) carried out
10	Number of safeguarding referrals
11	Number of Statutory Building Regulation Consultation Referrals within designated timeframe of 15 working days
12	Number of Statutory Licensing Consultations within timeframe of 15 working days
13	Number of Fire Safety audits
14	Number of audits with remedial outcomes for unsatisfactory fire safety issues
15	Percentage of Site Risk Information records in date
16	Number of False Alarms

]

Annual Statement of Assurance

The Statement of Assurance details the financial, governance and operational arrangements that were in place for Suffolk Fire and Rescue Authority for the previous reporting year. It is produced in accordance with the Fire and Rescue National Framework 2018.

The statement outlines the way in which the Authority delivered its service, managed its finances and addressed risk in the period covered by the document.

To be as effective and productive as we can be, we will develop productivity and efficiency plan each year, to drive down cost and increase the benefit we provide to our community.

We will do this through:

- Continued use of established social media channels videos and images relating to operational activity and to share Service updates
- Community safety campaigns and interventions
- Supporting public consultation and engagement through improved and accessible communication and information
- Maintaining an excellent relationship with all employees through open and timely two-way communication
- Promoting and celebrating the success of the Service to enhance its reputation
- Providing the resources and communications channels to allow us to work with partners to deliver accurate and timely public information on operational incidents and emergencies
- Supporting the work of our partners and playing our part in campaigns and initiatives aimed at improving public safety

Service Measures

Service Measures are internal supporting measures that provide an indication of performance in more detail. These allow deeper dives into how our Service is doing and assist in identifying trends, issues, and areas of improvement. The Service Measures all support one or more of each of the Performance Measures.

Communication

For staff, there is the Fire Service App which provides internal messaging and information sharing across the Service.

Additionally, there are also the traditional communication methods of station noticeboards, letters to staff, meetings with representative bodies, briefings and focus groups, online surveys for staff and senior leadership visits to stations to feel connected.





People and Resources

Suffolk Fire & Rescue Service has a proud history of being Swift to Serve so the people of Suffolk can lead safe and fulfilling lives.



Per Middleton

*Area Manager,
People and Resources,
Suffolk Fire and Rescue Service*

Suffolk Fire and Rescue Service understands that staying connected with our people and community is essential to delivering an effective emergency response.

Alongside the progress we're making on the priorities outlined in our Service Plan, we've also taken swift action, responding to concerns raised in the HMICFRS inspection, particularly around our values and organisational culture.

A comprehensive action plan has been developed to ensure an immediate and focused response. Additionally, we've secured further funding to establish dedicated roles that will support and sustain these improvements over the long term.

We will continue making progress against our key objectives for People and Resources and deliver the areas identified for improvement.

To support this we will:

- Deliver the robust action plan to provide sustainable change for areas identified of concern from the HMIC FRS inspection.
- Source and partner with, an external provider to deliver a bespoke transformational learning and development programme starting with the Senior Leadership Team and expanding to other management tiers.
- We will revise the terms of reference for our strategic boards to ensure values and culture are the core of our strategic governance.
- Plan and deliver reflective learning and development for all managers with an external company to be completed later this year.
- Prioritise staff engagement through clear and consistent communication from the Strategic Leadership Team through organised sessions with every team and department.
- Maintain engagement by establishing regular, meaningful two-way dialogue with staff groups, employee networks, and trade unions to strengthen transparency, trust, and collaboration across the service.
- Utilise the full benefit of our dedicated SFRS engagement officer to improve staff communication and engagement from strategic level to all areas of the service.



Workforce Planning and Development

The aim of our Workforce Planning and Development team is to ensure we have talented people with the right skills in place to continue delivering the best service to the people of Suffolk. We realise an effective emergency service relies on the right people with the right skills being available at all levels of the organisation. We will continue to achieve this by investing in our people and creating an inclusive and supportive culture where they feel safe in the workplace.

We will build on the progress we have made; to accurately forecast our workforce requirements and ensure we have the right information to respond to our succession planning needs. The county of Suffolk has a rich pool of talent, and we will continue using innovative marketing and advertising technology to reach these people in our recruitment processes.

We remain committed to our retention priority, with a focus on harder to recruit areas such as On-Call Firefighters and highly specialised technical roles like Fire Protection, ICT and Engineering etc. We will achieve this by providing high quality training, with clear development and progression routes where this is possible.

Our commitment is to provide an inclusive culture within Suffolk Fire and Rescue Service with our values at its core. The HMIC FRS Inspection has identified areas which need immediate improvement and long-term sustainable change which we are focussed on delivering. We will do this, by ensuring our culture is positive and inclusive, where our staff understand how to play their part and can expect to feel safe and supported in the workplace.

Key to achieving this will be recruiting a new dedicated role in SFRS for Professional Standards. This will build on the independent and confidential reporting lines for staff who experience behaviours that fall below our values. The role will provide a more consistent response to issues and equip all our managers and staff with the knowledge, skills and tools they need to prevent issues occurring.

We will also continue exploring opportunities for positive action to enhance the diversity of our people and reflect more accurately the people of our community.

Actions to support the CRMP include:

1.1 On-call sustainability

On-call recruitment and retention continue to present us with a challenge. We have improved the data we use to inform where our recruitment needs to be focussed and have streamlined the recruitment process, from initial contact through to becoming an operational firefighter. Whilst this has improved the overall picture; our headcount still remains below the On-Call establishment. This has a knock-on effect on attendance times, as well as the work/life balance of crews that are under establishment.

We have continued to refine the efficiency and effectiveness of the On-Call recruitment process and

have adapted to national influences such as changes to DBS requirements for all FRS employment and On-Call pay bandings, to ensure any impacts are managed.

To support our retention, we have listened to our On-Call workforce and acted on their views. This has seen us recruiting 19 On-Call staff into Whole-Time vacancies, benefitting from the investment in training and development, supported by their experience.

Recognising the most effective way to recruit is with the engagement and support of the operational stations, we continue to use local campaigns targeted to areas in most need. Our campaigns are tailored to the local demographic, and to ensure the best rate of success

we empower crews, so they know the process and can support our recruitment team when needed.

To continue to improve the on-call recruitment and retention for the Service we will:

- Build on the improvements made to the recruitment process to stabilise our On-Call headcount.
- Consider further opportunities to recruit our On-Call staff into whole time vacancies.
- Focus our recruitment to increase female representation through social media presence and taster days.
- Improve the quality and accessibility of our workforce data by creating a dedicated dashboard for more accurate workforce planning
- Streamline the Disclosure and Barring Service (DBS) checks for all SFRS staff at the appropriate level into our recruitment process.
- Improve On-Call retention by reporting and reviewing recruitment and leaver data quarterly into the People Board to understand and respond to any trends and themes.

