



Suffolk
Fire and Rescue Service
Swift to serve

Statement of Assurance 2025/2026

Building trust through performance, assurance and continuous improvement



Our
people



Prevention



Protection



Response



Sustainable
future

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Welcome to our Statement of Assurance 2025/2026

At Suffolk Fire and Rescue Service, our purpose is to help keep our communities safe. Every day we work to prevent fires and other emergencies, protect people and businesses, and provide an effective response when incidents occur. Alongside this, we are committed to continually improving the way we deliver our services, ensuring we remain accountable, transparent and focused on the needs of our communities.

This Statement of Assurance provides an overview of our performance, achievements and progress throughout the 2025–2026 financial year. It demonstrates how we have met our statutory responsibilities, strengthened our governance and assurance arrangements, and continued to improve the services we provide to the people of Suffolk.

Behind every achievement is the dedication of our staff. From firefighters and fire control personnel to prevention, protection and support teams, every member of Suffolk Fire and Rescue Service plays a vital role in delivering high-quality services with professionalism, integrity and commitment. Their expertise and dedication are the foundation of everything we achieve.

Within this report you will find an overview of the priorities that will continue to shape our improvement journey. Together with the trust and support of our communities and partners, we remain committed to making Suffolk a safer place to live, work and visit.



1. Foreword

This Statement of Assurance sets out the financial, governance and operational arrangements in place for Suffolk Fire and Rescue Authority between 1 April 2025 and 31 March 2026. It has been prepared in accordance with the Fire and Rescue National Framework and provides assurance about how the Service has fulfilled its responsibilities during the year.

As Cabinet Member for Planning, Devolution and the Fire Service, I recognise the vital role Suffolk Fire and Rescue Service plays in protecting our communities. The Service has continued its improvement journey, responding to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) findings, strengthening governance and assurance, and focusing on culture, performance and the effective use of public resources.

I am satisfied that the Authority has conducted its business in accordance with the law and proper standards, that public money has been properly accounted for and used efficiently and effectively, and that the requirements of the Fire and Rescue National Framework for England have been fully met.

Looking ahead, the Service will continue to respond to changing risks and future demands. As I begin my role, I am proud to be working with Suffolk Fire and Rescue Service and look forward to supporting its continued improvement. I thank every member of staff for their professionalism, commitment and dedication to protecting Suffolk

Councillor Tristan Gale
Cabinet member for
Planning, Devolution and
the Fire Service
Suffolk County Council



Introduction

As Chief Fire Officer of Suffolk Fire and Rescue Service, I am pleased to introduce our Statement of Assurance for 2025–2026.

This Statement is a requirement under the Fire and Rescue National Framework for England (revised May 2018). It reinforces my commitment to providing our communities with clear information about how Suffolk Fire and Rescue Service keeps people and local businesses safe through effective governance, continuous improvement and the responsible management of public funds.

Protecting our communities remains at the heart of everything we do. Suffolk Fire and Rescue Service operates 24 hours a day, 365 days a year, responding to a wide range of emergencies, while also working proactively to prevent incidents, protect businesses and support the most vulnerable members of our communities.

Over the past year, we have continued to strengthen the Service by embedding learning from HMICFRS, investing in the people, systems and partnerships that enable us to deliver high-quality services. I am proud of the professionalism, resilience and dedication demonstrated by our staff as we continue our journey of improvement.

By continuing to work closely with our partners and communities, we will ensure Suffolk remains a safe place to live, work and visit, while maintaining our focus on doing the basics brilliantly and building a Service that is prepared for the future.

Jon Lacey
Chief Fire Officer and
Executive Director for Fire
and Public Safety



2. Our values

Our values represent the qualities most important to us, reflecting both the expectations the public have of us and the standards we set for each other.

We use them every day to shape how we work, guide professional behaviours, and help us achieve our priorities.



W

Wellbeing – we look after ourselves each other and the planet.

E

Equality – respecting, valuing, embracing and celebrating everyone's unique differences.

A

Achieve – we are the best we can be.

S

Support – we work as one team.

P

Pride – we are passionate about making a positive difference to the people and place of Suffolk.

I

Innovate – we believe in making every penny count and every minute matter and reducing the environmental impact.

R

Respect – we give and earn respect.

E

Empower – we empower, encourage and motivate.

Our culture and behaviours

Creating a positive, inclusive and respectful workplace remains fundamental to delivering the best possible service for our communities. We are committed to fostering a culture where everyone feels valued, supported and empowered to contribute, recognising that an engaged workforce is essential to continuous improvement and high-quality public service.

Our WE ASPIRE values and the NFCC Code of Ethics underpin how we work together, shaping our behaviours, decision-making and leadership. They help create an environment where people are treated with dignity and respect, diverse perspectives are valued, and everyone can thrive while delivering the highest standards of service to the communities we serve.



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 ethic It helps to improve the organisational culture and workforce diversity of fire services across the country.



3. Statement of Assurance

Fire and rescue authorities must provide assurance on financial, governance, and operational matters, and demonstrate how they have acted on the expectations outlined in their Community Risk Management Plan. (CRMP). Statements of Assurance should be open and transparent, demonstrating accountability to communities who expect to know how these services are provided.

This document outlines how Suffolk Fire and Rescue Authority, including its Fire and Rescue Service, has delivered the requirements set out in the National Fire and Rescue Framework and the Authority's CRMP during 2025-2026.

Governance

The Fire and Rescue Authority for Suffolk is Suffolk County Council (SCC), comprising 70 elected councillors representing communities across the county. The Authority is responsible for ensuring Suffolk Fire and Rescue Service (SFRS) operates lawfully, uses public resources efficiently and effectively, and continually improves the services it provides.

SFRS operates a four-tier governance framework, providing clear routes for decision-making, oversight, assurance and escalation across the Service. Strategic oversight is provided through the Service Leadership Board, supported by Tier 2 assurance and programme boards, Tier 3 improvement arrangements, including the Continuous Improvement Meeting, and Tier 4 operational and specialist governance groups. This structure supports clear accountability from operational activity through to strategic leadership.

Our governance arrangements are aligned to the principles and expectations of the Fire Standard for Governance and Leadership, supporting effective leadership, scrutiny, decision-making and continuous improvement.

SFRS also operates within SCC's wider governance framework, with the Council's Annual Governance Statement providing assurance over its governance and internal control arrangements.

Performance and improvement are monitored through our governance structure and supported by internal and external audit, HMICFRS inspection, performance reporting and external assurance. Actions and learning are captured and monitored through our Continuous Improvement Plan, providing clear oversight of progress and escalation where required.

We continue to engage with our recognised representative bodies through established consultation and engagement arrangements, supporting effective communication and positive employee relations.

4. Risk management

Risk is the potential for an event or emergency to have an adverse impact on our communities, people, property, environment, critical infrastructure, or our ability to deliver effective public services. Effective risk management ensures SFRS can anticipate, prepare for, respond to, and recover from both existing and emerging threats.

As a learning and evidence-led organisation, we continually assess risk through a combination of local intelligence, operational experience, national learning, partner information, incident data, and environmental scanning. This enables us to direct resources where they are needed most and ensure that our services remain effective, efficient, and aligned to the priorities set out in our CRMP.

We recognise that Suffolk continues to face a changing risk landscape. Alongside traditional fire and rescue risks, we are responding to the growing impacts of climate change, severe weather events, technological developments, demographic change, cyber threats, nationally significant infrastructure projects, and increasing community vulnerability. Through robust governance and partnership working, we remain committed to understanding and managing these risks on behalf of the people and communities of Suffolk.

Our approach provides assurance to:

- Our communities that risks are understood and managed appropriately
- SCC as the Fire and Rescue Authority
- Staff and representative bodies across the organisation
- Emergency service and Local Resilience Forum partners
- Government departments and regulatory bodies
- Businesses, voluntary organisations and community groups

The Suffolk Risk Map summarises some of the key risks affecting Suffolk, including major roads, mass attendance events such as the Latitude Festival, areas susceptible to flooding, seaports, rail networks and airfields.



How we manage risk

SFRS maintains a structured and transparent approach to risk management that supports strategic, operational and organisational decision making.

We achieve this by:

- Maintaining and regularly reviewing the Strategic Assessment of Risk and CRMP
- Monitoring corporate, service and operational risks through established governance arrangements
- Reviewing performance and risk information through the Performance and Assurance Framework
- Maintaining Site-Specific Risk Information and Operational Risk Information to support firefighter safety and effective emergency response
- Developing Local Risk Management Plans that reflect the needs of local communities
- Learning from incidents, exercises, audits, inspections, National Operational Learning and Joint Operational Learning
- Working closely with Category 1 and Category 2 responders through the Suffolk Resilience Forum
- Using data, intelligence and forecasting to identify emerging risks and opportunities

Key risks for Suffolk in 2026/2027

Our ongoing assessment of risk has identified several significant areas that require continued focus and investment:



Extreme Weather and Environmental impacts

Severe and prolonged weather can lead to significant impacts across Suffolk, including flooding, heavy rainfall, heatwaves and wildfire.

We will continue to work to monitor risks, strengthen preparedness, and review resources .



Industrial and Site-Specific Risks

Suffolk is home to current and planned industrial facilities and hazardous sites, which if affected could have significant consequences for communities, property and environment.

We continue to work with site operators and partners to manage risk and plan for potential incidents.



Infrastructure and Utilities

Disruption to critical infrastructure and utilities can impact communities and essential services and our ability to respond to incidents.

We work with partners to understand these risks, strengthen resilience and support the continuity of critical services



Cyber and Digital Disruption

Increasing reliance on digital technology creates risks from cyber incidents and disruption to critical systems.

We are working to strengthen cyber resilience and ensure essential services can be maintained during significant disruption or attack.

Partnership working

No organisation can manage risk alone. Effective risk management depends on strong partnerships across Suffolk and beyond, including:

- Suffolk Resilience Forum partners
- Emergency service partners
- Local authorities
- The Environment Agency
- NHS organisations
- Utility and infrastructure providers
- Maritime, aviation and transport partners
- Voluntary and community sector organisations
- Neighbouring and national fire and rescue services

These partnerships enable shared situational awareness, coordinated planning and a collective response to major incidents and emergencies.

Risk assurance and governance

Risk management is embedded throughout our governance arrangements, with regular oversight, scrutiny and review at Service and Council level. Our performance, audit, inspection and partnership arrangements provide assurance that risks are effectively identified, monitored and managed, while supporting continuous improvement across the Service.

In 2026/2027, we will:

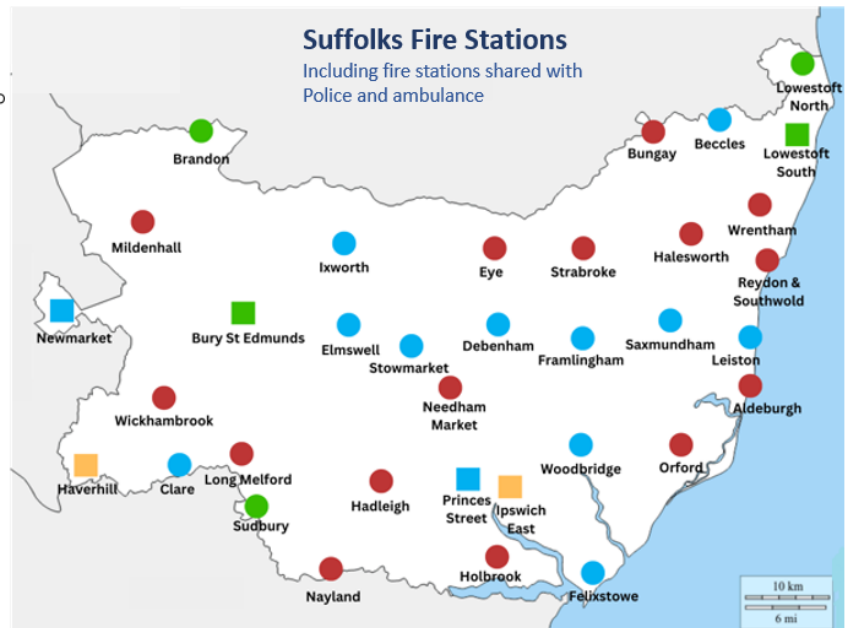
- Continue to strengthen our understanding of both current and emerging risks, ensuring our planning and resources remain aligned to community need
- Utilise data, learning, innovation and partnership working to build resilience across Suffolk and support our ambition of making Suffolk a place where people can live, work and visit safely



5. Your Fire and Rescue Service

The service is run by a management team headed by the Chief Fire Officer Jon Lacey and governed by the Fire Authority, with our Cabinet Member for Public Health and Public Protection Councillor Tristan Gale.

SFRS has 35 fire stations located strategically in the county's largest towns and villages (see map). All stations have on-call crews, including our 24hr shift stations that are situated in Bury St Edmunds, Lowestoft South, Ipswich East and Ipswich Princes Street. Two additional stations at Haverhill and Newmarket are 'day crewed' from Monday to Friday and only revert to on-call at night and at weekends.



Key to Fire Stations

- | | |
|-------------------------------------|---|
| ● On Call – No Collaboration | ■ Shift & On-Call – No Collaboration |
| ● On Call – Police Collaboration | ■ Shift & On-Call – Police Collaboration |
| ● On Call – Ambulance Collaboration | ■ Shift & On-Call – Ambulance Collaboration |

On-Call – Fire Stations crewed by On-Call firefighters.

