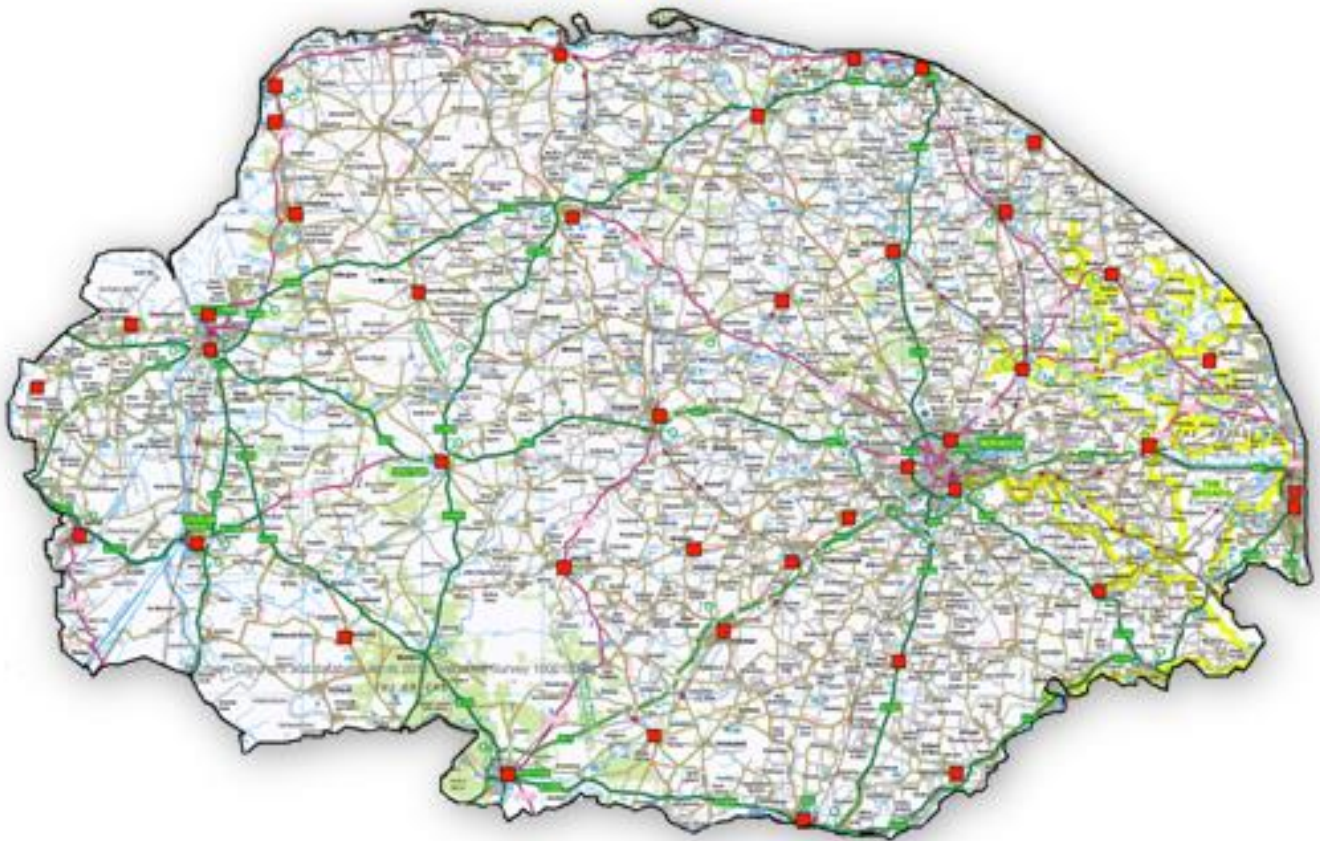




Norfolk Fire and Rescue Authority Draft Integrated Risk Management Plan 2016/2020