To assess the success and impact of the work the team is doing, we will measure:

- Applicant numbers as a direct result of On-Call recruitment campaigns.
- Aptitude and occupational health success rates (On-Call)
- Leavers within the 12 months of On-Call employment
- Social Media Reach (On-Call campaigns)
- Staff turnover (On-Call)
- Number of On-Call staff on payroll
- Days from application submitted to being operational available

1.2 Recruitment and retention of support staff

All recruitment has been standardised, so all new applications are now progressed through the Suffolk Fire and Rescue Recruitment Team, which is also in place to support the recruiting managers.

There is still close working with the HR Business Partner from Suffolk County Council to support, guide and

advise on staffing procedures and policy whilst also supporting the succession planning process.

The IT procurement of Gartan Roster software, has been completed and it is now supporting SFRS to make faster strategic decisions about staff and resource availability. We will continue to build on the data stored in this system, expanding it to our professional support teams to be stored under one system.

Recruitment and leaver data for professional support staff will be reported into the People Board as part of the report to support recruitment and retention. Wherever possible clear progression and development will be incorporated into the professional support teams.

1.3 Equality, Diversity and Inclusion

Suffolk Fire and Rescue Service values Equality, Diversity and Inclusion and will continue to ensure it is imbedded in our everyday activities. Opportunities will be built into recruitment and progression, and we will continue developing a greater understanding of the benefits across all areas of the service.

Our commitment (source: SFRS ED&I page and SFRS ED&I plan)

“We value diversity and actively promote equality and inclusion in all aspects of our work. We want people from under-represented groups and with a protected characteristic to see working for Suffolk Fire and Rescue Service as a rewarding, inclusive, progressive and worthwhile career.

We want Suffolk Fire and Rescue Service 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 important and valued as part of wider and inclusive team.

We want people to feel they do not need to change just so they can fit into an existing team. We want people to feel they are encouraged to stay in the fire and rescue service, there is a career progression route for everyone, and this is supported and encouraged.”

We will seek to close the gender pay gap by encouraging women to apply for more senior roles and promote targeted career conversations with staff from underrepresented groups. Alongside this we will monitor and encourage disclosure of diversity data through a

range of sources to enable Suffolk Fire and Rescue Service to consider how it can increase diversity.

In support of the review of the On-Call requirements for Suffolk Fire and Rescue Service, we will as part of this continue exploring the impact of flexible working arrangements where this is possible.

We will continue embedding the role of ED&I advocates to champion and integrate ED&I into our day-to-day service awareness. This will be in respect of all protected characteristics and will ensure everyone is aware it's their collective responsibility to encourage a safe space to work. This will be guided and shaped by an ED&I gap analysis across all 11 (9 plus 2 from Suffolk County Council) to identify areas of strength and where further development is required.

This will include:

- Seeking continuous improvement opportunities across the employment cycle of our staff
- A review of the effectiveness of our ED&I communication channels focussing on reach, content, and feedback.

During the Service plan period, there are some key areas of focus around EDI that we are committed to deliver:

- Evaluation of the impact of all ED&I training over the past 18 months
- Embed the Equality Impact Assessment Process
- Develop increased awareness with those responsible for written communication and content, to understand and consider the needs of neurodiverse staff and members of the community
- To maximise understanding and connection from our staff with religions and cultures in Suffolk
- To consider how learning and disability passports are used and communicated to our staff
- To ensure we are correctly holding or using data to those members of the community with different faiths and culture with the aim of ensuring a service inclusive to all
- Develop or commission a survey or peer review to specifically measure

our culture, attitudes and understanding of ED&I.

- Focus groups or training sessions to explore how limiting beliefs can prevent individuals Suffolk Fire and Rescue Service from moving forwards.
- Utilise Suffolk women in fire together (SWIFT) network to consult, promote, support and engage with staff, and the public, on key issues for building an equal, fair and diverse workplace.
- Revise the membership of our ED&I working group to improve the strategic ownership and commitment.
- Revitalise the membership of the Staff Engagement Group to ensure it has a voice reflective of the workforce in key leadership strategy and decisions.



Fleet and Equipment

The aim of our fleet and equipment team is to match our resource to the risk with a fit for purpose, modern, and affordable fleet of specialist vehicles. With staff engagement and dedicated research and development, we will review gaps in our capability which require additional or different equipment and vehicles.

We see value in our fleet and equipment functions being aligned, and both functions are led by our dedicated Asset and Commissioning Manager. We have completed a review to explore the benefits of co-locating the two functions. Whilst this is not practical for this service plan period, it will remain an option for the future.

To continue reducing our carbon footprint and support the Suffolk Climate Emergency, every replacement vehicle is reviewed to realise opportunities to use electric when that is suitable. This will continue to evolve in line with the latest science and technology, to ensure every opportunity is taken to reduce vehicle emissions from our fleet.

We seek standardisation wherever possible to offer a consistent and reliable set of tools and vehicles for our staff to respond to emergencies. Best value will continue to be sought through every procurement exercise working closely with partners in Suffolk County Council and exploring frameworks and collaboration to save money. We will seek to improve the social value of our procurement through using local equipment providers where possible, and commit to re-use, re-purpose, recycle methodology to reduce our wastage. This is entirely in support of the CRMP priority 5, Climate and working toward achieving a carbon neutral fire and rescue service by 2030.

Operational Training

The aim of our operational training team is to develop the skills of our workforce to meet the risks presented within the county of Suffolk, both now and the foreseeable future.

Following investment in our training facilities, we continue to provide a rich learning environment to ensure we have a competent and safe workforce through access to high quality training. We will annually review our training to ensure the different learning styles of our staff are met with accessible and inclusive teaching environments.

In addition to our core functions, we will develop our specialist skills and command competencies to build upon the diverse requirements of the role, both locally and nationally. This includes meeting legislative requirements such as Section 19 for our emergency response driving.

We also have small team responsible for Learning and Development, which is integral to ensure Suffolk Fire and Rescue Service continues to deliver an outstanding service to the public and to keep our firefighters safe.



Prevention, Protection and Business Support

“We continue to focus on improving the safety of the people who live work and travel within Suffolk.”



Andy Smith

*Area Manager,
Prevention, Protection and
Business Support,
Suffolk Fire and Rescue Service*

Our teams are committed to delivering the best possible outcomes for the communities of Suffolk. The best way for us to do this is to understand their needs and then focus our resources appropriately to address those needs. We believe in building strong connections through engagement and effective communication, to allow us to better understand those needs. We can then ensure our resources are appropriately focused to reduce people's risk from fire and other emergencies at home, in the workplace, on the roads, and in, on and near water.

To achieve this we will:

- Develop our home fire safety prevention activity
- Increase our prevention and protection activity in rural communities
- Deliver focused prevention activity to our harder-to reach communities
- Provide advice and guidance on legislation, ensuring compliance through engagement and enforcement
- Develop our work in the built environment by increasing our engagement with people, companies and organisations, especially in higher risk properties
- Reduce the burden of Automatic False Alarms (AFA's).
- Review our premises to maximise opportunities to modernise our estate and improve our welfare facilities.
- Use new technology where possible, to share information with our staff and our community to ensure we are communicating appropriately and effectively.

