

## Detailed Report

DATE: 24/02/2010

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<p><b>PPFR0046 - Threat</b></p> <p>Changes to central government policy, limitations in government spending and the lack of progress of the main contractor to deliver the ICT solution on time are almost certain, if not inevitable, to lead to further significant delays in the implementation of the Regional Control Centre or the cancellation of the National FiReControl Project. The delays now expected require us to relocate or divest our Control function in order for us to release the Colchester Road site for redevelopment as part of the Fire PFI programme. Site to be released by November 2011. This will have significant financial implications for the authority and also increases the risk of equipment failure up to November 2011.</p>	Extreme 5	Almost Certain 5	Very High 25	<p>Currently CLG remain adamant that the FCP will be delivered within their notified timetable.</p> <p>Cutover date for Suffolk is November 2011. However, this is likely to slip due to problems at National level developing the IT solution.</p> <p>work is taking place to identify alternative local and regional solutions with a view to continuing fire control and</p>	Moderate 3	Almost Certain 5	High 15	Mark Sanderson

Response	Response Details	Status	Control Owner
Business developed and presented to CLG	"A business case has been developed and presented to CLG. This has been supported by face to face meetings, the last being in May 2010. We are now preparing more detailed information to support the business case and this will be provided to CLG in June 2010. Subsequently we will receive feedback regarding their position in terms of grant funding/financial support	In Progress	Mark Sanderson
Assess current command and control systems and infrastructure:	Work also being undertaken involves carrying out risk assessments of the command and control system and infrastructure. This will identify any risks and issues and support the development of action plans and business continuity arrangements	In Progress	Mark Sanderson

# Detailed Report

DATE: 10/05/2006

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<b>PPFR0005 - Threat</b>  Inability to respond with appliances crewed with an adequate number of personnel may not meet the minimum mobilisation criteria and prevent the appliance being able to respond, leading to unacceptable delays in the arrival of crews at incidents. An insufficient number of personnel available to deal safely with incidents in accordance with safe practice could result in unnecessary injury, loss of life or property.	Moderate 3	Likely 4	High 12	Change in social demographics, sickness levels, countywide shift in employer working patterns and financial restrictions could lead to a reduction in recruitment & retention of retained firefighters which may impact upon operational intervention, Community Safety, Fire safety and staff morale.	Moderate 3	Moderate 3	Medium 9	Paul Collins

Response	Response Details	Status	Control Owner
Maintain adequate recruitment of both wholetime and retained to ensure sufficient availability on fire appliances	Currently have pool of personnel available for recruitment process. Policy for RDS to wholetime currently in consultation. Monthly monitoring of establishment resulting in timely actions to appoint and recruit via Workforce Planning Group. Actions outstanding: CSD to produce more detailed establishment reports. To implement more refined Diversity monitoring system. New reporting mechanism close to completion. Refocus of Workforce Planning Group imminent. Working with District Managers to fund and support Retained recruitment in crew deficient areas. Wholetime recruitment to commence in June/July 2009 with outreach work. RDS Policy Development Panel completed and signed off at Cabinet. Recommendations to be taken forward by Project Officer post being advertised at present. Workforce Planning Group reviewing establishment levels.	Implemented	Jon Cook
Deliver the 27 recommendations of PDP review	Project Manager has been appointed to deliver the recommendations The Project Team has been appointed with a project manager and a Retained Liaison Officer. Formal bids have been submitted to provide the funding for the availability system	In Progress	Ferial Rolfe