Contents

1. Introduction to Norfolk	5
Norfolk Fire and Rescue Service (NFRS)	5
County Profile	6
The Integrated Risk Management Plan Process	6
Achievements since our last IRMP	8
2. Strategic Challenges and the Risk Profile in Norfolk	9
Strategic Challenges.....	9
Risk Profile	11
Summary	17
3. Our Strategic Vision and Service Priorities	18
Prevention Objective:	21
Priorities.....	21
Performance since the last IRMP	21
Our Key Activities	22
Protection Objective:	23
Priorities.....	23
Performance since the last IRMP	23
Our Key Activities	24
Response Objective:	25
Priorities.....	25
Performance since the last IRMP	25
Our Key Activities	26
Current Operational Arrangements	26
Capabilities	31
Emergency Response Standards (ERS).....	33
4. What we are proposing	36
5. How can I respond to the consultation?	40
Appendix 1 - Norfolk Fire and Rescue Authority Draft IRMP Options for Change 2016-2020	42
Introduction	42
Modelling Prediction Software.....	43
Option 1 - Operational Support Reductions and Redeployment of WDS Staff..	46
Option 2-i – Reducing Retained Firefighters	54
Option 2-ii – Further Reducing Retained Firefighters	57

Option 2 iii – Closing Retained Fire Stations.....	60
Option 2 iv – Closing Retained Fire Stations.....	64
Option 2 v – Reduction of Wholetime Appliances & Redeploying Wholetime Firefighters	68
Option 2 vi – Reducing Wholetime Fire Cover	74
Option 2 vii – Relocating USAR	79

Foreword

Welcome to Norfolk Fire and Rescue Service's (NFRS) draft Integrated Risk Management Plan (IRMP) 2016-20 which sets out our proposed vision for the fire and rescue service to 2020 and how we will achieve this. Public safety needs in Norfolk are changing, and our role is becoming much more about preventing emergencies from occurring in the first place, through education, engagement with the public and collaboration with other services and the voluntary sector. Those emergency calls we do receive are now more likely to be to road accidents and other rescues, rather than fires, and we want to shift our resources to match these changing needs. However, this will not be easy. NFRS is one of many services provided by Norfolk County Council which is currently faced with a difficult challenge. Significant reductions in funding from central government combined with increasing demand for our services means that as a County Council we have a large funding gap over the next three years. The Council has been making cuts, savings and efficiencies since 2011/12. In order to make further savings we are "re-imagining" our services - completely rethinking what we do and how we do it.

Councillors and officers have worked together on a strategic review of our fire and rescue service to examine what services we should provide in future and how best to do that. We are already one of the cheapest, highest performing fire and rescue services in the country and it is not possible to make further savings without a fundamental redesign. After a detailed review of risk-based evidence, we have to make some difficult choices. This draft IRMP is proposing a range of options which will allow us to make up to 11% savings or £2.36M. In making these proposals we have looked at options that have the lowest impact on the outcomes for Norfolk people.

However, before making a final decision on whether to implement these changes we want to hear your views on the proposals. The County Council is consulting on these options which will form part of a wider range of proposals aimed at bridging the funding gap. We will consider all consultation feedback in January 2016 before making our final decisions on the budgets for each council service in February 2016. Details on how you can respond are available at the end of this document.