Prevention

The aim of our dedicated Prevention team is to reduce the risk of injury and harm to those most vulnerable in our community. We will use a data led and person centred approach to target those most at risk from fire, and use the resources available to us to improve their safety.

By understanding the profile of our communities across Suffolk, and the risks they face, we will work with our partners to safeguard where necessary, and ensure support and intervention is given to those when they need it the most.

We will use education and targeted activities to reduce deliberate fires that have the potential to cause harm to people or damage property, and improve people's safety on our roads or near water.

With improvements in technology, we will ensure our systems and information campaigns are efficient and effective.

We will evaluate the impact of our prevention work against trends in incident analysis, and through assessment of changes in public behaviour, attitudes, and intentions. We will also quality assure our prevention activity against national standards and frameworks to ensure our resources are focused on those most at risk and are making a positive difference.

Actions to support the CRMP include:

2.1 Changing our Home Fire Safety Visits

Our approach will be based on a Community Risk Data set made up of person-centred data. This is where partner's data is shared with us, and we can overlay this with our own risk information to identify those at highest risk in our communities.

The data set will link to our existing IT platform, and our team will be issued with new devices capable of supporting the new system whilst they conduct their Home Fire Safety Visits. We will review and enhance the entire process for our targeted work in the community.

We will ensure all our targeted visits are focused on those at very high risk of injury or death from fire in the home by using data and evaluating its effectiveness. We will do this by using person-centred data and analysing the impact of the visit, scheduling follow-up contacts to assess behaviour change as a result of our intervention. Alongside this, we will monitor incident trends.

We will ensure our dedicated practitioners are trained to the national standards which are aligned to the National Chief Fire Council's Person-Centred Framework, and we

will equip the team to deal with those in our community with complex social needs and at very high risk of injury or death from fire in the home.

We will ensure our process is as effective as possible and is flexible enough to evolve with changing technologies to maximise the amount of visits our response crews and practitioners complete.



2.2 Increase prevention work in rural communities

We know from the work we do with our partners in health and social care that vulnerable people in rural communities can feel more isolated and become harder to reach. Many of our partner agencies are already working hard to reach them and offer support such as adult social care and community health services.

By improving the referral pathway using the national Safelincs platform, this will complement the information we provide online via our website and have links into our existing prevention system so that relevant information can be seen in a single system. The system will automatically create a job for specialist prevention or operational teams who, having conducted the scheduled visit, will be able to upload key information and outcomes to the system. This is all with the aim of increasing the reach of our Home Fire Safety Visits to those most at risk and guarantee a visit as quickly as possible. For those most at risk, this will be within 24 hours.

We will improve the training, understanding, and reporting process for safeguarding so the most appropriate services are aware and able to provide support to the people and households that are identified as needing support.

2.3 Target adults with Fire Setting behaviours or history

Fire setting behaviours in adults can pose an extremely high risk of injury and damage to property. There is evidence of how positive intervention can reduce this risk or even prevent these behaviours.

Over the plan period, we will continue to develop our approach to the Fire Setters intervention by improving our understanding of impact and how best we can deliver the programme in future so that we have the most impact.

We will work with the Police, Health and Local Authority Partners to share information, identify people with these behaviours, and take an active role for interventions. We will continually evaluate the effectiveness and impact of this work.



Protection

The aim of our dedicated Fire Protection team is to ensure people are as safe as possible in the built environment. We are required to have a Risk Based Inspection Programme (RBIP). Our RBIP follows the latest guidance available from the NFCC and is reviewed and approved by the Service Leadership Team every year. The SFRS definition of 'high risk' premises is:

High Risk premises are identified the using the principles of IRMP Guidance Note 4 and the NFCC 'Guidance on risk in the built environment, highest risk occupancies and prioritising fire safety interventions' Jan 2025.

It focuses on key influencing factors such as complexity and delays in evacuation, dependency of the occupants, complexity and failures in building design or construction, creating potential for delays in firefighting. We check compliance with legislation through our RBIP and will take reasonable and fair actions to ensure that those responsible for the safety of those buildings meet these duties.

We work with local authority partners at the early planning stage, looking at detailed plans that have been submitted for new businesses and homes, ensuring that they comply with Part B (Fire Safety) of the Building Regulations.

Actions to support the CRMP include:

3.1 Automatic False Alarms

We will use data over time to reduce our attendance to accidental actuations of Automatic Fire Alarms (AFAs). This will be achieved by reviewing the attendance criteria at point of call and filtering them before mobilising.

We will review our unwanted fire signal policy to identify properties where we have attended on several occasions and ensure this is being applied consistently.

Our Response Crews have been trained to provide advice to responsible persons, supporting the Services' AFA strategy on preventing, and reducing the burden of AFAs on premises.

We engage with responsible persons to guide, inform, and educate them to comply with the legislation to keep people safe. Business engagement is part of our impact days, events we attend and features heavily in our social media posts and on our website. We work closely with the NFCC to support their campaigns and host their products/guidance on our website.

Using strong links with the National Fire Chiefs Council, we inform and learn about risk from new and emerging technologies such as Battery Energy Storage Systems, so

we can ensure the public and our operational staff are protected during emergencies.

3.2 Changing legislation

Fire Protection legislation is changing because of national reviews from which there is considerable learning. Our dedicated Fire Protection Officers are actively working locally, regionally, and nationally to ensure we are in line with new guidance linking in with colleagues and sharing best practice.

We will continue to support the National Fire Chief's Council and provide training and education to the staff in our Protection Team. A recent example of this in practice is the training delivered to SFRS staff by retained barrister David Stotesbury, who also advises the NFCC. David continues to support the team to ensure we deliver the best and most appropriate service to protect the people of Suffolk.

An example of new guidance issued by the Home Office this year which Protection staff have had training on is;

6.8253 - PSG - Small paying-guest accommodation - Guides & checklist (publishing.service.gov.uk)

3.3 Our changing built environment

The county of Suffolk is changing, and our Protection Team will adapt to reflect this. We are seeing an increase in population which means more housing developments are being proposed. We will continue to work with our partners to ensure fire protection and adequate water supplies are considered at planning stages.

We are seeing an increase in large storage facilities. We will continue to inspect and advise on building safety and ensure our operational firefighters familiarise themselves with additional risks they may face such as high bay racking.

Industrial scale alternative fuel sites are proposed for Suffolk such as Solar and Battery Energy Storage

Systems. We will continue work with the National Fire Chiefs Council, and ensure the latest advice and guidance is presented to planners when considering planning applications. The Protection Team will engage at the earliest stages and collaborate with other agencies and partners on major national infrastructure projects, such as Sizewell C.