Response	Response Details	Status	Control Owner
	<p>A trial electronic Retained Duty Record (RDR) has been developed, and if successful will be rolled out across the service in 2010.</p> <p>Alongside this work the Project Team has been looking into ways of linking Station Training to the Station Risk Profile.</p> <p>We have looked at and made recommendations to the Service on the minimum specification required for a basic RDS Fire Station.</p> <p>A trial of RDS RTC Instructors has begun with courses planned and full implementation expected by end 2010.</p> <p>As at Feb 2011:</p> <p>Work continues on the project in terms of:</p> <p>Implementing the Gartan fsi availability system, planned to go live on 1st March.</p> <p>Implementing a single standard for recruitment.</p> <p>Training risk profiles.</p> <p>Ongoing efforts being made by RLO to support and encourage recruitment.</p> <p>Project Manager role finishes on 31st March 2011, end of project stage report being compiled with recommendations as to the future owners of the outstanding actions.</p>		
Implement fully the sickness absence procedures	<p>Maintain appropriate monitoring of sickness absence</p> <p>Absence management training commenced during late 2009 and continues into 2010.</p> <p>Work is progressing on potential ill health retirements.</p> <p>Regular meetings held with Occupational Health Doctors to try to return staff to duty ASAP.</p> <p>Records reviewed and amended for 09/10. PSE duplicates records and double counts some sickness - this skews the statistics.</p> <p>Changes to the way RDS shifts are counted has been agreed and needs to be input into Self Service</p> <p>Training completed by JM</p> <p>H &amp; S inputting requirements into the tendering process for Occupational Health provider - additional data required to enable robust management of the process.</p>	In Progress	Eddie Meelan
Carry out a Shift Review	<p>Part of the IRMP 2010/11.</p> <p>To identify whether resource can be moved between WDS and On-Call</p>	In Progress	Paul Collins
Deliver the 27 recommendations of the PDP review	<p>Work continues on the project in terms of:</p> <p>Implementing the Gartan fsi availability system, planned to go live on 1st March.</p> <p>Implementing a single standard for recruitment.</p> <p>Training risk profiles.</p> <p>Ongoing efforts being made by RLO to support and encourage recruitment.</p> <p>Project Manager role finishes on 31st March 2011, end of project stage report</p>	In Progress	Ferial Rolfe

Response	Response Details	Status	Control Owner
	being compiled with recommendations as to the future owners of the outstanding actions.		

# Detailed Report

DATE: 16/06/2006

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<p><b>PPFR0016 - Threat</b></p> <p>Failure to have adequate and appropriate resources; could result in inability to deliver safe and effective service, resulting in unnecessary injury, loss of life or possessions and would reduce the level of safety in Suffolk.</p>	Moderate 3	Likely 4	High 12	<p>Adequacy of revenue and capital funding</p> <p>Communication; public confidence, leading to a reduction in working relations, staff engagement; modernisation agenda; workforce culture; staff morale; political process and decision making mechanisms. Recruitment strategies, recruitment &amp;</p>	Minor 2	Unlikely 2	Low 4	Paul Collins

Response	Response Details	Status	Control Owner
Corporate Plan	Ensure Fire priorities are reflected within the Directorate Plan	Implemented	Roger Hopkins
Provision of suitable equipment and training to comply with Work At Height Regulations 2005	<p>Provision of appropriate equipment, training provision and loss of earnings. Capital bid being heard by County Council panel 11th September. Bid agreed by Capital Bid Panel in December 2007. Final confirmation anticipated in February 2008 following Cabinet meeting. Funding is approved. Work due to commence early Autumn 2008. Meeting arranged for Working Group in August.</p> <p>Bid successful. Capital funding requested to be provided. First meeting of working group held in August 2008. Project lead post from T &amp; D has been advertised. Lead appointed and providers of training and equipment being reviewed. Dec. 2008.</p> <p>Equipment procured 2009 Trainers trained 2009 Work at height level 2 stations identified - training has commenced (14/01/10) Station awareness training 2010/2011 Level 2 stations trained. Roll out for station level 1 training has commenced. New fire appliances are going to fire stations that are level 2 for equipment stowage WAH now live - project closed</p>	Implemented	Eddie Meelan
Work effectively with partners	To tackle problems and issues facing the FRS a key role must be to engage effectively and actively with key partners in a co-ordinated, outcome	In Progress	Roger Hopkins

Response	Response Details	Status	Control Owner
	<p>focused, long term approach that mainstreams our fire service objectives, thus helping reduce fires and the causes of fires and other emergency incidents. Review of existing Partnership Strategy is on hold due to prioritisation of other areas of work within SRI.</p>		
<p>Contribution to corporate strategic budget planning process</p>	<p>Consider the financial implications for FRS in relation to the current economic downturn.  Effects of the CSR 2010 and efficiencies required by SCC.  Provide appropriate contextual and supportive information to enable informed decisions by CMB, Leadership Team and Cabinet around PPSID and SFRS budget savings.</p>	<p>In Progress</p>	<p>Roger Hopkins</p>

# Detailed Report

DATE: 12/09/2008

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<b>PPFR0037 - Threat</b>  Failure to have in place effective Supplies and Asset-tracking arrangements could put personnel at risk and/or result in inability to deliver safe and effective services.	Major 4	Moderate 3	High 12	Ongoing staff sickness. Inadequate equipment and PPE tracing arrangements. Improvements required to Vehicle Procurement arrangements.	Major 4	Unlikely 2	Medium 8	Phil Embury

Response	Response Details	Status	Control Owner
100 day improvement plan	Plan in place Plan reviewed December 2008. New plan being developed to link to 2009/10 Business Plan. Regard being had for structure of department at present time. Project Officer appointed to oversee further improvement work. April 2009.	Implemented	Phil Embury
Implement Integrated Asset Management System.	Yet to be purchased. Completion March 2011.	In Progress	Jon Cook