Roy Harold
Chief Fire Officer



Paul Smyth
Chair of Communities Committee

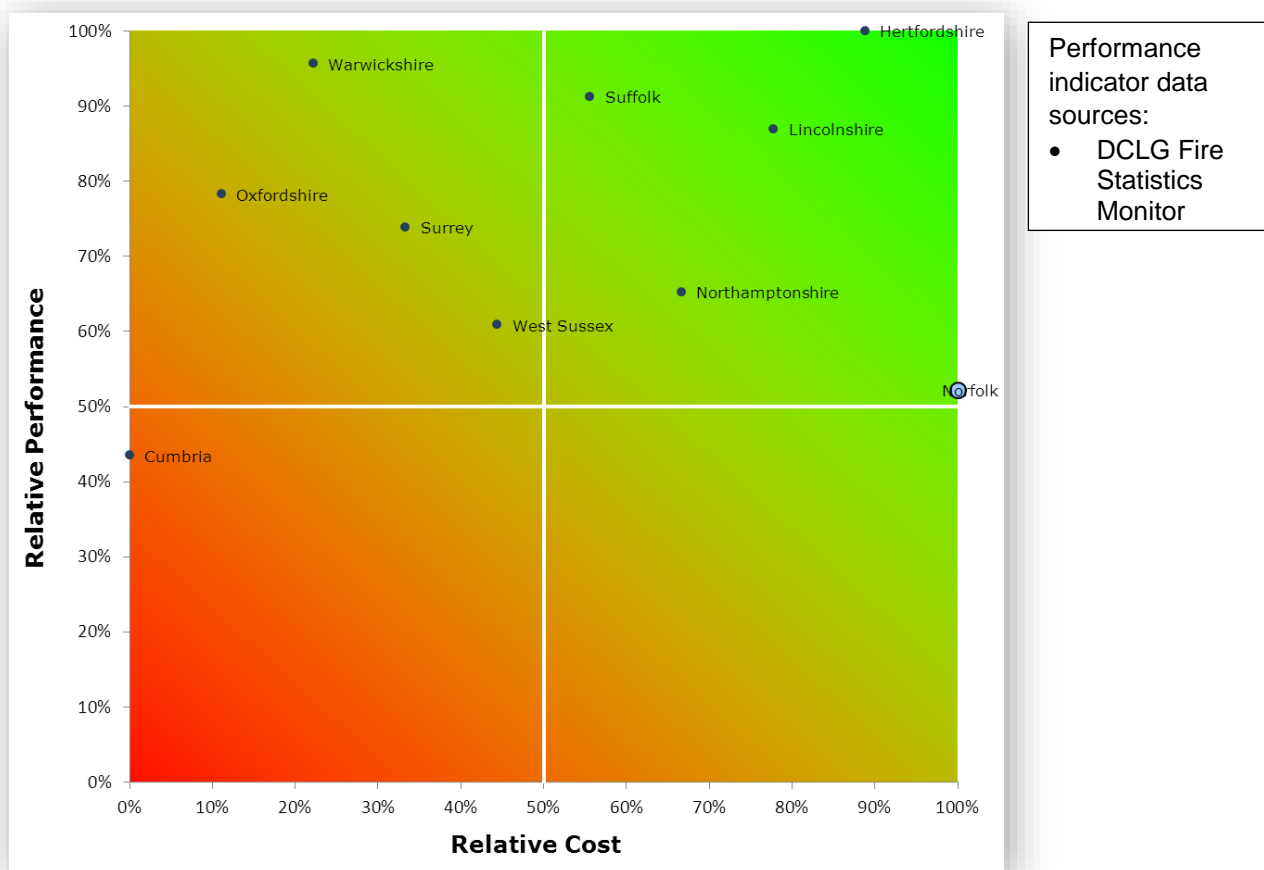
1.Introduction to Norfolk

Norfolk Fire and Rescue Service (NFRS)

We are a County Fire and Rescue Service, one of many services provided by Norfolk County Council. The County Council is the Fire and Rescue Authority for Norfolk providing governance over NFRS.

We are one of the lowest cost fire and rescue authorities in England at £30.43 per head of population (English average £38.58). Last year we dealt with 7,285 incidents where 749 people were rescued and there were 63 fatalities (2014/15).

The following chart shows that during 2014/15 Norfolk Fire and Rescue Service was a relatively well performing, low cost organisation. County Council run fire services are the lowest cost group amongst the 45 English fire services, and we are the lowest cost of them all.



Our Operational Service is made up of:

- 288 wholetime personnel and 520 retained duty system personnel
- 42 fire and rescue stations (see map on page 26)
- 53 pumping appliances (fire engines)
- A range of specialist vehicles

County Profile

According to the Rural Services Network, Norfolk is the second most rural county in England, only just behind Cornwall. Norfolk is the fifth largest of the 34 non-metropolitan counties in England (area of 537,085 hectares) and has the tenth lowest population density at 1.6 persons per hectare.

Norfolk has 90 miles of coast, 250 miles of waterways, 6,256 miles of roads and 541 parishes. There are over 287 conservation areas, 10,567 listed buildings and more than 430 scheduled ancient monuments. The Norfolk Broads cover 303 square kilometres of Norfolk and a small part of Suffolk, and have a population of around 6,400. Tourism is a major source of income (£2,677 million pa), and research by Tourism South East estimates in 2010 there were 3,968,000 staying trips and 27,274,000 day trips to Norfolk.