3.4 Health and Safety Executive Building Safety Regulator

We are committed to this collaborative approach with the Health and Safety Executive to ensure new buildings that fall under Building Safety Regulations are designed to meet these regulations and safety standards. We will be active partners from the planning stages to occupation of new high-rise buildings, by ensuring our staff are fully engaged in this new and innovative approach. As a Service, we are committed to supporting the work of the NFCC through our representation on the Protection Board Steering Group, the work of which advises the national Protection Board on the direction of travel for fire authorities across the UK.

With the introduction of the new Building Safety Regulator (BSR) we will play an active role in supporting this new regulatory regime. A Suffolk Protection Officer is embedded as the BSR Eastern Regions' Fire Engineer, undertaking the review of complex building fire safety consultations of high-rise residential buildings. This work will continue to evolve in line with changes in legislation and national learning these sites, as well as factor this into training.



Service Business Support

Our Community Risk Management plan states ‘Our people are our most valuable asset in delivering our Service to you’. The work of our Service Business Support Team is at the centre of this, by sharing information and maintaining effective communication both internally and externally with the community.

Their primary purpose is to support the Service Headquarters, District and functional teams across the Service including Training, Fire IT, Workshops, Health & Safety and Protection and Prevention teams with effective administrative services. The team are the first point of contact for telephone enquiries from the public and other agencies, ensuring Suffolk has a nonemergency phone line during office hours. Enquiries are also received via different platforms such as social media online enquiries and emails.

Their support also reaches across the Service, with dedicated staff at operational fire stations, and involvement with key events such as our annual awards ceremony.

Being closely connected to the community they receive compliments, complaints, freedom of information requests and can offer back key information, that will help us improve our Service and understand how well we are performing.

The team covers a wide area of service that is rapidly changing. As the Service moves forward with changes and advancements in technology like electronic display screens at all our locations, and our new fire service news mobile phone application, the Business Support Team will be adapting and changing to help provide these services. This will help our staff realise the benefits and remain well connected.

I believe communication is fundamental to any change. With our Business Support Team already at the heart of this, their role will continue to grow as the key service aims are delivered.

Property

Suffolk is a big county, and our Fire Service has a range of buildings from operational fire stations to our Training Centre facility and dedicated Service Headquarters (SHQ).

I recognise the important part our buildings play in keeping our staff safe and ensuring we can deliver the best possible service to the public.

My aim for managing our property portfolio is to ensure we invest our resources in the most effective way. This will help us meet our stated climate pledge (as detailed in the CRMP) and provide the assurance we are delivering good value from our property budget.

To do this, we are reviewing all our operational premises against national best practice for fire stations that includes benchmarking welfare facilities and how we

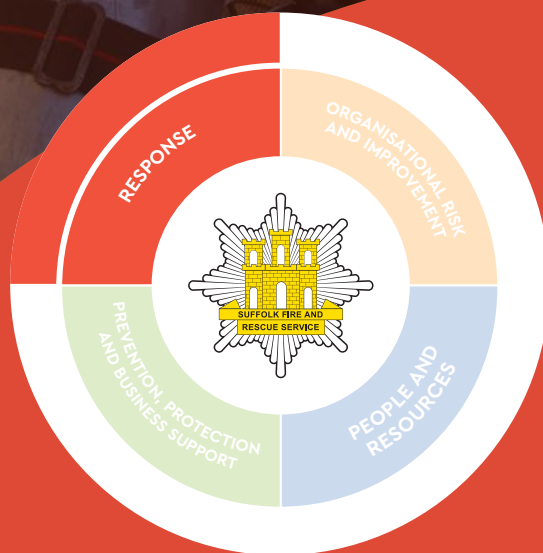
manage fire contaminants that are linked to the risk of cancer amongst firefighters.

The findings of this review will be incorporated into our routine maintenance schedule and any agreed new work programmes. This will mean we can fully use all opportunities to modernise our premises.

We have a good past record for collaboration, and I am keen to build on this when efficiencies and opportunities exist.

I believe this will ensure our properties can support a modern fire service, and give confidence they are safe, efficient, and effective for the future.

Response



If I had to summarise the role and function of Response, it would be that we keep our communities safe and help them to lead healthy lives.



Allie O'Neil

*Area Manager,
Response,
Suffolk Fire and Rescue Service*

Our response teams are at the heart of our communities, delivering a swift, efficient, compassionate, and professional emergency response to the people of Suffolk. Working closely with our prevention and protection teams, we are committed to preventing fires and other emergencies through targeted initiatives.

In 2025/26, we have reviewed our resource allocation, including the number of fire engines and specialist vehicles deployed to incidents, to ensure that we are prepared for future demands and emerging risks. To enhance our operational capabilities, we have introduced new water rescue resources, improving response times and firefighter safety. This includes a 12-month trial of a Swift Water Rescue response van to assess its impact on operational effectiveness.

Our teams are passionate about serving their communities with pride and professionalism, maintaining the highest standards of competency to ensure safety and preparedness. The 2025 HMICFRS report acknowledges improvements in our prevention activities, particularly our reallocation of resources, but also highlights areas for further enhancement. We are actively addressing these to strengthen our response capabilities and ensure continuous improvement.

Collaboration with our Prevention and Protection teams, other agencies, and partners remains central to our

mission. By delivering vital prevention and protection work, we aim to improve community safety and achieve the best outcomes for Suffolk. We will continue to promote safety through fire prevention and safeguarding initiatives, using data and partnerships to target those most at risk.

To ensure an effective and efficient response to emergencies, our priorities through to 2026 include:

- Providing the right resources in the right places to meet current and future demands.
- Enhancing water rescue capabilities to improve safety and response times.
- Reviewing duty systems to ensure sustainability and resilience in aligning resources with risk.
- Focusing prevention activities on high-risk communities using our Local Risk Management Plans (LRMPs).
- Monitoring and reporting on response activities to drive improvement, celebrate successes, and address areas for enhancement.
- Maintaining regular training and exercises with Suffolk-based emergency responders, agencies, and neighbouring fire services for a coordinated response.

To support this we will:

- Deliver the Water Rescue Enhancement Project, utilising advanced PPE and equipment. Evaluation of the Swift Water Rescue response van trial for operational efficiency and firefighter safety.
- Develop Firefighters' skills and competencies, ensuring the right people with the right skills are in the right locations, including a review of our Tactical Advisor roles.
- Use data and intelligence to enhance performance, aligning with HMICFRS findings that commend our data-driven prevention but note inconsistencies in response efficiency.
- Prioritise prevention by collaborating with Prevention and Protection teams to deliver quality-focused work.
- Review LRMPs for every fire station to target local risks and reflect community needs, as supported by the HMICFRS report
- Continue the On-Call duty system project to enhance resilience through recruitment and alignment with our Duty System Review.