Shift & On-Call – Fire Stations crewed by Fulltime firefighters and on-Call firefighters crews

To support our on-call stations, we provide County Day Crewing (CDC), which enables firefighters to be sent to any fire station to support local crewing arrangements during weekdays, when on-call firefighter availability is more challenging.

We currently employ 720 staff, some of whom have dual contracts, enabling them to undertake a variety of roles, including being part of the on-call crew at their local station. These staff groups comprise:

- 382 on-call firefighters and 115 wholetime/day crew firefighters
- 97 operational officers who undertake daily leadership functions, providing operational response at larger and more complex incidents
- 25 Control Room staff including Station, Watch and Crew managers
- 101 support roles across the Service in essential operational and business support areas, including Fire IT, Fleet and Equipment, Health and Safety, Wellbeing, Training Performance, Prevention and Protection. These roles are in line with SCC pay and grading arrangements.

SFRS operates a fleet of 158 vehicles, including 43 fire engines with four reserve appliances and two training appliances, together with a range of other vehicles and equipment to help ensure an efficient and effective response to incidents.

Service overview 2025/2026



35 Fire stations

43 Fire engines

13 Specialist vehicles

1 Fire Control Room



594 **Operational staff**

382 On-call firefighters

115 Wholetime firefighters

97 Officers



25 **Control staff**



101 **Support Staff**

4689

Home Fire Safety Visits



620

Fire Safety Audits



124

Animal rescues



143

Safeguarding referrals



406

Ambulance assist



4768 incidents attended in **2025-2026**

2502

False alarms



1391

Total fires



166

Road traffic collisions



709

Special service



Please note: Some data is unavailable due to the transition to new national reporting arrangements and associated system data extraction limitations.

6. How we serve our community

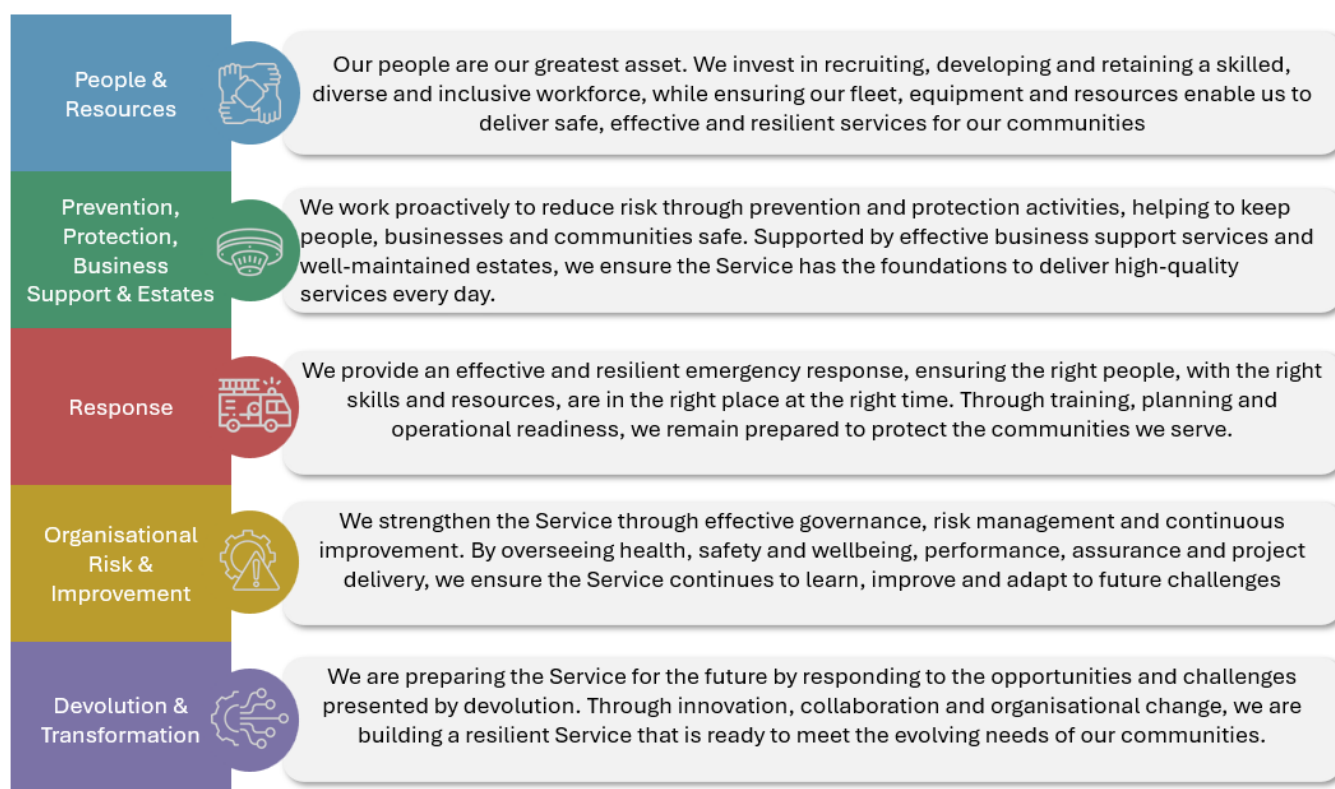
Everything we do is driven by our commitment to keeping the people of Suffolk safe.

Our Service Plan aligns with our CRMP, supports our improvement priorities and responds to HMICFRS findings, ensuring we remain transparent, accountable and focused on delivering the best possible outcomes for our communities.

Doing the basics brilliantly lies at the heart of our approach. Building on this strong foundation, we continue to strengthen our services through continuous improvement, transformation and collaboration to meet the changing needs of our communities.

Working closely with our communities, partners and staff, we focus our resources where they have the greatest impact.

Our work is centred around five key areas of focus:



Prevention

Our prevention activities help keep people safe at home, on the roads, and on waterways, protecting them from fire and other hazards. By collaborating with key partners, including local authorities, district councils, the police and other agencies, we:

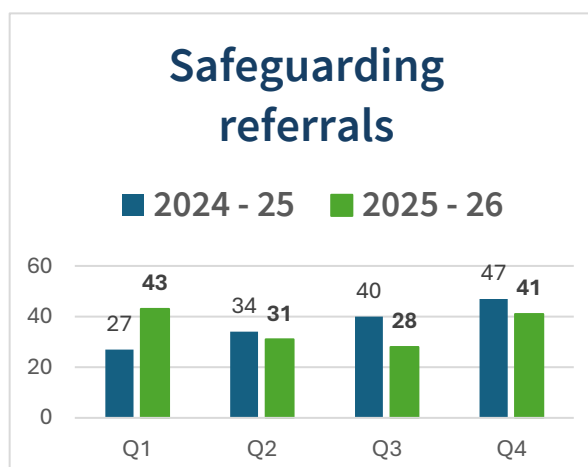
- Work in a proactive, targeted, and effective way
- Take an inclusive approach and tailor our services to meet the requirements of Suffolk's communities
- Work to understand the risks in and to our communities
- Focus on education, early intervention, and risk reduction strategies, with the aim of creating a safer environment for all residents and visitors

In 2025/26, we:

- Restructured the Prevention Department to strengthen leadership, accountability and oversight across our key priority areas
- Increased the number of Home Fire Safety Visits delivered to vulnerable households from 4,673 in 2024/25 to 4,689 in 2025/26 despite unprecedented staffing challenges within the Prevention Department, while operational crews improved both the quality and quantity of visits delivered
- Secured tens of thousands of pounds in partnership and government funding to support innovative and modern approaches to prevention activities and equipment provision, including specialist equipment for people with hearing impairments, an e-bike safety project and carbon monoxide detection equipment
- As part of our partnership approach, increased prevention activity within rural and seldom-heard communities, building positive relationships, improving equality of access and support, and increasing referrals through educational events, collaborative prevention awareness training and engagement with a wider and more diverse audience
- Entered a Community Safety Partnership with Sizewell C, securing funding for two full-time Specialist Prevention Officers to deliver a range of prevention education and targeted interventions in communities affected by the Sizewell C development
- Won a bid from the Serious Violence Duty Partnership to fund a targeted Early Intervention Project for vulnerable young people in collaboration with Youth Justice
- Refreshed and republished Home Fire Safety Visit and Safeguarding policies, guidance and training packages to strengthen service delivery and support consistent practice across the organisation
- Retrained all operational staff with a new prevention training package to ensure refreshed understanding and competence
- Established new priorities and resources for road and water safety workstreams, and played a leading role in multi-agency partnerships to strengthen road and water safety governance and oversight across Suffolk, including through an Older Drivers campaign

- Increased the number of children receiving SPARK sessions in schools, our in-house educational programme, from 5,654 in 2024/25 to 7,309 in 2025/26, with final academic year delivery projected to reach more than 7,500 children
- Developed new fire safety educational materials for people with additional needs and communication difficulties, improving accessibility and helping ensure key safety messages reach a wider audience
- Developed and implemented new quality assurance and evaluation processes to support continuous improvement and learning across key areas of prevention delivery
- Recruited four new prevention staff following a departmental restructure, staff retirements and the introduction of additional external funding
- Won several awards recognising excellence in the leadership, management and delivery of prevention services

The Prevention Team delivered all work outlined in last year's annual plan.



We have collaborated with our operational teams to develop a practical plan for increasing the number of Home Fire Safety Visits. These efforts have led to significant improvements in our ability to deliver this vital service. As the data above illustrates, our figures continue to grow year-on-year, reflecting the hard work and dedication of our Prevention and Response Teams.

Safeguarding referrals have steadily increased since the introduction of a new training package in 2024. This positive trend has been supported by improved staff confidence and additional guidance from the Safeguarding Manager. As illustrated in the data above, referral numbers have increased by 23% compared with the previous year.

In 2026/2027, we plan to:

- **Review our prevention department structure** to ensure appropriate responsibility and accountability for all key priorities, including the work of the Prevention Team
- **Review and update all prevention policies, guidance and training** to ensure maximum efficiency and shared understanding of national standards and best practice
- **Continue to effectively quality assure and evaluate our work**, identifying opportunities for continuous learning and implementing improvements to support our ambition for excellence in prevention
- **Continue to develop our Fire Safety Intervention Model** and establish targeted referral pathways to assist those identified at being most in need of our services
- **Continue to contribute to the Tri-Service Early Intervention pilot initiative** with a view to developing an effective and sustainable product and delivery model, with multi-agency commitment and funding
- **Review our IT support systems within our Service IT Roadmap** to maximise efficiency in prevention referral pathways, data and risk capture and communication, and evidence recording for audit and review
- **Remain active partners in national, regional, and local boards and networks** that champion and support improvements to safety on roads, waterways, and in homes and communities
- **Review our Fatal Fire and Serious Injury process** to ensure a compassionate and effective approach to identifying multi-agency learning and sharing key lessons



Protection

Our Protection Team continues to provide assurance that we deliver an effective, risk-based, and intelligence-led fire safety enforcement function. We work collaboratively with local businesses, partner agencies, responsible persons, and other stakeholders to promote compliance with fire safety legislation and help protect people from fire within their premises.

Commercial premises and many multi-occupied residential buildings are required to maintain appropriate fire safety measures to protect employees, residents, visitors, and other occupants. Through education, engagement, and, where necessary, enforcement activity, we support compliance with the Regulatory Reform (Fire Safety) Order 2005 and associated legislation, contributing to safer built environments across Suffolk.

In addition to our enforcement responsibilities, we fulfil our statutory duties by responding to building regulation consultations, licensing applications, and fire safety concerns raised by businesses, partner organisations, and members of the public.

This statement highlights our key achievements during 2025/26 and provides assurance regarding our performance, priorities, capability, and commitment to continuous improvement as we progress into 2026/27.