# Detailed Report

DATE: 19/10/2009

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<b>PPFR0042 - Threat</b>  Failure to provide accurate recording of operational training for individual firefighters undertaking operational duties results in the organisation being at risk by not complying with their statutory H & S responsibilities.	Moderate 3	Likely 4	High 12	The complexity of individual training records, both electronic and manual, are preventing accurate recording of individual training. Some individuals failing to comply with their statutory duty to record their training.	Moderate 3	Unlikely 2	Medium 6	Karl Rolfe

Response	Response Details	Status	Control Owner
New system being trialed as of April 1st 2010	Tria complete, implementation plan being developed. Records being checked for complinace with other training projects underway to ensure no conflict.	In Progress	Karl Rolfe
New Training record implementation	On track for April launch. Project management of remaining tasks now the main priority for Lisa Grove	In Progress	Karl Rolfe



# Detailed Report

DATE: 15/02/2010

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<p><b>PPFR0045 - Threat</b></p> <p>A higher incidence of extreme weather events will result in a larger number of weather-related incidents. More incidents will occur in adverse conditions and potentially their severity will also increase. This has the potential to impact disproportionately upon the effectiveness of Suffolk Fire and Rescue Service response capability and will require greater planning resource. A loss of public confidence in SCC's ability to deal with adverse events is predictable, as is an inevitable impact on budgets. The risk in particular relates to:</p> <p>Hot weather resulting in more outdoor fires.</p> <p>Increased drought resulting in lack of available water for firefighting</p> <p>Cold weather:</p> <p>Difficulty in mobilising appliances and crews, in ability to access incidents due to blocked roads and appliances not suitable for snow conditions.</p> <p>Freezing of water supplies resulting in lack of water for firefighting</p> <p>Flood Conditions:</p> <p>Isolated areas of the county - inaccessible to appliances and crews</p> <p>Infrastructure unavailable</p> <p>Insufficient number of personnel qualified in safe water procedure</p> <p>Lack of equipment to safely undertake water-related procedures.</p> <p>Higher winds:</p> <p>Hazardous working environment</p>	<p>Major</p> <p>4</p>	<p>Moderate</p> <p>3</p>	<p>High</p> <p>12</p>	<p>General pressure on existing service from:</p> <ol style="list-style-type: none"> <li>1. Increased search &amp; evacuation incidents / collapsed structures / weather hindering activities</li> <li>2. Difficult access &amp; egress at incidents</li> <li>3. Welfare of fire fighters</li> <li>4. Budget pressures from requirement of additional resources</li> </ol>	<p>Moderate</p> <p>3</p>	<p>Moderate</p> <p>3</p>	<p>Medium</p> <p>9</p>	<p>Paul Collins</p>

# Detailed Report

DATE: 16/02/2010

SERVICE: Fire and Rescue Service

Road network compromised preventing operational resource mobilisation.								
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Response	Response Details	Status	Control Owner
To ensure the Service is prepared for a larger number of weather related incidents caused by increased storms / wind speeds	<ol style="list-style-type: none"> <li>1. Partnership working with Met and water companies</li> <li>2. Risk Planning</li> <li>3. Additional training &amp; equipment</li> <li>4. Review PPE</li> <li>5. Invest in lighter equipment</li> <li>6. Review type of appliances - Rebuild pump water tanks to accept salt water</li> <li>7. Partnership working with Forestry Commission</li> <li>8. Review stratgy for fire fighting media - More use of foam &amp; water additives.</li> </ol>	Proposed	Paul Collins
To ensure the Service is prepared for more incidents in adverse conditions (floods)	<ol style="list-style-type: none"> <li>1. More specialist training &amp; equipment.</li> <li>2. More groud clearance &amp; higher air intakes on future appliances.</li> <li>3. Flood mgt solutions consultation.</li> <li>4. Partnership working with INLR, SAR, PCT, Highways Agency, EA, Emergency Planning</li> </ol>	Proposed	Paul Collins

## Detailed Report

DATE: 09/11/2010

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<b>PPFR0048 - Threat</b>  Potential industrial action by members of the FBU, FOA and / or RFU.	Moderate 3	Likely 4	High 12	Efficiencies will need to be made following the publication of the 2010 Comprehensive Spending Review. This has the potential to affect the provision of the fire and rescue service in Suffolk.  Industrial Action may result in the inability to provide adequate fire cover in the event of an industrial dispute with one or more trade union body, resulting in failure	Moderate 3	Likely 4	High 12	Mark Sanderson