Driving Improvements and Adapting to Risk

To ensure we remain effective and efficient, we are introducing new firefighting equipment across all our stations. This will better equip our firefighters and enable us to implement the highest levels of safety for our staff. We are also reviewing our policies and procedures to ensure that they reflect current best practices, keeping our operations aligned with modern standards.

To support the wellbeing of our staff, we are embedding a new critical incident process, providing robust support for those involved in challenging situations. Additionally, we have rolled out the new national pay structure for our On-Call staff, which better reflects the modern challenges of being an On-Call firefighter and offers greater flexibility than before.

We are committed to delivering efficiency and effectiveness without compromising public safety. The HMICFRS report highlights areas for improvement in our effectiveness, and we are addressing these through team engagement and delivery of our HMICFRS action plan. By analysing performance and emerging risks, we will identify smarter ways to utilise resources, ensuring our firefighters are trained to the highest standards. We will continue to evaluate our equipment, fleet, and specialist functions to meet evolving demands.



Actions to support the CRMP include:

Several significant activities will be delivered across Response teams in collaboration with other departments to achieve CRMP objectives, including:

4.1 Response standards

Our response standards, implemented following the CRMP consultation, are integral to our performance measures, reported publicly and to Suffolk County Council. Monitoring response times ensures we provide the best service to our community. The HMICFRS report notes opportunities to improve service through better IT systems. We are working to upgrade systems to provide up-to-date risk information for Firefighters and optimise our weight of response to align with future demands. Regular scrutiny through the Performance Assurance Board will identify areas for improvement, enhance response times, and share best practices across stations.

4.2 Review of our emergency fleet and equipment

Most incidents are resolved through the deployment of skilled personnel equipped with the right tools. We are introducing new firefighting equipment to all stations, ensuring our Firefighters are better equipped to respond safely and effectively. We are also working with our Equipment and Workshop teams to trial and procure replacement equipment. The Water Rescue Enhancement Project, including the Swift Water Rescue response van trial, supports our commitment to adapt to emerging risks, as recognised in the HMICFRS report's praise for our fleet strategy.

4.3 Collaboration with partners

As Category One responders under the Civil Contingencies Act, we collaborate closely with partners, national resilience teams, and the Suffolk Resilience Forum (SRF). A calendar of exercises ensures crews maintain competencies and awareness of risks, such as those at the Port of Felixstowe or cross-border incidents. The HMICFRS report suggests improved information sharing with Tier One responders, which we are addressing through system upgrades and enhanced training. By working with Prevention and Protection

teams and external agencies, we will continue to identify and support those at higher risk, building on our increased home fire safety visits (3,552 in 2023/24) while addressing the HMICFRS note that they remain below the national rate.

4.4 Commitment to scrutiny and improvement

We are dedicated to transparency and accountability, regularly scrutinising our performance to drive continuous improvement. By implementing the HMICFRS action plan, introducing new equipment, updating policies, supporting staff wellbeing, and adopting the new national pay structure for on-call firefighters, we are ensuring Suffolk Fire and Rescue Service remains adaptable, effective, and efficient. Our focus on data-driven decisions, collaboration, and innovation will deliver a safer, more resilient Suffolk for all our communities.



Organisational Risk and Improvement



If I had to summarise the role and function of Organisational Risk & Improvement, it would be that we keep our organisation, staff, and communities safe through the use of modern and resilient systems, development of risk assessments and policy process aligned to national and regional best practice.



Toby Gray
*Area Manager,
Organisational Risk
and Improvement,
Suffolk Fire and Rescue Service*

The role and function of Organisational Risk & Improvement is to ensure we keep our organisation, staff and communities safe through the use and implementation of modern and resilient systems, the development of robust risk assessment methodology, creating policy and process aligned to national and regional best practice. We focus on utilising risk and performance data to improve ways of working across all service area, building greater transparency in our performance, ensuring SFRS looks for continual improvement. We build strong relationships with internal and external partners to plan for and react to a broad range of emergencies.

My ambition for the future is that we enhance those relationships with our partners to ensure that the service, at every level understands the key role they play in delivering improved outcomes. To continue to deliver resilient and future proofed technologies that supports activity in the most efficient and effective manner possible, ensuring staff feel engaged and able to deliver value in the delivery of their daily activity.

The focus of the team in Organisational Risk and Improvement through to March 2026 is to support the activities of a safe, professional, effective and efficient Service, with a focus on improvement activities as set out in the Service Improvement Plan following the HMICFRS Report published in February of this year,

as well as continuing to deliver activity within the Community Risk Management Plan. Whether this is how we reach and work with our partners and community and how this is measured and represented through our performance and assurance framework. The Organisational Risk and Improvement Team will work with stakeholders across the service to develop efficient policy, process and systems.

The key areas of focus for this planning period are:

- Deliver improvements in systems and technology to support safe and effective delivery of response, prevention, protection and risk inspection activity
- Delivering the new Suffolk Fire Control function here in county
- Support the delivery of the HMICFRS Actions plans
- Supporting and contributing to the National Fire Chief's Council
- Maintaining and enhancing our "Over The Border" arrangements
- Being alert to new and emerging technologies
- A focus on data and demand to drive the pace and nature of the work
- Being alert to new and emerging local and national risks
- Support the service to improve the use and visibility of National Resilience Assurance Team assets on both a local and national level.

We will do this whilst continuing to have regard to enabling efficient ways of working with the Local Resilience Forum and Suffolk Resilience Forum on a local level, and national bodies such as the National Fire Chiefs Council, the National Resilience Assurance Team, the Home Office, the Health & Safety Executive and others.

Our team commitments

- Service performance. We will deliver a Suffolk Fire Control Room function
- We will develop our Health & Safety and Policy Database that will improve the safety, efficiency, and effectiveness of staff across Suffolk Fire and Rescue Service.
- We will continue to develop our Project and Programme methodology and support that will see implementation improvements across the Service and will ensure transparent oversight in how these are resourced, delivered and how we measure the benefits these have delivered.
- We will deliver new Fire specific IT solutions and infrastructure to echo this approach of improvement, effective efficiency and work with you to identify the solution to meet the needs and outcomes required within the agreed IT principles aligned to Suffolk County Council's Technology Strategy Comms Deck 2022 Revision v1.2.pdf
- We will finalise the development of the PowerBi solution so that real-time performance data is available internally and externally to improve our transparency as well as our understanding of

Working with staff

The team commitments we have made rely on a focus of making Suffolk Fire & Rescue Service the best place to work and Suffolk the best place to live. With this in mind, the Organisational Risk & Improvement team across every department has, and will continue to, work with colleagues, stakeholders and partners to deliver improvements and change, be that in technology, procedures or simply advice on National Best practice and we work with every Head of Service (Green and Grey book) to ensure continual improvement.