In 2025/2026, we:

Risk-based activity and enforcement

- Reviewed and updated our Risk-Based Intervention Programme (RBIP) for 2026/27 following publication of the National Fire Chiefs Council's *Guidance on Risk Across the Built Environment* (January 2025), ensuring resources remain focused on the highest-risk premises in Suffolk
- Completed 645 fire safety audits and, although this was lower than in previous years due to staff departures and retirements within the Protection Team, maintained a strong focus on risk-based and intelligence-led activity
- Found 26% of inspected premises to be unsatisfactory, demonstrating that our inspection activity continues to identify and address significant fire safety deficiencies
- Agreed two Action Plans, issued nine Enforcement Notices and served 14 Prohibition Notices, taking decisive action where serious fire safety risks were identified
- Completed 564 regulation consultations and 275 licensing consultations, ensuring fire safety considerations were embedded within development and licensing processes
- Continued to pursue Remediation Orders where responsible persons failed to engage in addressing fire safety building issues within residential blocks of flats under their control

Legal, regulatory and statutory action

- Successfully prosecuted four cases and issued one formal caution, with further investigations ongoing, ensuring building managers and owners were held accountable where legislation was breached
- Continued to apply a proportionate and robust enforcement approach to secure compliance and improve public safety
- Maintained effective governance and management oversight of enforcement and prosecution activities, supported by improvements to IT systems for recording and managing enforcement activity
- Continued to operate a prosecution scrutiny process, requiring sign-off at Directorate Head level
- Responded to more than 98% of building regulation consultations within the required timeframe and followed up on 93% of licensing consultations where further action was required

Partnership working and community engagement

- Delivered eight multi-agency Impact Days alongside the SFRS Prevention Team, police and local authority housing officers across Suffolk, providing education, advice and support to premises owners and managers
- Worked in partnership with the Modern Slavery and Human Trafficking Unit to deliver targeted initiatives throughout the year
- Increased the involvement of response staff in protection activities, including Impact Days, compliance checks and PIPA work
- Continued to integrate protection activities with SFRS Fire Control, ensuring critical risk information was shared with response crews to enhance firefighter safety
- Continued to support the Building Safety Regulator by providing a Fire Safety Engineer to the Eastern Region BSR Unit
- Played an active role at local, regional and national levels, helping to shape fire safety policy, share best practice and ensure the Service remained aligned with evolving legislation and guidance through participation in NFCC working groups, regional protection meetings, engagement with national regulators and the provision of technical advisory support
- Worked with developers, planners, water specialists and national partners to address fire safety considerations associated with Battery Energy Storage Systems, solar developments and other emerging alternative fuel risks
- Promoted key fire safety messages through SFRS media channels, supported by the Communications Team
- Maintained a dedicated fire protection webpage on the Suffolk County Council website, providing fire safety information and guidance to businesses and responsible persons
- Promoted the use of sprinklers through a dedicated sprinkler champion, highlighting successful sprinkler saves and incorporating sprinkler advocacy into routine correspondence



Unwanted fire signals

- Monitored the effectiveness of response crews' first-strike interventions in reducing unwanted fire signals and analysed Automatic False Alarm data to identify trends and inconsistencies, informing a targeted reduction strategy and a full review of the Unwanted Fire Signal process

Workforce competence and professional standards

- Welcomed three new Station Managers to the Protection Management Team following retirements during 2025/26, strengthening leadership capacity and supporting future succession planning
- Invested the Protection Uplift Grant received from government to improve the competence and consistency of the Protection Team through the appointment of a Training Manager
- Following a successful recruitment campaign, appointed six new Protection Inspecting Officers who commenced employment in January 2026 and enrolled on the SFRS Protection Development Pathway
- Aligned officer development with the NFCC Competency Framework for Fire Safety Regulators, supporting the delivery of a competent and professional workforce
- Supported officers working towards the NFCC Contextualised Auditors Register and identified the next cohort of officers to undertake the process
- Reviewed SFRS Protection activities to ensure compliance with the Protection Fire Standard, identifying the development of a robust out-of-hours enforcement process as a key priority for 2026/27 following the establishment of the management team

Quality assurance, learning and continuous improvement

- Strengthened quality assurance by fully embedding the Protection QA process, with improved monitoring, recording and guidance supporting consistent practice and officer competence
- Invested in workforce capability, including Level 6 Fire Engineering development, additional compliance check training for 23 operational staff and enhanced fire investigation capability
- Strengthened assurance and inclusion through inspection feedback and equality monitoring, closer working with EDI colleagues and completion of all actions arising from the Suffolk County Council Internal Audit
- Embedded national learning and continuous improvement by progressing relevant recommendations from the Grenfell Tower and Manchester Arena inquiries, reviewing policies and procedures, and contributing to NFCC consultations and national working groups
- Improved collaboration and organisational learning by monitoring product-related fire information and integrating the SFRS water function within the Protection Department to support emerging risks, including Battery Energy Storage Systems and solar installations

Statutory responsibilities

- Continued to meet our statutory responsibilities under:
- The Regulatory Reform (Fire Safety) Order 2005
- The Fire Safety Act 2021
- The Fire Safety (England) Regulations 2022
- The Building Safety Act 2022
- The Fire and Rescue Services Act 2004

In 2026/2027, we will focus on:

- **Strengthening risk-based regulation** – we will continue to focus inspection activity on the highest-risk premises, using intelligence, operational data, national learning and the outcomes of the NFCC Fire Safety Audit review to further develop our Risk Based Intervention Programme
- **Maintaining strong compliance and enforcement** – we will continue to take proportionate and robust enforcement action where required, progress remediation of high-risk residential buildings and maintain alignment with the Protection Fire Standard
- **Building protection capacity and capability** – we will continue to invest in recruitment, training, accreditation and professional development, including the Protection Development Pathway, while strengthening succession planning and future resilience
- **Reducing unwanted fire signals** – we will continue to review and implement improvements to our Unwanted Fire Signal strategy, strengthening the role of operational crews and ensuring learning informs future interventions
- **Strengthening business engagement** - by improving advice, guidance and communication with businesses and duty holders through dedicated resources, events, Impact Days and channels, while exploring opportunities for Primary Authority Partnerships
- **Responding to emerging and changing risks** – we will continue to work with partners, developers and local authorities to address risks arising from new developments and technologies, including Battery Energy Storage Systems, solar installations, high-bay storage and large-scale developments
- **Improving resilience, integration and technology** – we will continue to strengthen collaboration between Protection, Response and Fire Control, improve out-of-hours arrangements, implement new legislation and national learning, and use improved digital systems and mobile technology to support more efficient auditing and data sharing

Response

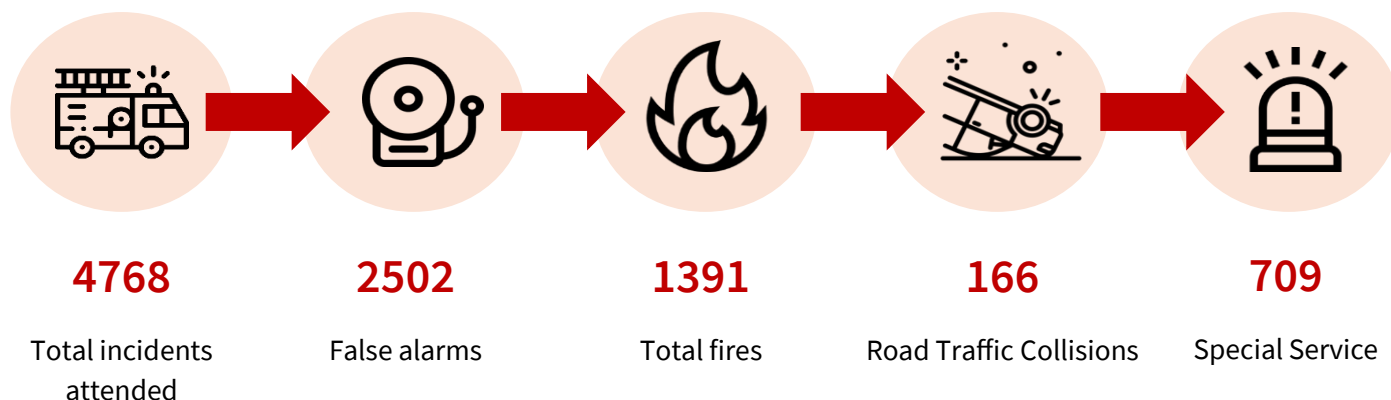
SFRS is committed to providing an effective, efficient and safe emergency response to the communities of Suffolk. Through our CRMP and Service Plan 2025/26, we aim to ensure that our resources, training, leadership and operational capabilities are aligned to the risks faced by the county.

Response teams attend a wide range of emergencies including fires, road traffic collisions, flooding, water rescue incidents, hazardous materials incidents and other specialist rescues. Alongside emergency response, our firefighters work proactively within local communities to reduce risk through prevention, protection and partnership activity.

Operational staff maintain their preparedness through continuous training, exercises and the provision of operational risk information. Dedicated operational risk inspectors assess premises across Suffolk and provide firefighters with accurate and up-to-date information about significant risks. This allows crews and incident commanders to make informed decisions, improving firefighter safety and supporting effective emergency response.

The work delivered during 2025/26 supports the commitments set out in the Service Plan and contributes directly to our vision of keeping Suffolk safe by understanding risk, protecting communities and responding effectively when emergencies occur.

In 2025-2026, we responded to:



Please note: Some data is unavailable due to the transition to new national reporting arrangements and associated system data extraction limitations

In 2025/2026, we:

- Improve emergency response performance across Suffolk
- Strengthen incident command capability and operational leadership
- Increase operational training and competence
- Improve availability and resilience within the on-call system
- Use data and technology to inform decision making and improve performance
- Strengthen partnership working and interoperability
- Enhance firefighter safety, wellbeing and operational assurance



What we delivered:

Emergency response performance

We have continued to maintain effective emergency response arrangements across Suffolk through a combination of wholetime and on-call resources.

During 2025/26, we:

- Monitored response performance to identify trends and areas for improvement
- Maintained fire engine availability across the county, with a particular focus on areas served by on-call stations
- Strengthened local performance monitoring through district and station management teams
- Continued to align resources with the risks identified in the Community Risk Management Plan

This work has improved our understanding of response performance and enabled more informed operational decision-making.

Incident command and leadership

Strong incident command is fundamental to safe and effective emergency response.

During 2025/26, we:

- Enhanced incident command refresher training and revalidation processes
- Increased command exercising and practical scenario-based assessments
- Improved the monitoring of command competence and professional development
- Continued to embed learning from operational incidents and debriefs

These improvements have strengthened assurance in the competence and confidence of our incident commanders, supporting the safe and effective management of operational incidents.

Operational risk and emerging threats

Understanding risk remains central to how we plan our service.

During 2025/26 we:

- Continued our programme of operational risk inspections across high-risk premises
- Improved the quality and accessibility of operational risk information available to crews through our Mobil Data Terminals and enhanced risk information
- Reviewed preparedness for emerging risks such as flooding, severe weather events and critical infrastructure developments through our business continuity arrangements and organisational learning
- Continued planning for risks associated with major developments including Sizewell C

By maintaining an accurate understanding of risk, we ensure firefighters are better prepared to respond safely and effectively

Data and digital improvement

We have continued to strengthen how operational data is collected and used.

During 2025/26 we:

- Expanded the use of digital systems to record training and competence.
- Improved management information available to operational leaders.
- Enhanced performance reporting to better identify areas for improvement.
- Used data to support resource deployment and operational planning.

These developments support evidence-based decision making and continuous improvement.

On-call availability

On-call firefighters remain critical to delivering emergency response across Suffolk, particularly within rural communities.

During 2025/26 we:

- Continued targeted recruitment activity across on-call stations
- Maintained station recruitment champions to support local recruitment campaigns
- Reviewed approaches to retention and workforce flexibility
- Focused management attention on stations where availability was below target. This has been done by the introduction of three Watch Managers in Operational Support Roles

This work has contributed to improved resilience within the on-call system and supports the long-term sustainability of emergency response arrangements.

Training and competence

Operational competence remains a key priority.

During 2025/26 we:

- Increased the volume of operational training delivered.
- Improved recording and oversight of competence using digital systems.
- Identified and addressed emerging training needs through improved performance reporting.
- Expanded exercising programmes with internal, regional and multi-agency partners.
- Continued to review specialist skills including water rescue, incident command and hazardous materials response.

This provides greater assurance that firefighters have the skills required to perform their role effectively and safely.

Partnership working

Effective emergency response depends on strong partnerships.

During 2025/26 we:

- Continued joint training and exercising with police, ambulance services and local resilience partners.
- Supported multi-agency responses during incidents and severe weather events.
- Strengthened interoperability arrangements through JESIP principles and use of Memorandum of Understandings with the voluntary sector organisations to support operations at large scale incidents
- Maintained cross-border collaboration with neighbouring fire and rescue services.

This work helps ensure a coordinated response to major and complex emergencies.

Firefighter safety and wellbeing

The safety of our personnel remains our highest priority.

During 2025/26 we:

- Reinforced safe systems of work and operational learning.
- Continued investment in firefighter welfare and wellbeing support through our wellbeing and support team.
- Embedded learning from operational incidents through structured debriefs processes.
- Maintained focus on physical fitness, resilience and health.

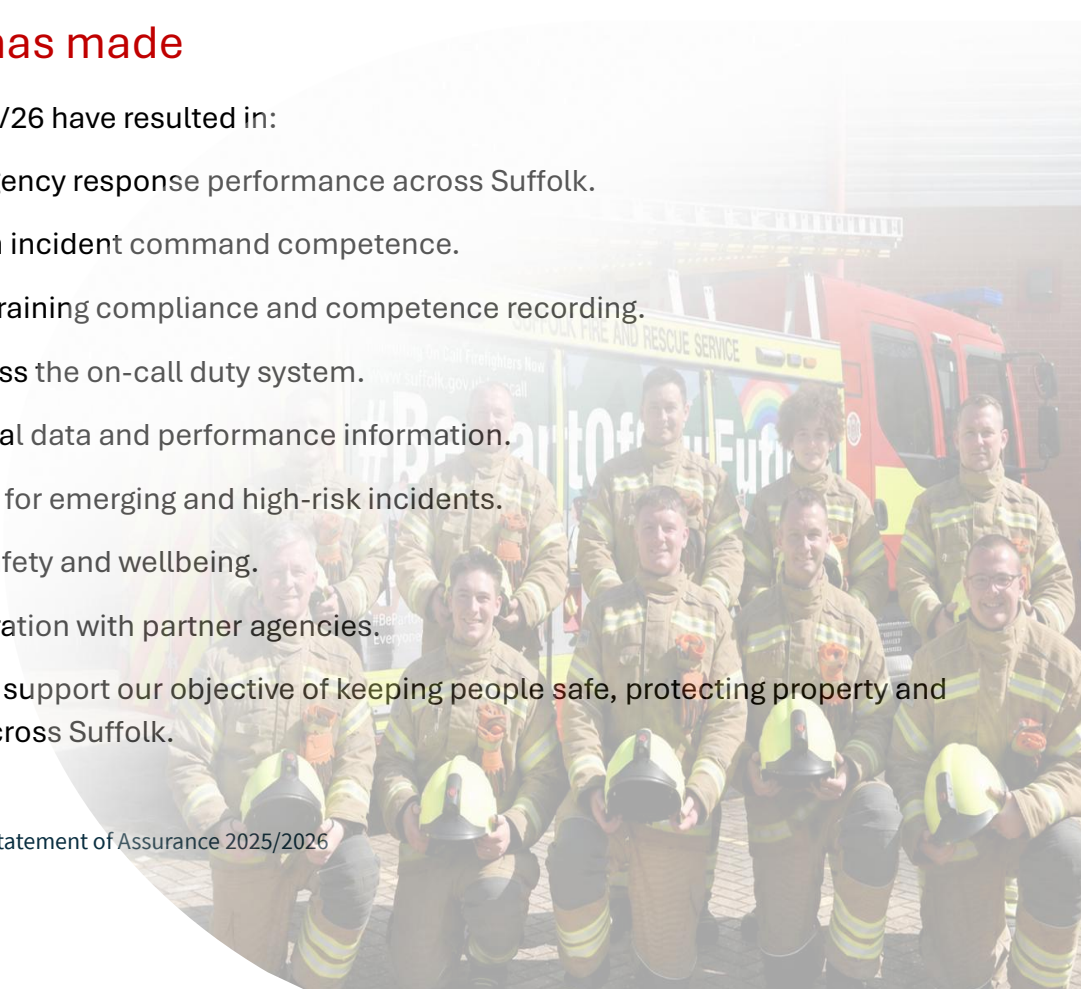
These measures contribute to a safer working environment and support operational effectiveness.