Response	Response Details	Status	Control Owner
Regular transparent meetings with representative bodies and stakeholders	A series of meetings are held regularly with representative bodies and other stakeholder (e.g. senior managers forum)	In Progress	Mark Sanderson
Business Continuity Plan and arrangements to deal with Industrial Action	The existing business continuity plan needs to be reviewed and updated	In Progress	All Moseley
Communications plan targetted at all staff	To ensure that a communications strategy is in place to inform all staff of any proposed industrial action	In Progress	Mark Sanderson

# Detailed Report

DATE: 16/05/2006

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<b>PPFR0013 - Threat</b>  Failure to reflect the diversity of Suffolk's communities could lead to the Fire and Rescue Service being unrepresentative of the community. As a result, some groups may not engage with the Service through the IRMP or may have a lower level of confidence in it.	Moderate 3	Moderate 3	Medium 9	Communication; public confidence; leading to a reduction in working relations; staff engagement; modernisation agenda; workforce culture; staff morale; political process and decision making mechanisms. Recruitment strategies; recruitment & retention of retained establishment, impacting upon Community Safety and Fire Safety. SFRS RES to be drafted by	Minor 2	Unlikely 2	Low 4	Eddie Meelan

Response	Response Details	Status	Control Owner
Wholtime recruitment campaign to reflect DCLG Diversity targets and outreach events organised	Recruitment campaign undertaken 20% of successful applicants are women. Outstanding actions: all Training, Development and Recruitment policies to be Equality Impact Assessed. Positive Outreach events to be programmed into 2007/8 T & D Business Plan. Monthly establishment reporting to show diversity profile. EIA's complete.	Implemented	Eddie Meelan
SFRS Media Strategy	Strategy will aim to support key equality and diversity themes. Media Strategy to be confirmed at Fire Strategy. Strategy written, at consultation. Documents includes Equality and Diversity section. Service Review and Improvement to prepare a communications strategy	In Progress	Roger Hopkins
Equalities and Diversity Officer	Appointment of E & D Officer to lead policy and organisational development with regard to E & D.  Job description has been prepared for an Equality and Diversity Advisor to create the appropriate E & D policies and to identify and carry out awareness training for staff Job advertised in September 2008. Post appointed to in November 2008. Post holder left - new appointment from August 2009. Strategy and action plan refreshed and available on the internet. All EIAs being reviewed and refreshed Training has now commenced for staff E & D Advisors have been trained to assist with training and E & D issues.	Implemented	Eddie Meelan

# Detailed Report

DATE: 10/06/2009

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<b>PPFR0041 - Threat</b>  Failure to manage our environmental impact will unnecessarily contribute to climate change. Inefficient use of vehicles and property in terms of energy efficiency will mitigate cashable efficiencies made elsewhere in the Service and may result in increased costs. Failure to manage impact on the environment through operational activities such as firefighting will also impact on the environment through avoidable pollution.	Moderate 3	Moderate 3	Medium 9	SFRS operates a relatively large fleet of both heavy commercial and light vehicles the usage of which is directly related to levels of demand e.g. emergency response calls. The Service also has an estate of over thirty fire stations with varying energy performance due primarily to the age and condition of the premises.	Minor 2	Moderate 3	Medium 6	Mark Sanderson

Response	Response Details	Status	Control Owner
Reduce carbon footprint	Implement the environmental aspects of the SFRS Property Strategy  Implement and develop the environmental aspects of the SFRS Fleet Strategy  Implement the environmental aspects of the SFRS Procurement Strategy	In Progress	Jon Cook
Reduce response operational activity	Maintain and develop AFA and Call Challenge policy	Implemented	Paul Collins

# Detailed Report

DATE: 10/06/2006

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<b>PPFR0004 - Threat</b>  Failure to have an adequate and appropriately trained workforce could put personnel at risk and/or result in inability to deliver safe and effective service and would reduce the level of safety in Suffolk.	Moderate 3	Unlikely 2	Medium 6	Financial restrictions; leading to a reduction in Establishment; Community Safety; Fire Safety, Personal and Organisational Development. Further impacting upon Corporate planning and modernisation, staff morale and resource.  Current measures in place considered appropriate to risk but will be subject to continual review	Moderate 3	Unlikely 2	Medium 6	Karl Rolfe