Risk & Resilience

The aim of the Risk and Resilience team is to ensure the health, safety and wellbeing of our staff before, during and after incidents through the development and provision of Risk Assessed processes and operational risk information and guidance information to staff. Ensuring we are horizon scanning at a local and national level linking in with the Local Resilience Forum (LRF) and Suffolk Resilience Forum (SRF) to ensure we fulfil our statutory duty and support a joint approach to preparedness and response to multi agency emergencies. The Organisation Assurance team will facilitate and support formal debriefs to inform organisational learning and shape the development of practices and equipment, taking advantage of the new Suffolk Fire Control function to implement learning and operational change seamlessly and swiftly.

Health, Safety & Wellbeing

My Health, Safety and Wellbeing team ensure staff activity is supported by suitable and sufficient risk assessments that ensure hazards and risks are mitigated in line with the Health and Safety at Work Act.

We will develop our Health & Safety and Policy Database that will improve the safety, efficiency, and effectiveness of staff across Suffolk Fire and Rescue Service.

We will embed a culture of Health and Wellbeing across the service allowing staff to fulfil their functions in a safe and effective manner. We have embed the national best practice fitness standards that ensures staff are fit for the role they are required to undertake. This is underpinned by a network of staff support that provides guidance and signposting to the many varied wellbeing support functions available the SFRS, SCC and external partners aligned to our wellbeing strategy.

Operational and Organisational Risk

The aim of the team is to ensure SFRS staff at all levels undertake training and exercising at those high-risk sites and premises across the county as well as ensuring Operational Risk information and plans are tested and debriefed. SFRS will learn from and contribute to National and Joint operational learning (NOL and JOL) shared with the sector by the National Fire Chief Council, we will implement, and exercise operational changes based on this shared learning.

A key role for the teams is monitoring and adapting to the changing risk profile of Suffolk and our surrounding area, ensuring SFRS participates in COMAH Licencing exercises and supports NSIP projects such as Sizewell C, Gullwing bridge and others to ensure appropriate risk awareness and response.

We will review how we monitor and support stations and staff through station audits and assurance and how we capture, learn and implement change from operational audit and incident debriefs to ensure that staff feel valued and empowered to work in a safe environment, sharing this learning beyond SFRS through the Local Resilience Forum and the NFCCs National Operational Learning and Joint Operational Learning platforms.



Actions to support the CRMP include:

There are a number of significant activities that the team will deliver across these department, these include the H,S&W database review and refresh, a policy database refresh utilising new technology platforms and how these links in with the adoption and implementation of National Operational Guidance (NOG). The adoption and implementation of PORIS (Provision of Operational Risk Information System) across our Operational Risk Inspection Programme to standardise the frequency of site inspection across Suffolk by staff all of which contribute to the delivery of our CRMP.

National Operational Guidance

The aim of the National Operational Guidance (NOG) is to standardise how Fire services respond to and deal with incidents from when the emergency call is received to how crews resolved it. The NOG implementation team, who form part of the Policy team, will work with colleagues in Training, Learning and Development and Response to develop Training material and Procedures that align with National Guidance to deliver improved regional alignment and improved effectiveness and resilience across the region. This approach will see efficiencies in service delivery and procurement. The NOG implementation team represent an efficient and effective way of delivering regional standardisation. We have and will continue to bring together representatives from our regional FRS partners to centrally agree an approach which reduces the development demands on any single service. The team share best practice and lessons learned from the national implementation as well as looking at those systems used to support Learning and Development to further improve regional alignment. The focus for the coming year will be to

evaluate, produce and deliver the new Fire Control Guidance being developed by the NFCC following learning from events in London and Manchester.

Performance & Improvement

(including Programmes)

The focus the Performance, Improvement and Programme Management team is to build on the project management governance structure to ensure the service deliver cost effective and efficient project delivery through robust governance and document management that ensures sound decision-making and project resourcing resulting in effective change management.

We will refine our action plans allowing Suffolk Fire & Rescue Service to record how the findings of national incidents such as Grenfell Tower, Manchester Arena and the cultural review impacts SFRS and how recommendations are being managed and implemented. We will continue to develop this to ensure we look to implement improvements in systems, process and technology to continually improve, and we will share progress with our staff and the community we serve in a clear and consistent manner. Refining this approach will ensure that we are able to focus our limited resource and capacity on the highest risks in our community to deliver maximum improvement opportunities for our staff and the community of Suffolk.

Performance Team

My aim for the performance team has been to build a suite of Performance Measures that provide transparency in how we deliver our service to the community, and we will continue to evolve these high-level measures to report and demonstrate how effective we are in our delivery. Alongside these high-level measures we are, and will continue to develop wider Service Measures (department and team measure). These are being used to help identify areas for improvement and recognise and share good practice and further improve and develop ways of working. The development of these Service Measures continues as our information and technology infrastructure evolves aided by



the introduction and Go-Live of the new Suffolk Fire Control room and its associated technology and infrastructure.

- Examples of some Service Measures that the team has and are developing are:
- The Number of Accidents or Near Misses reported
- Risk Assessment and Policy database status
- Service Fitness status
- The Number of Formal debriefs undertaken
- Internal and Cross boarder exercises

Service Measures inform service and departmental awareness of key areas that either present a challenge and as such a focus to address and improve or represent good practice and allow the service to celebrate.

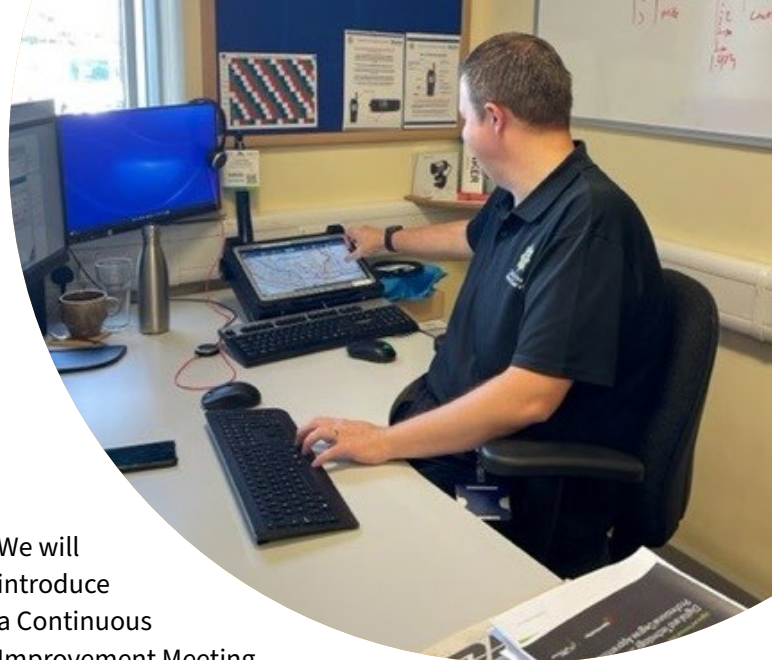
Responding to National reviews and action plans

The Performance and Improvement team have developed action plans that allow Suffolk Fire & Rescue Service to record how the findings of national incidents such as Grenfell, Manchester Arena and the cultural review impacts Suffolk Fire and Rescue Service and how those recommendations are being managed and implemented. We will continue to develop this action tracker platform and how we share progress with our staff and the community we serve.