The difference this has made

The actions taken during 2025/26 have resulted in:

- More consistent emergency response performance across Suffolk.
- Increased assurance in incident command competence.
- Improved operational training compliance and competence recording.
- Greater resilience across the on-call duty system.
- Better use of operational data and performance information.
- Stronger preparedness for emerging and high-risk incidents.
- Enhanced firefighter safety and wellbeing.
- More effective collaboration with partner agencies.

Together these improvements support our objective of keeping people safe, protecting property and building safer communities across Suffolk.



Independent assurance

Our approach aligns with:

- National Operational Guidance (NOG).
- Fire Standards Board standards.
- Joint Emergency Services Interoperability Principles (JESIP).
- Community Risk Management Planning requirements.
- HMICFRS expectations relating to effectiveness, efficiency and people.

Through training, performance monitoring, operational assurance and organisational learning, we continue to strengthen our ability to respond effectively to emergencies while maintaining public confidence.

Priorities for 2026/27

Building on progress made during 2025/26, our focus for 2026/27 will be to:

Strengthen incident command

- Expand command assessment and monitoring
- Increase command exercising and validation
- Further embed operational learning

Improve training and competence

- Increase completion rates for operational training
- Improve assessment and competence assurance processes
- Address identified competence gaps

Enhance on-call availability

- Develop innovative recruitment approaches
- Improve retention and workforce resilience
- Support greater flexibility for on-call firefighters

Use data more effectively

- Strengthen performance analysis
- Provide clearer operational insights
- Link performance information more closely to risk

Increase operational assurance

- Strengthen audit and assurance activity with a new assurance structure for response
- Improve evidence of competence
- Enhance oversight of operational standards

Support our people

- Continue to prioritise firefighter safety
- Support health, wellbeing and resilience
- Ensure staff remain skilled, competent and confident in their roles

Suffolk Fire Control

Following the transition from our previous partnership control arrangements, Suffolk Fire and Rescue Service's new dedicated Fire Control officially opened on 24 June 2025. The opening followed significant investment by Suffolk County Council in a new, state-of-the-art control centre, bringing the control function back into Suffolk and strengthening local resilience and knowledge.

Fire Control provides a critical frontline service, receiving emergency calls and coordinating the mobilisation of our resources across Suffolk. The new technology supports faster and more effective mobilisation, enhanced resilience and remote working capabilities during significant incidents, such as wildfires and flooding

In our 2025/26 Service Plan, we committed to:

- Establish and embed SFRS's Fire Control function within Suffolk
- Ensure a resilient and effective emergency call handling and mobilising capability for our communities
- Improve collaboration with Norfolk and Hertfordshire Fire and Rescue Services through the Fire Control Collaboration
- Develop and integrate technology to enhance mobilising, command support and operational response
- Deliver a service that remains resilient during periods of high demand, major incidents and spate conditions

In 2025/26, we:

- Successfully established Suffolk's Fire Control function, ensuring emergency calls from our communities continue to be managed efficiently and effectively
- Implemented robust governance arrangements, including the creation of a Fire Control Governance Panel, providing oversight of performance, resilience, innovation and value for money
- Worked closely with colleagues in Norfolk and Hertfordshire Fire and Rescue Services through the combined control collaboration to strengthen operational resilience and support continuous improvement
- Successfully managed a number of significant and complex incidents through the control room, demonstrating the effectiveness of new arrangements and the professionalism of Fire Control staff
- Provided effective support during periods of increased demand, including severe weather events and wildfire activity, ensuring resources were mobilised quickly and appropriately across Suffolk
- Continued to develop mobilising procedures, operational guidance and staff competence to support emergency response across the county

The difference this has made

The introduction of Fire Control in Suffolk has delivered several benefits:

- Increased resilience through collaboration with Norfolk and Hertfordshire Fire and Rescue Services
- Greater ability to manage fluctuations in demand and spate conditions without impacting service delivery
- Improved oversight through dedicated governance arrangements
- Enhanced support for incident commanders and operational crews through effective mobilising and communication
- Reduced risk of service disruption during major incidents and periods of exceptional operational activity
- Increased assurance that emergency calls are managed effectively and resources are deployed to where they are needed most

The effectiveness of these arrangements has already been demonstrated during several large-scale operational incidents, including periods of sustained wildfire activity, where the collaborative control function helped ensure a coordinated and resilient response.

In 2026/2027, we will:

Continue to develop our Fire Control capability by:

- Further embedding Suffolk Fire Control within the service structure
- Expanding the use of technology to improve mobilising efficiency and decision making
- Exploring opportunities to integrate new digital systems that provide enhanced incident information to Fire Control staff, operational crews and incident commanders
- Developing greater interoperability between mobilising systems, operational risk information and command support tools
- Using data and performance information to continuously improve service delivery
- Working with Norfolk and Hertfordshire Fire and Rescue Services to maximise the benefits of the FCC and further strengthen resilience

By fully integrating emerging technologies and digital solutions, we aim to create a more connected, efficient and intelligent mobilising environment that enhances operational response, improves situational awareness and ensures Suffolk's communities continue to receive the best possible emergency service.

7. Our People

SFRS is committed to delivering the best possible service to our communities. Our people are central to achieving this, and our ambition is to be an employer of choice, attracting, developing and retaining a talented, diverse and inclusive workforce.

We continue to invest in our people and resources to support long-term organisational improvement and build a positive, values-driven culture based on trust, transparency, collaboration and respect.

During 2025/26, our workforce comprised 720 people: 594 operational firefighters, 25 Fire Control staff and 101 support staff, working together to keep Suffolk safe.

594 operational firefighters

Our operational workforce includes on-call, wholetime, non-station-based firefighters and officers.

On-call firefighters make up the majority of our firefighters, responding to emergencies within their local communities from home or their place of work.

Wholetime firefighters provide dedicated operational cover through a range of shift arrangements, while non-station-based firefighters undertake a variety of roles, including providing additional county-wide cover through the County Day Crew.

25 Fire Control staff

Our dedicated Fire Control staff provide a critical 24/7 service and are the first point of contact for fire and rescue 999 calls. They assess emergency information and coordinate the mobilisation of the right people and resources to incidents across Suffolk.

101 support staff

Our support staff provide the specialist and professional services that enable the Service to operate effectively. From maintaining our fleet, equipment and estates to supporting our people, technology, prevention, protection, performance, improvement, and internal and external communication, their contribution is integral to delivering services to our communities.

In 2025/2026, we:

- Ensured high levels of training attendance, supporting workforce development while maintaining operational readiness
- Created a stand-alone command support facility that will provide realistic training for incident commanders, and the designated command support stations
- Embedded a values and behaviours assessment across all external recruitment processes to ensure the attraction of candidates aligned to our core code of ethics
- Increased our establishment by 17 FTE, funded through Suffolk County Council's investment in our HMICFRS improvement programme, strengthening capacity, resilience and our ability to deliver sustainable improvement across the Service
- Created a Professional Standards function within Suffolk Fire and Rescue Service to oversee grievances, capability matters, and complaints, which was established through Suffolk County Council funding in response to HMICFRS inspection findings
- Delivered a successful wholetime recruitment campaign, attracting over 500 applicants and creating a pool of 60 high-quality appointable candidates
- Embedded NFCC leadership and management development programmes, ensuring all management level staff have equal access to consistent, high-quality development opportunities
- Evaluated our Grey Book leadership and management development approach, created a revised strategy to enhance leaders' capability to build a positive, psychologically safe culture and lead and develop their teams
- Evaluated our Grey Book employee development approach, ensuring it is fit for purpose and aligned with the NFCC



Training, learning and development

Our people are central to delivering a safe, effective and resilient fire and rescue service. Through continued investment in learning, development and operational competence, we support our staff to develop the skills, knowledge and confidence they need to perform their roles effectively and serve the communities of Suffolk.

We continue to invest in our Training Centre at Wattisham, including the development of two new compartment firefighting simulators and a bespoke command support facility. These facilities will provide realistic training environments that strengthen operational competence, safety and preparedness for a range of incidents.

Alongside this, we continue to develop partnerships with local industry, businesses and emergency response organisations, providing specialist training that strengthens interoperability and preparedness across Suffolk. Income generated through this activity is reinvested into training facilities and resources, supporting continued development and operational readiness.

In 2025/26, we:

- Ensured high levels of training attendance, supporting workforce development while maintaining operational readiness
- Created a stand-alone command support facility that will provide realistic training for incident commanders, and the designated command support stations
- Introduced a suite of leadership and management programmes, including embedding NFCC leadership programmes
- Delivered a Women in Leadership programme
- Partnered with an external provider to enhance our assessment process, ensuring values and behaviours are evident at every step

In 2026/27, we will:

- Install two new compartment fire behaviour training simulators to provide realistic, safe training environments that enhance firefighters' understanding of fire dynamics and operational tactics
- Work in partnership with Skills for Justice to achieve accreditation for Incident Command programmes, providing nationally recognised standards, independent quality assurance, and enhanced professional development opportunities for officers
- Develop the initial recruits' training programme into a modular format, providing increased opportunities to practise and demonstrate practical skills, and to improve flexibility, support effective competence assessment, and better prepare recruits for operational duties
- Introduce a learning management system to create, manage, deliver and track educational or training content
- Strengthen our focus on diversity through developing relationships with diverse community groups and local businesses with our recruitment team
- Enhance our focus on the progression for underrepresented groups through targeted development initiatives, including a Women in Leadership programme and a confidence-building wellbeing offer for male staff, supporting personal growth and resilience
- Design our programme content to align with and deliver, the strategic aims of the new leadership and management approach
- Evaluate our approach to assessment and quality assurance of learning, enhancing the consistency, quality and impact of learning outcomes

Equality, Diversity & Inclusion

During 2025/26, we continued to strengthen our approach to Equality, Diversity and Inclusion (EDI), with a focus on embedding inclusive practice across the Service. Our work has centred on ensuring equality is considered in decision-making, creating an environment where staff feel valued, respected and able to contribute, and improving how we attract, support and retain a workforce that better reflects the communities we serve.

In 2025/2026, we:

- **Established a robust Equality Impact Assessment (EIA) framework**, including revised processes, governance, training and the introduction of the Equality Impact Assessment Review Group, embedding equality into organisational decision-making
- **Strengthened an inclusive organisational culture** through Service-wide EDI learning, inclusive leadership, regular EDI conversations, allyship, mental health awareness and improved routes for staff to raise concerns safely
- **Enhanced workforce inclusion and recruitment**, with targeted positive action initiatives, improvements to recruitment and exit interview processes, and a greater focus on attracting and retaining colleagues from underrepresented groups
- **Embedded governance and staff engagement structures** by strengthening the role of the EDI Working Group, Staff Engagement Group and SWIFT, ensuring EDI became an integral part of workforce planning, policy development and organisational decision-making

In 2026/2027, we will:

- **Develop a culturally competent workforce** by introducing a Service-wide Cultural Competence Survey, establishing a Cultural Competency Hub and embedding cultural competence into recruitment, promotion, leadership and performance development
- **Improve equality data and evidence-led decision making** by strengthening protected characteristic data collection, analysing disproportionality across services and embedding equality insight into operational planning and service delivery
- **Strengthen co-production and community voice** by creating consistent approaches to engagement, sharing best practice across the Service and ensuring communities directly influence the design and delivery of services
- **Build stronger community partnerships** through improved community intelligence, enhanced engagement with underrepresented groups, greater accessibility to prevention and protection services and the development of culturally appropriate resources
- **Embed EDI into governance and leadership** by strengthening leadership accountability, aligning directorate action plans with corporate priorities, monitoring delivery through governance arrangements and ensuring EDI is integrated into everyday business decisions

Wellbeing

We continue to support the physical and mental wellbeing of our workforce through a range of services, including Mental Health First Aiders, Wellbeing Action Plans, Stress Risk Assessments, specialist support and The Fit Business fitness and wellbeing platform.