Response	Response Details	Status	Control Owner
Continued training strategy and needs analysis for all personnel employed within the organisation, as defined by the Risk Owner.	Continued training strategy and needs analysis for all personnel employed within the organisation, as defined by the Risk Owner. Revised Strategy for all personnel under development	Implemented	Jon Cook
Workforce development group established.	Continuous review of organisational structure and staffing now undertaken with reports to Strategy at monthly intervals.	Implemented	Eddie Meelan
Risk critical training and development programme developed	Revised risk critical training programme to be implemented 1st April 2007. Folders and individual training records issued for April implementation. Junior Officers trained in delivery. Risk Critical Training in progress. Six-monthly review to be conducted in October 2007. Feedback received, fed into review of training cycle. Likely to be extended from two year to three year programme. Ongoing examination of training cycle in progress. Findings to be implemented April 2009.	Implemented	Jon Cook
ADC Policy and RDS to Wt Policy developed	New policies developed to reinforce succession planning and recruitment of RDS staff into wt roles.  ADC policy in place and under review in line with National Developments. RDS to WT Policy still in development following consultation. Risk Critical Training in place since 1st April 2007. Anticipated that ADCs at Supervisory and Middle Management levels to be run early 2008. (Confirmed dates January - April 2008).	Implemented	Jon Cook

# Detailed Report

DATE: 17/05/2007

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<b>PPFR0024 - Threat</b>  Not anticipating the socio-demographic changes predicted may lead to inappropriate delivery of service to some communities or people at risk.	Moderate 3	Unlikely 2	Medium 6		Moderate 3	Rare 1	Low 3	Paul Collins

Response	Response Details	Status	Control Owner
To ensure that we recruit people from diverse backgrounds	Ensure that out recruitment polices have adequate EIA and reach all socio groups	In Progress	Karl Rolfe
To identify where people live within the county and what community they are from	The use of software packages to idebtify changes/trends in the community will help target those at risk  Mosaic has now been embedded in to the service, with Hadleigh Wilks as the main operator	In Progress	John Wilcock

# Detailed Report

DATE: 04/12/2008

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<b>PPFR0039 - Threat</b>  Deterioration of the condition and suitability of Fire and Rescue Service property, and the inability to develop and manage those properties to meet requirements may impact on service delivery.	Moderate 3	Unlikely 2	Medium 6	Current levels of corporate and Fire and Rescue Service revenue budget provision for F&RS property maintenance and improvement is inadequate. Current corporate and F&RS strategic property management arrangements do not adequately reflect the current and future needs of the F&RS non-PFI property portfolio	Moderate 3	Unlikely 2	Medium 6	Jon Cook

Response	Response Details	Status	Control Owner
Agree and implement Property Strategy for F&RS occupied property - Strategy drafted and agreed in principle at FSG 03.12.08	Strategy drafted and agreed in principle at FSG 03.12.08.	Implemented	Phil Embury
PFI Project to improve 11 stations.	Four refurbishments, six new builds and one adoption.	In Progress	Jon Cook
Collaboration with the police	Police sharing eleven retained stations. Police to build their own accommodation and we will receive a general uplifting of station condition.	Approved	Jon Cook



# Detailed Report

DATE: 16/05/2006

SERVICE: Fire and Rescue Service

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying Issues	Target Impact	Controlled Likelihood	Target Risk Rating	Risk Owner
<b>PPFR0014 - Threat</b>  Failure to have robust external Business Continuity strategies in place may lead to failures in service delivery.	Minor 2	Unlikely 2	Low 4	A reduction in establishment; impacting upon emergency call handling, emergency mobilisation and reduction in level of emergency response. Further impacting upon community safety, fire safety, corporate and resource planning, communication and public confidence. A reduction in working relations, staff morale and decision making mechanisms.	Minor 2	Unlikely 2	Low 4	Eddie Meelan

Response	Response Details	Status	Control Owner
Prepare Generic Business Continuity Plans	Compile risk-critical functions. Avian Flu, Flu Pandemic, EH, Fire Control Plans completed .	Implemented	Ali Moseley
RCC Retention Policy	Regional HR Working Group currently developing retention policy in collaboration with Regional Fire Control Management Board. Local Retention Policy Framework agreed at Strategy and work commenced on detailed workstreams. On Forward Agenda to be discussed at Strategy on 15th January 2008. Regional HR Strategy being discussed at September Fire Control Regional Project Board. Regional Policy agreed in principle and submitted to CLG for funding. Awaiting decision from CLG on way forward. CLG now likely not to fund any retention payments but work on regional retention strategy is progressing well with a draft strategy having been developed. May 2009	In Progress	Mark Sanderson
Department Business Continuity Plans	Individual Department Plans for BCP to be prepared during 2010/11. Work has commenced wiyth JEPu to provide support to carry this out - lillet to be carried out during 2011/12	In Progress	Ali Moseley