Our approach to continuous improvement

Following His Majesty's Inspectorate HMICFRS inspection and subsequent report published in February 2025, we will utilise this same action tracker approach to build and monitor progress against our HMICFRS improvement plans following the 2024 inspection.

We will focus on delivering against our Cause of Concern (CoC) and Areas for Improvement (AFI) ensuring that appropriate resources are allocated and that activity is prioritised on our CoC. We will continue to track the progress we are making against both the CoC and AFIs, but also areas that we have recognised internally where we could be better. This improvement journey will see resource being introduced into key areas of the service to support the activity required. This will see us engage with partners and 3rd parties ensuring we receive independent and specialist support.



We will introduce a Continuous Improvement Meeting (CIM) which will provide a mechanism to track the journey of progress across the whole service and will provide a platform for internally sharing challenges and successes and ensuring these are captured addressed and where required escalated through the governance structure. This is being linked back into the project and programme board and sees a journey of continual improvement as we continue to review published reports from other services and take on board learning from these too.

Fire ICT

Fire ICT has a user and infrastructure roadmap of projects and maintenance in place, which considers the County Council 's Corporate Strategic Objectives of:

- Providing value for money for the Suffolk taxpayer through:
 - Redesigning services and processes to drive productivity and value for money
 - Investing in technology and using the internet and innovation to improve communication, services and our efficiency

The aim of the Fire IT team during the Plan period will be to focus on the implementation and Go-Live of the Suffolk Fire Control (SFC) Room and its associated technology and infrastructure, whilst kickstarting a digital transformation across fire systems and interfaces inline with agreed key principles of.

- Utilisation of up-to-date futureproofed technology.
- Utilising tried and tested technology and systems.
- Off the shelf product procurement wherever possible.
- Cloud based to enhance resilience.
- Full end to end support through robust contract management.

- User support through training and technological support.
- Remote working hardware for Prevention, Protection and Response and other teams where necessary.

Fire I.T. will consolidate the delivery of the SFC and begin delivery of the technical roadmap that this enables. This roadmap will ensure delivery of systems and infrastructure that is both resilient and cyber secure aligned to the Cyber Security National Fire Standard.

At any given time, Fire IT oversees a rolling programme of upgrades and improvement works, these will be delivered in line with principals set out above and inline with new procurement regulations and agreed in Senior Leadership Board and give consideration to the County Council's Technology Strategy 22-24. Council's Technology Strategy This programme will further improve staff and community safety contribute to improved response standards within the communities we service in support of CRMP priority focus 4.1 Emergency Response Standards.

- Fire I.T. will consolidate the delivery of the SFC and begin delivery of the technical roadmap that this enables. This roadmap will ensure delivery of systems and infrastructure that is both resilient and cyber secure aligned to the Cyber Security National Fire Standard.
- At any given time, Fire IT oversees a rolling programme of upgrades and improvement works, these will be delivered in line with principals set out above and inline with new procurement regulations and agreed in Senior Leadership Board and give consideration to the County Council's Technology Strategy 22-24. Council's Technology Strategy This programme will further improve staff and community safety contribute to improved response standards within the communities we service in support of CRMP priority focus 4.1 Emergency Response Standards.

We will conclude the delivery and implementation of SharePoint migration from our current solution to the SharePoint365 platform, delivering greater end user functionality whilst improving data visualisation integration opportunities through PowerBi. We will work with suppliers to enhance functionality and integrations that help staff access news, updates, training and documents they need for their work, to developing new ways of keeping each of our 35 stations in touch with news from Headquarters and the wider Suffolk County Council network.

Control Relocation and Go-Live

The aim of this project and the team driving its delivery is to bring the fire control back to Suffolk in our very own control facility. To do this we will engage with the whole service to ensure we deliver the full potential of the project and explore every opportunity to deliver futureproofed solutions and facilities here in Suffolk. This will see representatives from every service area contributing to developing new systems and ways of working that will see improved outcomes for our staff and communities, in support of all the CRMP Priorities.

Suffolk Fire and Rescue Service will be working with Suffolk County Council colleagues to deliver a new Suffolk Fire Control (SFC) which will Go-Live later this year. This represents a significant opportunity for SCC, the community and the service and will enable new and improved ways of working across all areas of the service with the introduction and integration of systems that will see Suffolk Fire and Rescue Service on a journey of I.T. transformation.

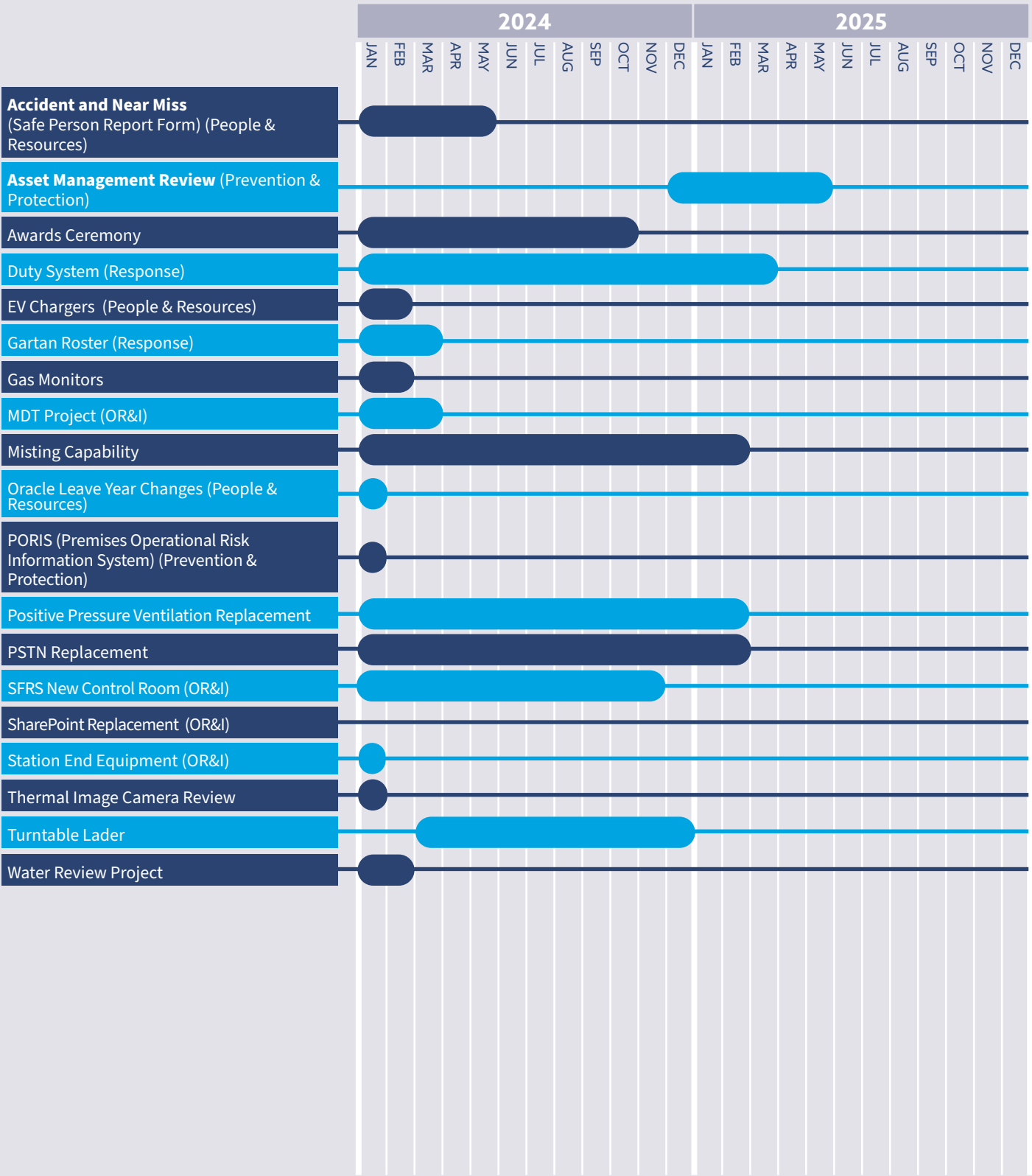
The project delivery team implemented in October 2024 continues to work with departments and colleagues across both Suffolk Fire and Rescue and the County Council to understand the needs and impact of current ways of working and what the future might offer teams through this I.T. transformation.