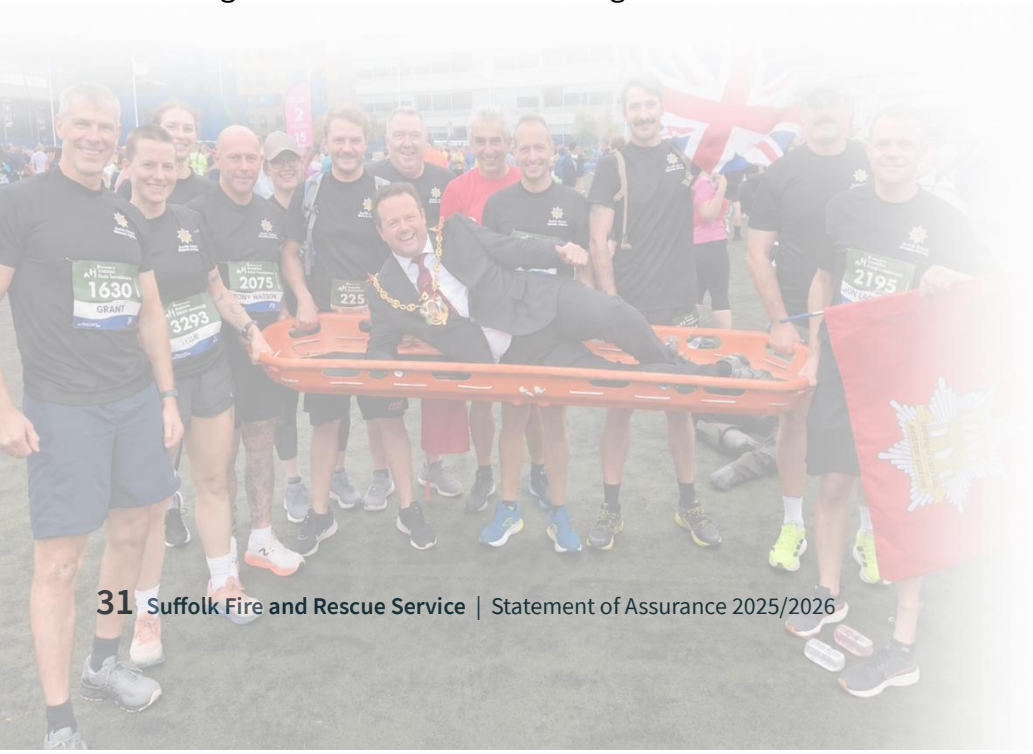
Our Critical Incident Stress Management (CISM) provision provides structured peer support to staff following traumatic or challenging incidents, while our dedicated Wellbeing Officer coordinates initiatives and support across the Service. We also work with partners, including The Fire Fighters Charity, to provide access to additional specialist support and wellbeing resources.

During 2025, we introduced a dedicated Fitness Advisor, strengthening our annual fitness testing arrangements and providing more timely and targeted support to staff in achieving and maintaining the fitness standards required for their roles.

Staff feedback and organisational data continue to inform our approach, helping us review and develop the support available to meet the changing needs of our workforce.

In 2026/2027, we will:

- Continue to promote a positive wellbeing culture through awareness campaigns, wellbeing events and targeted support initiatives
- Further embed the Critical Incident Stress Management (CISM) programme, providing trained peer support following traumatic or challenging incidents
- Expand access to fitness and wellbeing resources, encouraging staff to take proactive steps to maintain their physical and mental health
- Use staff feedback and workforce data to shape and improve our wellbeing strategy
- Use staff feedback, absence data and wellbeing indicators to identify emerging themes and inform future wellbeing initiatives
- Expand opportunities for staff engagement in wellbeing activities, campaigns and support networks
- Strengthen partnerships with external organisations, including The Fire Fighters Charity, to maximise the support available to our workforce
- Ensure wellbeing considerations remain embedded within leadership, workforce planning and organisational decision-making



Health and safety

Firefighting, responding to emergencies, training and community safety activities can expose staff to a wide range of risks. SFRS is committed to providing a safe and healthy working environment that not only meets legal and statutory requirements but strives to exceed them through effective leadership, prevention, education and continuous improvement.

Our Health, Safety & Wellbeing Team works in partnership with managers, representative bodies and employees to identify, assess and manage risks across all areas of the Service. We remain focused on creating a culture where health and safety is understood as a shared responsibility and where everyone plays an active role in protecting themselves and others.

The safety of our firefighters and staff is supported through investment in equipment, training, operational guidance and learning from operational incidents, exercises and near misses. We continually review our arrangements to ensure lessons identified are translated into meaningful improvements that reduce risk and enhance operational effectiveness.

Robust safe systems of work remain in place across operational and non-operational activities. These arrangements are aligned with national guidance and best practice and provide clear controls to support safe and effective delivery of our services.

We continue to assess and strengthen our organisational safety culture through staff engagement, audit activity and performance monitoring. This enables us to identify areas for improvement and support continuous development across the Service.

In 2025/2026, we:

- Continued to foster a positive health and safety culture where everyone understands and fulfils their responsibilities for keeping themselves and others safe
- Completed a programme of station and workplace health and safety audits, using findings to drive continuous improvement
- Reviewed and updated health, safety and wellbeing policies and procedures to ensure they remain aligned with legislation, national guidance and Suffolk County Council position/standards
- Continued to strengthen departmental support through proactive advice, monitoring and assurance activities provided by the Health and Safety Team
- Identified and shared learning from incidents, near misses, audits and investigations to improve organisational safety performance
- Further developed reporting and performance monitoring arrangements to provide greater insight into health and safety trends and risks
- Supported managers in promoting safe systems of work and embedding effective risk management practices
- Ensured health, safety considerations remain integral to training, operational planning and service delivery across SFRS

8. Our performance in 2025/26

Our commitment to delivering the most effective and efficient service to our community is underpinned by a robust performance assurance framework. We meticulously analyse a range of performance measures to identify areas of strength and opportunities for improvement. This data-driven approach, coupled with a consideration of external factors, enables us to allocate resources strategically and enhance our service delivery.

Response standards

There are no nationally specified standards for fire services to respond to emergencies, so services implement different measures, response times and targets. In Suffolk, we endeavour to meet our locally agreed standards 80% of the time.

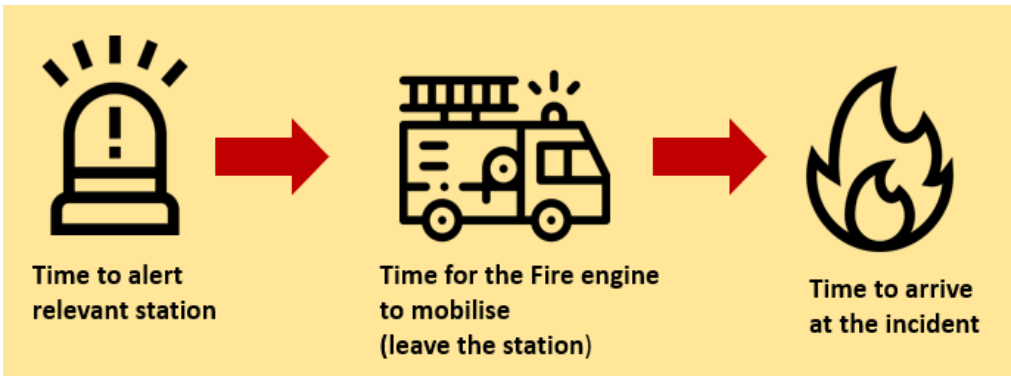
Changes to national incident reporting systems and supporting supplier platforms continue to impact the quality and consistency of detailed speed of response data. While this work is ongoing, we remain able to provide assured performance data against our 20-minute attendance standard for all incidents.

Current Response Standards					
RS	Description	Target	2023 -24	2024-25	2025-26
	First fire engine to all incidents within 20 mins	80%	95%	95%	95%

How do we measure speed of response?

The speed of response data is currently broken down into three steps, which are used in combination to give us the overall time.

We measure the time from receipt of the call to arrival at the incident, including the time taken to alert the relevant station and mobilise the fire engine.



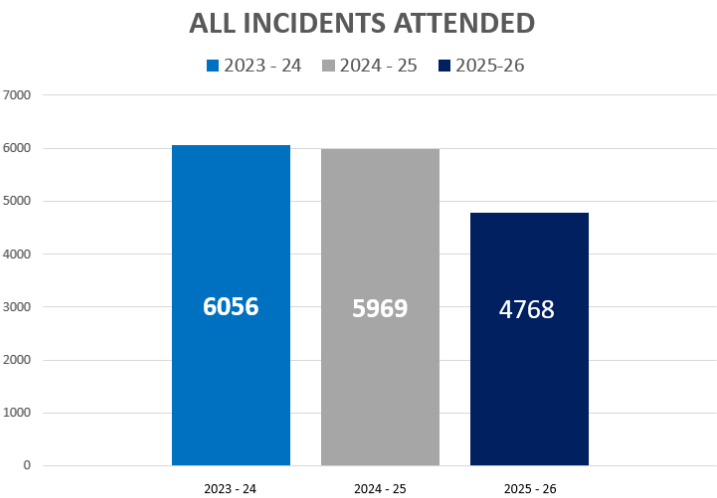
Performance measures 2025/2026

Data collection has continued to present challenges during 2025/26 as we transitioned to new systems.

In June 2025, the Service moved to its new Fire Control mobilising system, with data recording and reporting successfully established following the transition.

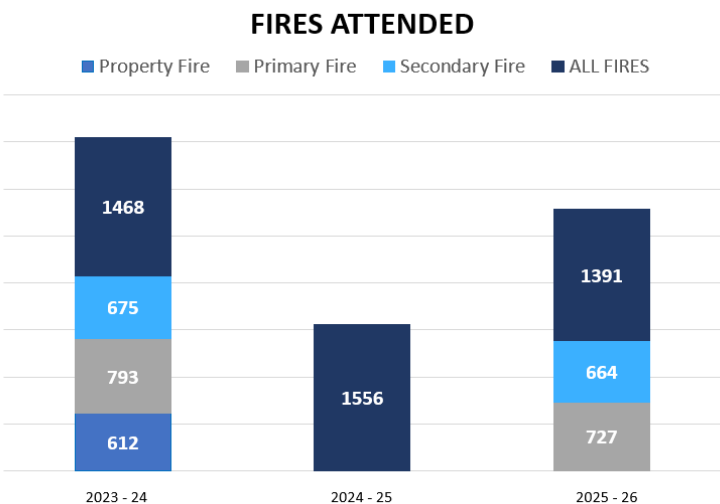
In Q3, national changes to incident reporting led by the Ministry of Housing, Communities and Local Government (MHCLG) saw the introduction of the new Fire and Rescue Data Platform (FaRDaP). This change affected the interface between our systems and our ability to extract some performance information.

Work has continued throughout the year to restore and strengthen these connections and improve the availability and quality of our data. While this work remains ongoing, some performance data within this Statement remains provisional and may be subject to change.



Recorded incidents are lower than the previous year; however, the 2025/26 figure is currently incomplete due to changes in national incident reporting and should not be interpreted as a reduction in demand.

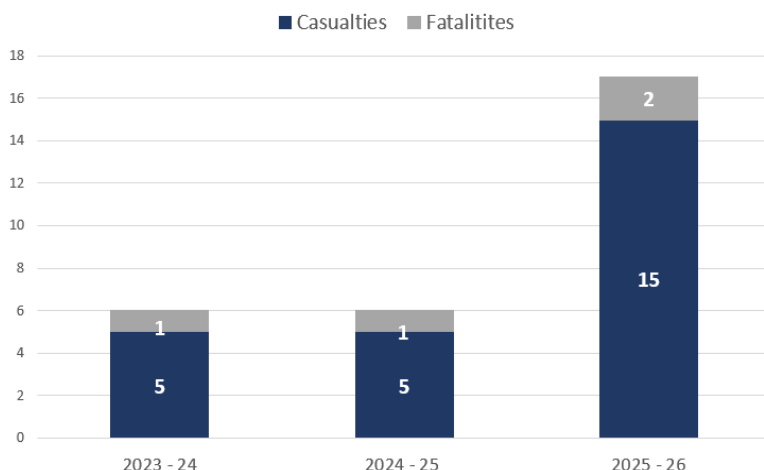
Work continues to reconcile the data. We continue to use performance and risk information to target our prevention, protection and response activity.



We attended 1,391 recorded fires* during 2025/26 and are now able to provide an improved breakdown of primary and secondary fires. While some data remains subject to reconciliation, the year included several large and complex incidents.

Our prevention activity continues to focus on identified risks, including wildfire and thatch fires within our rural communities.

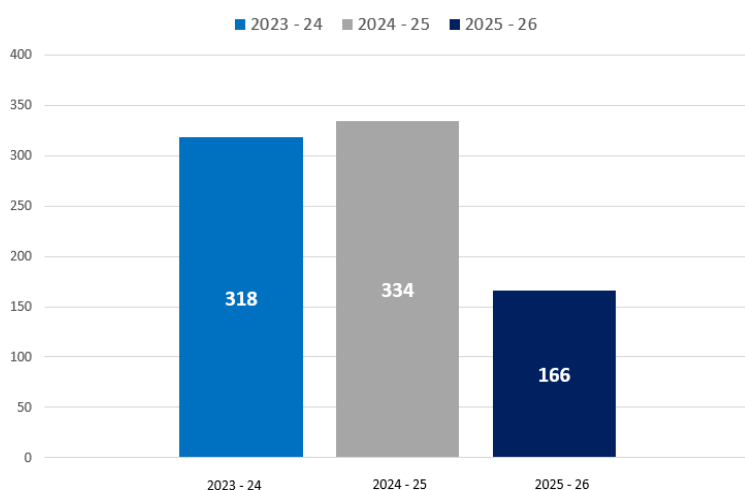
FIRE FATALITIES & SERIOUS INJURIES



Sadly, 2025/26 saw an increase in fire-related fatalities and serious injuries.

Every fire fatality is reviewed to identify learning and opportunities to reduce future risk. Recommendations and actions arising from these reviews are monitored through our Continuous Improvement Plan, ensuring learning is captured, progressed and embedded across the Service.

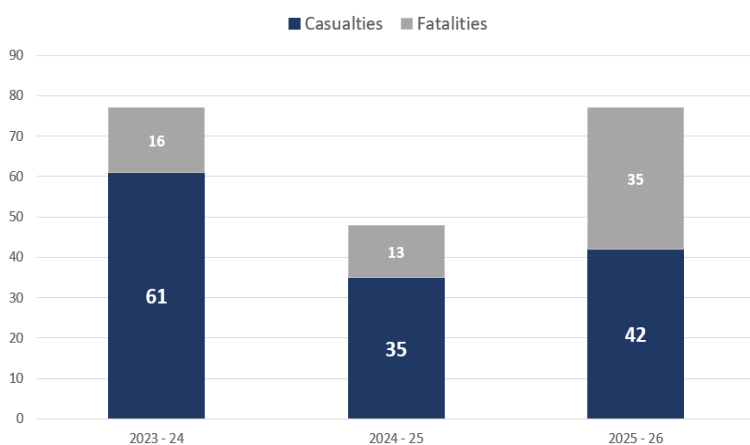
ROAD TRAFFIC COLLISIONS



The recorded number* of road traffic collisions (RTCs) attended is significantly lower; however, incomplete data means this does not represent an accurate reduction in demand and figures remain subject to reconciliation.

We continue to work with partners, including Highways, alongside initiatives such as Biker Down and targeted road safety education for young people.

ROAD TRAFFIC COLLISION FATALITIES & SERIOUS INJURIES

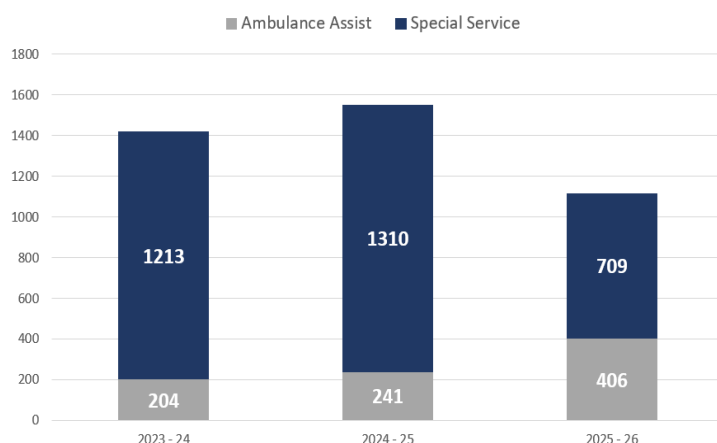


Recorded RTC fatalities and serious injuries have increased compared with last year's incomplete figures, and comparisons should therefore be treated with caution.

Road safety remains an important area of partnership working, with prevention activity focused on reducing risk and promoting safer behaviours across Suffolk's road network.

SPECIAL SERVICE ATTENDANCE

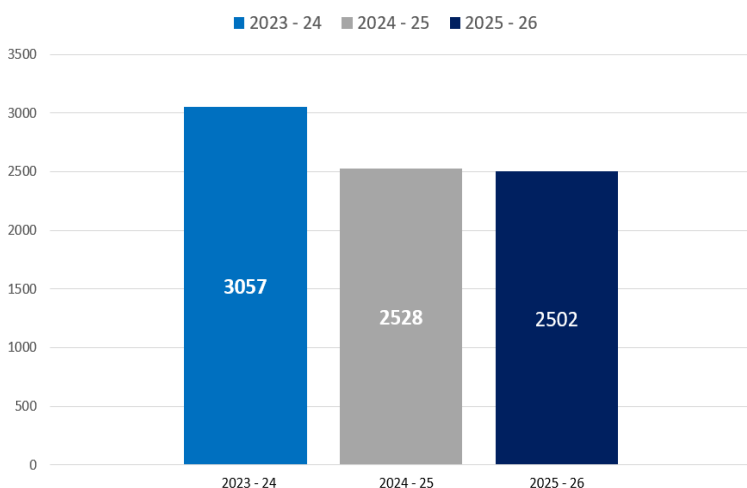
(NB Ambulance Assist is a subset of Special Service Attendance)



Our crews respond to a wide range of non-fire emergencies, including ambulance assists, water incidents and animal rescues. Although recorded special service attendances appear lower, the current dataset remains incomplete and is subject to reconciliation*.

During the year we experienced increased demand for ambulance assists and large animal rescues and continued to work closely with our blue-light partners.

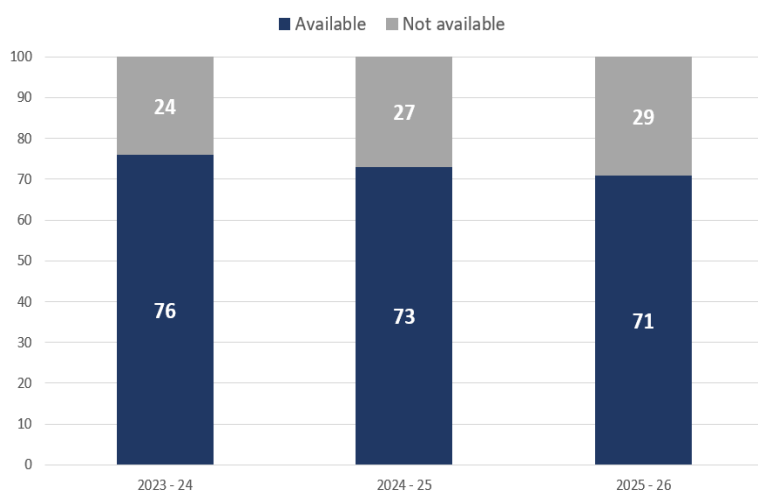
FALSE ALARMS



False alarms reduced slightly during 2025/26, continuing the reduction seen in the previous year.

Unwanted fire signals remain an area of focus within our performance assurance arrangements, with repeat call-outs receiving additional attention from Prevention and Protection teams, working with responsible persons to address recurring issues, particularly within residential and care settings.

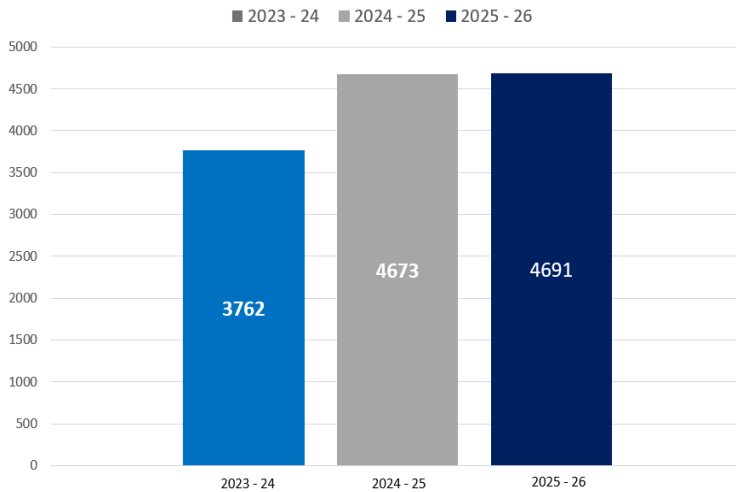
ON-CALL AVAILABILITY PERCENTAGES



Overall, on-call availability remained relatively stable at 71%, with strong availability continuing during evenings and weekends and performance remaining above the national average. Improving weekday availability remains a priority, supported by targeted recruitment, flexible contracts and changes to the County Day Crew to strengthen core daytime cover.

We remain grateful to employers who release staff to support their communities.

PREVENTION HOME FIRE SAFETY VISITS

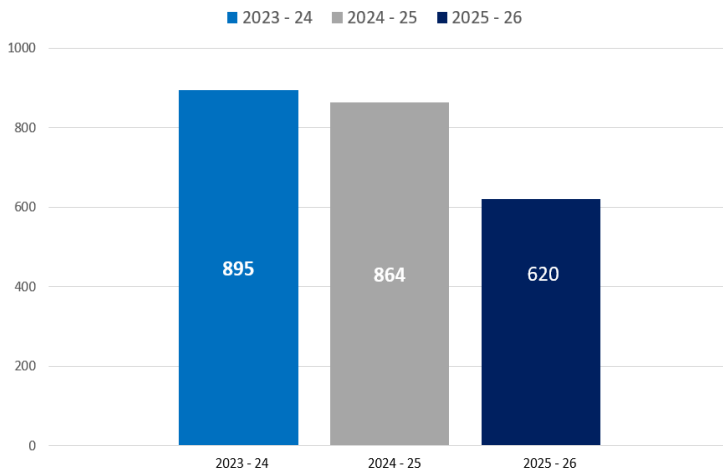


Home Fire Safety Visits remained high during 2025/26, with 4,691 visits completed, maintaining the significant increase achieved in the previous year.

Operational crews continue to increase their contribution, monitored jointly by Prevention and Response.

Additional prevention capacity, supported through Sizewell funding, will help us respond to increasing and changing community risk.

PROTECTION FIRE SAFETY AUDITS

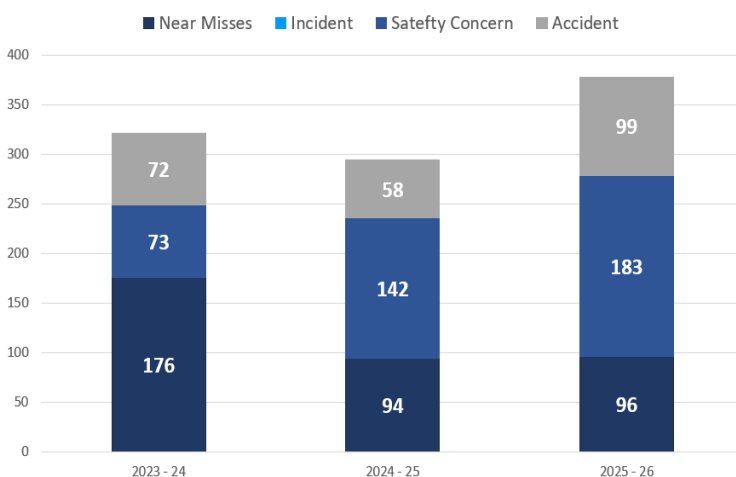


The reduction in fire safety audits was anticipated following retirements and the recruitment of new Protection Officers who are progressing through their development and training.

Capacity has also been affected by complex prosecutions and increased enforcement activity.

Recruitment is now complete, with the team forecast to return to full capability during 2027.

ACCIDENTS & NEAR MISSES



Overall reporting increased during 2025/26, reflecting both increased awareness of reporting processes and areas requiring further attention.

Positively, no incidents were recorded for the third consecutive year.

The increase in accidents, safety concerns and near misses will be reviewed through the Health and Safety Committee to understand emerging themes and identify appropriate actions.

* Some 2025/26 data is unavailable due to the transition to new national reporting arrangements and associated system data extraction limitations. Figures remain provisional and may be subject to change.

Our progress against commitments made in 2024/2025

Commitment	Progress made in 2025/26
Implement a Continuous Improvement Meeting to effectively track and monitor action deliverables.	The Continuous Improvement Meeting (CIM) has been established as a key part of the Service's governance framework, providing effective oversight of improvement activity, monitoring progress and ensuring actions are tracked through to completion.
Simplify and enhance performance dashboards using the "three-click principle".	The three-click principle has been adopted across the Performance & Improvement SharePoint site, including the Golden Thread page, making performance information more accessible and enabling staff to find key information quickly and easily.
Continue supporting delivery of the Community Risk Management Plan (CRMP).	The CRMP has been reviewed, and Performance & Improvement has continued to support its delivery by providing analysis and insight that enables departments to make evidence-based decisions aligned to community risk.
Ensure timely delivery of external information requests.	All statutory and external data returns, including requests from MHCLG, HMICFRS and other national partners, were completed within required timescales, maintaining confidence in the Service's performance reporting.
Implement the Fire and Rescue Data Platform (FaRDaP).	FaRDaP was successfully implemented during 2025, with ongoing quality assurance and data validation supporting continuous improvements in incident reporting and data quality.

Additional achievements during 2025/2026

- Performance Assurance Framework and Governance Guidance was introduced to strengthen performance management and organisational assurance across the Service
- A read-only Continuous Improvement Plan (CIP) was introduced, enabling all staff to monitor progress against improvement actions and organisational priorities
- The development of Local Risk Management Plans (LRMPs) was supported by providing station-level performance data to better target resources and activity
- Workforce dashboards were developed in partnership with the People Team, providing improved insight into workforce demographics, recruitment and succession planning
- Performance analysis was used to support the distribution of operational skills and resources across the county, helping to ensure the right people, with the right skills, were in the right place to serve our communities

In 2026/2027, we plan to:

- Prepare the Service for the next HMICFRS inspection, ensuring evidence is available to demonstrate sustained improvement
- Continue embedding the Fire Standards, with particular focus on governance, assurance and the Community Risk Management Planning Standard
- Deliver Phase 2 of the FaRDap implementation, further improving data quality, reporting capability and system integration
- Continue developing accessible performance dashboards through SharePoint, improving visual presentation and enabling more staff to access and use performance information to support decision-making

External and internal assurance

SFRS is subject to internal and external assurance in the form of performance assurance, audits, action plans and inspections. Such assurance helps us manage our delivery and ensures the processes we use are effective and efficient, providing us with the tools to support our Service ambitions and strategic priorities.