The return of this control room function will once again give Suffolk Fire and Rescue Service the ability to implement processes and systems that improve our understanding of what good looks like and how we manage that and feed this into our Performance Assurance Framework to monitor performance and effectiveness. We will implement a governance structure that ensures accountability and assurance and will build a set of Service Measures that inform stakeholders.

Service Measures such as:

- Time taken to answer a 999 call
- Call handling time
- Mobilisation times of officers and appliances
- Number of calls received into the control room
- System performance

Project timelines



Glossary of terms

Term	Description
AFA	Automatic Fire Alarm
Audit Committee	Made up of democratically elected councillors, the committee will support and monitor the authority in the areas of governance, risk management, external audit, internal audit, and inspections.
BSR	Building Safety Regulator
Cabinet	Cabinet is the part of the Council that is responsible for most strategic decisions. It comprises the leader of the council, deputy leader, and councillors who hold portfolio responsibilities.
CBRN	Chemical, Biological, Radiological, Nuclear
CCR	Combined Control Room, based in Huntingdon . A single control room managing 999 fire calls across Cambridgeshire and Suffolk.
CDC	County Day Crew – wholetime firefighters who are strategically deployed to maintain fire engine availability across the county during peak operational hours.
Chief Executive	The Head of Paid Service for Suffolk County Council
COMAH	Control of Major Accident Hazards
CRMP	Community Risk Management Plan – Outlines who we are as a service, the work we plan to and carry out and the resources that we have in place to respond to emergency situations.
EDI	Equality, Diversity & Inclusion
Fire Authority	A supervisory body which ensures that a local fire service performs efficiently and in the best interest of the public. In Suffolk Fire & Rescue's case this is Suffolk County Council.
Flexi Duty Officers	Rota system designed to cover standby hours, thereby ensuring the 24-hour availability of level two, and level three, incident commanders.
Golden Thread	Visual representation of how everything the Service does is connected across all parts of its system and how it is held together by a common interest or purpose.

Governance	Governance deals with the structures and processes by which an organization is directed, controlled, and held to account.
HAZMAT	Hazardous Materials
HFSV	Home Fire Safety Visits – Over the threshold visits to households that have been referred to SFRS.
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire & Rescue Service.
HSE	Health & Safety Executive
IRS	Incident Reporting System
IT	Information Technology
LRMP	Local Risk Management Plan – Operational Plans for the Stations, Aligning their work with the Service objectives which ensures local risks are identified and resourced.
MDT	Mobile Data Terminals are computerized devices designed for use in emergency vehicles which need to send and receive data whilst on the move.
Near Miss	A health and safety term used to describe an event which had the likelihood to turn into an accident. Reported to make changes to the working environment with a view to preventing further events of the same nature and therefore avoiding the risk of accidental injury or death.
NFCC	National Fire Chiefs Council
NOG	National Operational Guidance
On-Call	On-call firefighters who respond to emergency calls within their local area either from home or from their place of work.
PAF	Performance Assurance Framework. A mechanism to support overall decision-making, capacity planning and performance management and provide assurance to the public and the Fire Authority.
People Board	Chaired by the Deputy Chief Fire Officer and meeting on a quarterly basis to review and monitor our People strand.
Performance Assurance Board	Chaired by the Deputy Chief Fire Officer and meeting on a quarterly basis to support, monitor and challenge effective delivery of the performance.
PORIS	Provision of Operational Risk Information System
PowerBI	An IT tool bringing together a collection of software services, apps, and connectors that work together to turn sources of data into useful analysis and visual, interactive insights.

Primary Fire	Primary Fire locations cover all property, vehicles and other methods of transport, agricultural and forestry premises, and property.
Programme and Project Board	Chaired by the Deputy Chief Fire Officer and meeting monthly to oversee the development and progress of the wider service improvement programme and projects.
RBIP	Risk Based Inspection Programme
RTC	Road Traffic Collision
SCC	Suffolk County Council
SCEP	Suffolk Climate Emergency Plan
Scrutiny Committee	The principal power of a scrutiny committee is to influence the policies and decisions made by the council and other organisations involved in delivering public services. The scrutiny committee gathers evidence on issues affecting local people and makes recommendations based on its findings.
Secondary Fire	Derelict buildings and vehicles, grassland, outdoor structures, containers, and intentional straw/stubble burning.
SEE	Station End Equipment
SFRS	Suffolk Fire and Rescue Service
SHQ	Service Head Quarters, based in Endeavour House, Ipswich
SLB	Senior Leadership Board. Chaired by the Chief Fire Officer and meeting quarterly, SLB meets to discuss, debate and agree strategic and operational matters relating to the delivery of the Service.
SRF	Suffolk Resilience Forum
Team Plan	The development of operational plans for a team, aligning their forthcoming work with the overall objectives and vision of the Service. A team plan provides the team with guidance regarding its future direction.
Wholetime	Wholetime firefighters are primarily based at our fire stations, working across an established shift pattern to provide constant 24/7 365 cover. We also have a wholetime county day crew that travel around the county to ensure full crewing level coverage as required.