Internal assurance gives us a method to monitor how our processes work and ensures that we are implementing relevant recommendations from internal and external learning.

The Service is also subject to external scrutiny from the Ministry of Housing, Communities and Local Government (MHCLG), National Fire Chiefs Council (NFCC) and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), and others.



9. Our HMICFRS Inspection

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspected SFRS in 2024, with the report published in February 2025. The inspection identified areas of good practice, alongside one Cause of Concern relating to culture and values, recommendations and Areas for Improvement that have continued to shape the Service's improvement programme.

HMICFRS 2024 Inspection Graded judgements		11 Principles
Outstanding	0	
Good	2	Prevention
		Protection
Adequate	2	Major & Multi incident Response
		Performance & development
Requires Improvement	6	Understanding Risk
		Response
		Resources
		Financial Sustainability
		Right people, right skills
		Fairness & diversity
Inadequate	1	Culture & Values

Throughout 2025/2026, significant progress has been made in responding to the inspection findings. Improvement activity has been embedded into the Service's governance arrangements through the Continuous Improvement Plan (CIP), ensuring actions are monitored, reviewed and evidenced through the Service's Performance Assurance Framework.

Progress is scrutinised through dedicated HMICFRS governance meetings, with strategic oversight provided by the Senior Leadership Team, ensuring improvements remain on track and continue to be embedded across the organisation.

In October 2025, HMICFRS carried out a revisit to assess the Service's progress. The revisit recognised the positive work undertaken since the inspection and acknowledged that Suffolk Fire and Rescue Service had made steady progress in addressing the findings.

While the Cause of Concern remained open to allow further embedding and demonstration of sustained improvement, HMICFRS recognised the commitment shown by the Service and the positive direction of travel.

During the year, the Service has continued to strengthen governance and organisational assurance, embed the NFCC Code of Ethics, enhance leadership and staff engagement, improve performance management and develop robust arrangements for monitoring and evidencing improvement activity. These changes are helping to create a culture of continuous improvement, ensuring the Service is well prepared for future inspections while continuing to deliver better outcomes for the communities of Suffolk.

10. Financial performance

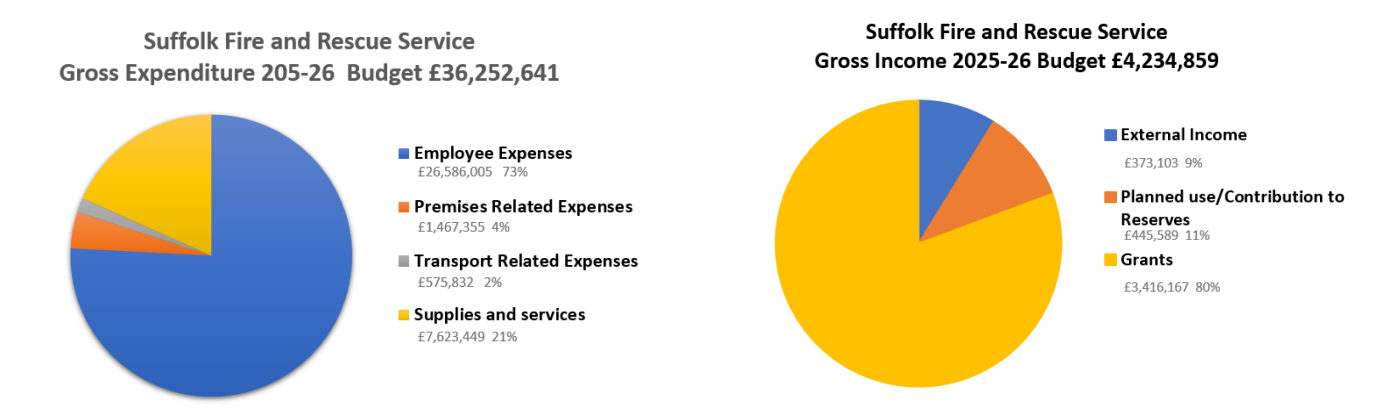
Suffolk Fire and Rescue Service is required under the Local Government Act 1999 to account for all public money and to ensure it is used efficiently and effectively. As part of Suffolk County Council, the Service follows the Council’s financial procedures for budget setting, monitoring and production of final accounts.

Suffolk County Council’s Annual Statement of Accounts is examined by external auditors. The auditors’ report also reviews arrangements to ensure the use of public resources is economical, efficient, and effective.

Ensuring we have an efficient service that offers value for money underpins everything we do.

The Statement of Accounts and External Auditors letter are both published on Suffolk County Council’s website:

<https://www.suffolk.gov.uk/council-and-democracy/budget-council-tax-and-finance/council-accounts/>



Revenue position for Fire and Public Safety 2025 - 2026

Service Area	2025-26 FY Budget (£m)	Outturn (£m)	Variance Over (+) Under (-) Budget (£m)
Joint Emergency Planning Unit	0.341	0.347	0.006
Suffolk Fire & Rescue Service	32.018	32.827	0.809
Trading Standards	1.903	1.883	-0.019
Grand Total	34.262	35.08	0.796

For 2025-2026, Suffolk Fire and Rescue Service had a net budget of £36,252,641. We receive £4,234,859 of income, making the gross spending power £40,487,500. The outturn position was an overspend of £0.796 million.

Suffolk Fire and Rescue Service

At Quarter 4, the Fire and Public Safety Directorate reported an overspend of £0.796 million. This is largely attributable to SFRS and has arisen through a combination of overspends on premises' utilities (£0.1 million), staffing (£0.9 million), supplies and support costs (£0.1 million) and fleet maintenance (£0.1 million). This overspend has been offset by a one-off underspend on Fire Control (£0.5 million).

Spending on premises' utilities exceeded budget by £0.1 million in 2025/26, as also reported in 2024/25, indicating ongoing pressure. This pressure has been acknowledged in 2026/27 budgets. This reflects higher energy costs, alongside increases in business rates and contract cleaning costs.

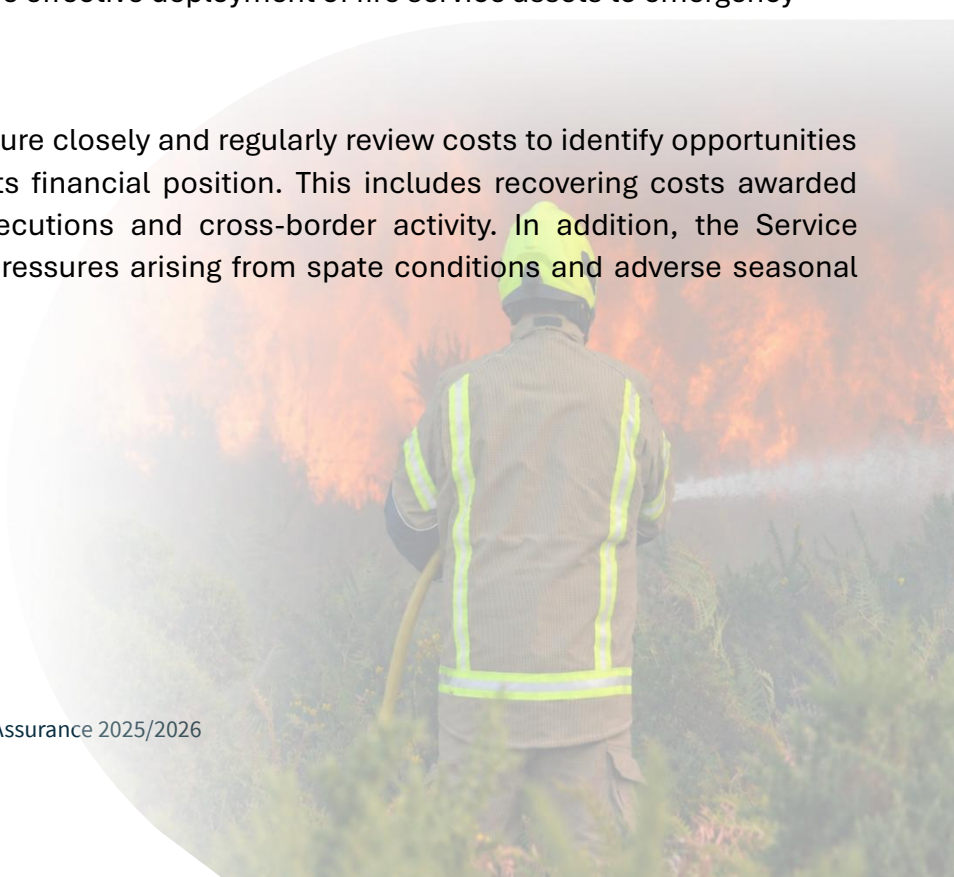
During the first half of the year, Suffolk experienced the driest spring on record, leading to increased emergency incidents and associated additional staffing costs. In addition, the introduction of an enhanced resource-to-risk model within the new control room, aligned to national call handling standards, increased operational deployment costs. Combined with the need to maintain operational cover during a period of long-term staff absence, this resulted in a staffing overspend of £0.9 million.

Supplies and support costs overspent by £0.1 million, driven by increased emergency response activity and inflationary pressures on equipment and maintenance costs not reflected in the budget.

Fleet maintenance overspent by £0.1 million, primarily because of increased fleet repair and maintenance costs, together with the cost of legally required biannual servicing. This pressure has also been recognised in 2026-27 budgets.

The overspends reported above were part-mitigated by a one-off underspend on Fire Control of £0.5 million, which is due to the phased implementation of the new ICCS System in 2025/26. The fire control system employs Motorola Solutions' Integrated Command and Control System (ICCS) linked to a Computer Aided Dispatch (CAD) capability to provide a resilient, end-to-end platform for call handling, incident management, and the effective deployment of fire service assets to emergency incidents.

SFRS continues to monitor its expenditure closely and regularly review costs to identify opportunities to mitigate overspends and improve its financial position. This includes recovering costs awarded through regulatory enforcement prosecutions and cross-border activity. In addition, the Service remains exposed to in-year financial pressures arising from spate conditions and adverse seasonal weather events.



Fire and Public Safety (FPS) Capital Programme Schemes

FPS 2025-2029 Capital Programme Schemes

Capital Scheme	Description and how the scheme helps deliver against Directorate objectives
Incident Command and Mobilising	The existing Incident Command and Mobilising System in the Combined Fire Control Centre was upgraded. This was led by Cambridge Fire and Rescue Service and is expected to be complete during 2024/25 financial year.
Mobile Data Terminals (MDTs)	An established ten-year capital replacement programme ensures the Council replaces existing equipment that is at its end-of-life. MDTs are a computer placed on all fire engines and specialist vehicles and provide an electronic communication system with the emergency control room and a wealth of operational information including high risk, operational procedures, hydrant locations and mapping.
Electric Vehicle Charging Infrastructure	Work to establish electric vehicle charging points across properties for use by the Suffolk Fire and Rescue Service and the Council to support the change to an electrified fleet which complement other similar projects across the Council. The work is expected to be completed in full during 2026/27.
Fire Control Centre	To create a Fire Control Centre in Suffolk. To enable Suffolk fire service to answer 999 calls from a Suffolk base, the centre will also facilitate the co-ordination of the Suffolk fire crews to maximise fire appliance availability and therefore improve attendance times.
Operational Equipment (Rolling Programme)	An established ten-year capital replacement programme ensures the Council replaces existing equipment that is at its end-of-life. The equipment ensures firefighters can respond safely and effectively to the wide range of incidents identified in the Suffolk Fire and Rescue Service Community Risk Management Plan (CRMP).
Vehicle Renewals (Rolling Programme)	A fifteen-year fleet renewal programme which ensures that vehicles reaching their end-of-life are replaced in line with the fleet strategy. During 2025-29, this investment will replace appliances, operational officer response support vehicles, and vehicles for on-call firefighter support and specialist functions.
IT Equipment (Rolling Programme)	An established ten-year capital replacement programme ensures the Council replaces and updates fire service-specific ICT equipment. This includes alerters, availability systems and mobilising equipment, all of which are integral to how the services are provided.
Property Improvement (Rolling Programme)	A ten-year capital renewals programme is in place to ensure the Council maintains a fit-for-purpose property portfolio. As well as fire stations, the portfolio includes the training centre at Wattisham airfield and training towers at fire stations and work otherwise out of scope of corporate property maintenance, PFI contract and blue-light collaboration property development.

10. National Resilience

National Resilience provides specialist capabilities, personnel and resources that enhance the ability of fire and rescue services to respond effectively to large-scale, complex or critical incidents. These incidents may include natural disasters, industrial accidents, severe weather events and acts of terrorism.

SFRS continues to provide specialist mass decontamination capabilities, including trained personnel, dedicated equipment and appliances that enable the Service to contribute to the national response arrangements for incidents involving hazardous substances and the decontamination of large numbers of people.

SFRS also maintains specialist Water Rescue Boat Team/s, providing trained personnel, rescue craft and equipment capable of responding to complex water rescue and flood-related incidents across Suffolk and in support of regional resilience arrangements. In addition, our Tactical Advisors (Tac Ads) provide specialist operational advice to Incident Commanders during complex or high-risk incidents, supporting effective decision-making, firefighter safety and interoperability with partner agencies.

SFRS remains committed to maintaining the standards required under the National Resilience Assurance Framework and continues to participate in national assurance, training and exercising programmes to ensure operational readiness and interoperability with partner services across the UK.

Local resilience

Our ability to work with partner agencies and deliver an effective response to major emergencies is supported through close collaboration with the Suffolk Resilience Forum (SRF), formerly known as the Local Resilience Forum (LRF), and Suffolk County Council's Joint Emergency Planning Unit. SFRS is an active member of the Suffolk Resilience Forum, helping the Service meet its statutory duties under the Civil Contingencies Act 2004.

The Service continues to fulfil key leadership and planning roles within the partnership. Our Risk and Resilience team works within a multi-agency environment to ensure that emergency plans for high-risk sites, critical infrastructure, major events and emerging risks remain current, effective and supported by coordinated response arrangements.

SFRS undertakes regular training and exercising with regional and national partners, including neighbouring fire and rescue services, blue-light organisations and Category 1 and 2 responders. These activities support interoperability, reinforce the Joint Emergency Services Interoperability Principles (JESIP) and ensure operational preparedness for major and multi-agency incidents.

In 2025, we strengthened our Risk and Resilience team by the introduction of a dedicated Resilience Officer.

In 2026/2027, we will:

- Continue to embed the Provision of Risk Information System (PORIS), further improving the consistency, accessibility and quality of operational risk information available to crews and commanders
- Maintain and review operational risk information across Suffolk, ensuring that high-risk premises and infrastructure sites are regularly inspected and that risk information remains accurate, current and available to support firefighter safety and operational decision-making
- Work collaboratively with partner agencies, including The Environment Agency and local authority departments, to assess and review risks associated with waste management facilities, industrial premises and environmentally sensitive locations, ensuring appropriate Site-Specific Risk Information (SSRI) and response plans were in place
- Continue inspections and risk assessments of Suffolk's significant heritage, cultural and historic properties, helping to protect sites of local and national importance while ensuring firefighters have appropriate information to support operational response
- Maintain close engagement with stakeholders at Sizewell B and the developing Sizewell C site, supporting effective planning arrangements and contributing to multi-agency preparedness activities associated with nuclear and major infrastructure risks
- Continue to identify and evaluate emerging risks associated with renewable energy technologies, including Battery Energy Storage Systems (BESS), ensuring operational learning, risk information and response plans kept pace with developments across the county
- Enhance and expand our use of Geographical Site Risk Information (GSRI), providing crews and incident commanders with improved information relating to environmental risks, remote locations, wildfires, waterways and other non-addressable sites, in line with National Operational Guidance
- Participate in multi-agency exercises and resilience planning activities across Suffolk, testing emergency response arrangements, strengthening interoperability and identifying opportunities for continuous improvement
- Maintain assurance arrangements for both local and national resilience capabilities, ensuring specialist equipment, personnel competence and operational procedures remained effective and aligned to national standards

The logo for 'Suffolk Prepared' is centered within a large, light-colored circular graphic. It features the word 'Suffolk' in a grey sans-serif font, followed by a stylized orange and blue sun icon, and the word 'Prepared' in a larger, bold grey sans-serif font below it.

Suffolk
Prepared

12. Community Risk Management Plan

Our Community Risk Management Plan (CRMP) identifies current, foreseeable and emerging risks at local, regional and national level that could impact Suffolk. It provides the evidence base for how we plan our services and helps ensure we remain agile and flexible in responding to changing risks and the needs of our communities.

During 2025, we undertook a full review of our CRMP, considering the evidence, data and intelligence available to us. The review confirmed that the risks identified and our existing priorities remained appropriate, and therefore no changes were required.

Our four-year plan sets out how we deliver these priorities, supported by ongoing engagement with our staff, partners and communities. Our focus remains on preventing fires and other emergencies, protecting people and property, and providing an effective response when incidents occur.

The CRMP remains central to how we plan for the future. During 2026/27, we will continue to review our understanding of risk and begin developing our next CRMP, using data, intelligence, consultation, operational learning and community insight to inform our future priorities.

This will ensure our prevention, protection and response activity continues to reflect Suffolk's changing risk profile and provides a clear evidence base for decisions about our people, resources and services.

Through our five key areas of focus, we will continue to respond to current and future challenges while working towards our ambition of making Suffolk a place where people can lead safe and healthy lives.



Our CRMP is available on the Suffolk County Council website: [Community Risk Management Plan 2023 - 2027](#)

13. Future planning

SFRS operates in a changing environment, and our future planning must ensure we remain ready to respond to new demands, opportunities and challenges. We will continue to use our understanding of community risk, performance, operational learning and the needs of our communities to inform our priorities and ensure our people and resources are focused where they are needed most.

Over the coming years, significant changes across Suffolk and within local government will influence how we plan and deliver our services. Our focus will remain on maintaining a safe, effective and resilient fire and rescue service, while ensuring we are prepared to adapt as the future becomes clearer.

Devolution and Transformation

Devolution, Local Government Reorganisation and wider transformation will be a significant feature of our future planning. As future arrangements develop, we will continue to consider what change could mean for our Service, our people, our partnerships and the communities we serve.

We will work closely with Suffolk County Council, our staff and partners to prepare for change, ensuring community safety, operational resilience and effective service delivery remain central to future arrangements.

We will also consider opportunities to improve how we work, collaborate and deliver our services through wider transformation.



A Growing and Changing Suffolk

Suffolk continues to grow and change. New housing and business development, population growth and changing demographics will influence community risk and demand for our services.

We will continue to use data and local intelligence to understand these changes, including the needs of an ageing population and our rural communities, ensuring our resources and services continue to respond effectively to the needs of Suffolk.

Sizewell C and Major Developments

Sizewell C represents one of the most significant developments in Suffolk for many years. Alongside other major infrastructure, energy, housing and commercial developments, it will bring change to local communities, infrastructure and demand on public services.

We will continue to work with partners and developers to understand these impacts and ensure future requirements for prevention, protection, operational response, training and resources are identified and planned for at an early stage.

Preparing our Service for the future

Preparing for the future also means continuing to strengthen the organisation itself. We will invest in our people, make better use of data and technology, strengthen our governance and performance arrangements and continue to learn from HMICFRS, Fire Standards, operational activity, our staff and our communities.

Through continuous improvement, collaboration and transformation, we aim to ensure Suffolk Fire and Rescue Service remains adaptable, sustainable and resilient, while maintaining our focus on keeping Suffolk's communities safe.



14. Partnerships and collaborations

Our partnerships

We collaborate closely with key partners in community safety and wellbeing. This includes our role within Suffolk County Council's Fire and Public Safety Directorate.

We forge strong partnerships to improve community safety and wellbeing. By working with Suffolk County Council, other emergency services, and safeguarding boards, we delivered vital prevention education, supported vulnerable residents, and reduced crime and anti-social behaviour.

We actively contribute to safeguarding adults and children, working closely with the Multi-Agency Safeguarding Hub (MASH) and participating in key safeguarding networks, including the Multi-Agency Modern Day Slavery Network.

Our collaborations

SFRS is committed to forging and maintaining strong partnerships that enhance community safety. We collaborate closely with blue light services, Suffolk County Council, and other key agencies to deliver effective and efficient services. By sharing expertise and resources, we improve our ability to protect the public and enhance the quality of life for our communities.

Shared estates programme

Since 2014, SFRS has developed an emergency service shared estates programme, establishing several fire stations in collaboration with police and ambulance colleagues. We now share 17 stations with our blue light partners.

Cross-border collaboration

We collaborate closely with neighbouring fire and rescue services in Cambridgeshire, Essex, and Norfolk. Through regular joint exercises, we enhance our ability to respond effectively to incidents across county borders. This collaborative approach ensures that our firefighters are equipped with the latest skills and knowledge to safeguard our communities.

Suffolk partnerships

We collaborate closely with key internal partners, including Felixstowe Docks, Adastral Park, United States Air Forces Europe (Lakenheath), and Suffolk Lowland Search and Rescue. Regular joint exercises ensure our ability to respond effectively to incidents within these complex environments.

15. Legislation

Our legal responsibilities

Our responsibilities as an emergency service are set out in the Fire and Rescue Service Act 2004, the Civil Contingencies Act 2004 and various other pieces of legislation as listed below (links to all relevant documents are available on page 47).

The Fire Safety Act 2021

The Fire safety Act amends the Regulatory Reform (Fire Safety) Order 2005 (The Fire Safety Order)

The Fire Safety Act clarifies the scope of the Fire Safety Order to make clear it applies to the structure, external walls (including cladding and balconies) and individual flat entrance doors between domestic premises and common parts of multi-occupied residential buildings.

Fire Services Act 2004

This replaced the Fire Services Act 1948 with a new framework to ensure fire and rescue services were better able to meet the challenges of the 21st century.

The Act clarifies the duties and powers of fire authorities to:

- Promote fire safety
- Fight fires
- Protect people and property from fires
- Rescue people from road traffic incidents
- Deal with other specific emergencies, such as flooding or terrorist attacks
- Carry out other duties to address community needs and the risks they face

Civil Contingencies Act 2004

This Act imposes a clear set of roles and responsibilities for organisations with a role in preparing for and responding to emergencies.

Under part one of the Act, emergency services and local authorities (defined as category one responders) have a legal obligation to assess risk, plan and exercise for emergencies and undertake business continuity management.

We are engaged in ongoing partnerships to plan multi-agency responses to major incidents. This work includes conducting risk assessments and developing emergency plans, which are regularly tested and updated.



Fire Safety (England) Regulations 2022

The Fire Safety (England) Regulations 2022 implemented the majority of the recommendations made by the Grenfell Tower Inquiry in its Phase 1 report, which required a change in the law. The regulations, which came into force on 23 January 2023, seek to improve the fire safety of blocks of flats in ways which are practical, cost effective for individual leaseholders and proportionate to the risk of fire.

Building Safety Act 2022

This Act made ground-breaking reforms to give residents and homeowners more rights, powers, and protections – so homes across the country are safer. It delivers far-reaching protections for qualifying leaseholders from the costs associated with remediating historical building safety defects, and an ambitious toolkit of measures that will allow those responsible for building safety defects to be held to account.

The Act creates three new bodies to provide effective oversight of the new regime: the Building Safety Regulator, the National Regulator of Construction Products and the New Homes Ombudsman. Together these changes mean owners will manage their buildings better, and the home-building industry has the clear, proportionate framework it needs to deliver more, and better, high-quality homes.

Fire and Rescue Services Emergencies (England) Order 2007

The Emergencies (England) Order 2007 outlines the additional statutory duties of the Fire and Rescue Service Act 2004 for fire authorities. The duty requires fire authorities where provision of resources has been made by central Government to respond to incidents both within and outside the authority area involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR).

Fire and Rescue National Framework for England

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

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

The Equality Act 2010 and 2020

The Public Sector Equality Duty requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different groups when carrying out their functions.

The Equality Act 2020 replaced previous legislation and created a legal framework providing clearer, streamlined law that is more effective at tackling disadvantages and discrimination. The Act protects individuals from unfair treatment and promotes a fair and more equal society.

Links to other legislation:

- [Fire and Rescue National Framework for England](#)
- [The Fire and Rescue Services Act 2004](#)
- [Section 3 of the Local Government Act 1999](#)
- [Audit Commission Act 1998](#)
- [Regulation 11 of the Accounts and Audit \(England\) Regulations 2011](#)
- [The Civil Contingencies Act 2004](#)
- [The Fire and Rescue Services \(Emergencies\) \(England\) Order 2007](#)
- [The Localism Act 2011](#)
- [The Health and Safety Act at Work, etc. Act 1974](#)
- [Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Suffolk Report](#)
- [Suffolk Fire and Rescue Service Strategic Assessment of Risk 2018-2021](#)
- [Home Office National Statistics](#)
- [Police and Crime Act 2017](#)

16. Service compliments

Throughout the year, we receive messages from members of the public thanking our staff for the support, professionalism and care they provide. From emergency response and prevention activity to community safety initiatives, this feedback reflects the difference our people make every day.



Home Fire Safety

“ My smoke and CO2 alarms were Upgraded for my hearing impairment And a bed shaker alarm was fitted. Thank you very much. ”

Feedback following a Home Fire Safety Visit



Emergency Response

“ Thank you is completely inadequate for the gratitude I feel for that crew. If it wasn't for them – I'm convinced I would not be here. ”

Member of the public following assistance during a medical emergency



Responding to our communities

“ We are so grateful for your prompt response ... Thank you once again to all the crews at Suffolk Fire and Rescue ”

Residents following a garage fire in Sudbury



Road Safety & Prevention

“ It's a great initiative and I recommend it to anyone who drives and has reached or is approaching retirement. ”

Feedback following one of road safety workshops

Every compliment received is shared with the teams involved, recognising the professionalism, compassion and commitment our staff demonstrate in serving Suffolk's communities.

17. We are listening

We actively promote opportunities for the public to share their views and feedback about SFRS.



Those wanting to provide feedback can use our online contact form:

<https://www.suffolk.gov.uk/suffolk-fire-and-rescue-service/about-suffolk-fire-and-rescue-service/contact-fire-and-rescue-with-non-emergency-queries/>

or can call **01473 260588** (phones are manned Monday to Thursday from 9am to 5pm and Fridays from 9am to 4pm).

Alternatively, they can write to us at:

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

We also provide information about our Service on our website:

<https://www.suffolk.gov.uk/suffolk-fire-and-rescue-service/>