Norfolk has borders with Lincolnshire and Cambridgeshire to the west and southwest and Suffolk to the south. Its northern and eastern boundaries are the North Sea coast, including The Wash.

Norfolk is a two-tier authority with a County Council and seven City, Borough and District Councils.

The Integrated Risk Management Plan Process

The “Integrated Risk Management Plan” or IRMP sets out our long term strategy to manage the risks that Norfolk Fire and Rescue Service will need to respond to between now and 2020. National guidance states that through the IRMP Fire and Rescue Authorities must:

- Review all foreseeable risks that threaten its area
- Identify what roles it wants its fire and rescue service to take in managing those risks
- Fund it to undertake those roles as economically and effectively as it can
- Monitor, manage and report clearly and openly on how it is performing against the plan
- Consult with the public and other stakeholders on its proposals

Norfolk Fire and Rescue Service IRMP

The IRMP process has been our strategic planning tool since it was introduced by the government in 2004. The previous IRMP for 2014-17 can be found at <http://www.norfolkfireservice.gov.uk/nfrs/nfrs-business/publications/irmp-integrated-risk-management-plan-2014-17>.

This contains a detailed analysis of the existing and potential risks to the community in Norfolk and an evaluation of our effectiveness in dealing with them.

We have not repeated this information in this IRMP. Instead, this IRMP focuses on the changes since our last IRMP was published in January 2014, the challenges we now face and the opportunities for changes that we have now identified. The main change, and the reason we find ourselves needing a new IRMP, is that our budget continues to reduce and we need to re-evaluate how we manage our resources to best effect within diminishing finances.

The 2014-17 IRMP included two proposals that were publically consulted upon, as follows: 'Purchase different, cost-effective fire vehicles for some stations'; and 'Stop supplying and fitting free smoke detectors'. These proposals amounted to £1.105 million savings over three years.

In addition, efficiency savings amounting to £1.066 million were proposed, as follows:

- Improving the way we manage, buy, lease and fuel vehicles and equipment
- Reviewing management, staffing and accommodation arrangements
- Reducing training, subscriptions, events and other areas of spending that do not directly support services
- Working alongside partners to reduce duplication of costs, and to improve services

Throughout this document you can read about our achievements and performance since our last IRMP, including how we have delivered against these saving proposals.

Financial Pressures

The NFRS net budget for 2015/16 is £27.736 million. This can be broken down as follows: Gross Budget of £29.780 million; and Gross Income of £2.045 million.

The IRMP is set in the context of Norfolk County Council's projected budget shortfall of £111m over the three years 2016-17 to 2018-19. This represents a 16% reduction in the overall controllable spend of the County Council.

We start from a low funding base, after a decade of IRMP driven efficiency savings which have reduced our costs by more than a quarter when taking inflation into account. In the three year period 2011-14, we delivered budget cuts of £3.96 million (13%)

A total of £2.171 million of further savings were set for NFRS over the period of the 2014-17 IRMP, as follows:

- 2014/15 - £1.770 million
- 2015/16 - £0.074 million
- 2016/17 - £0.327 million

Since setting these targets, we have already had to make additional savings and seen government grants reduce beyond previous projections. In the context of the government's continuing deficit reduction programme, our existing IRMP will no longer deliver sufficient savings to meet the Council's legal requirement to set a balanced budget. We need a new plan.

The IRMP 2016-20 outlines proposals as to how NFRS can make further savings of up to £2.36 million over a four year period to 2020, representing 11% of our controllable expenditure.

Achievements since our last IRMP

Outlined below are some of our key achievements over the past 12 months. Where these relate to previous IRMPs, this has been noted.

- **Enhanced cover for King's Lynn and the surrounding area** - we opened a new fire station at Kings Lynn South which became operational on 21 January 2015 (IRMP 2011 Action).
- **Greater flexibility in how we use our vehicles** - the Service bought ten new, larger fire appliances, and re-equipped another to provide additional environmental protection capability.
- **Reduced the amount of times we are called out to false alarms** – introducing a verification process to reduce the number of false alarms that we respond to, from automated fire alarms, has released resources to other areas of the service.
- **Income generation** - our Community Interest Company (CIC) 'Norfolk Safety' was launched to provide commercial training on fire prevention, safety and response.
- **Partnership working with other emergency services** - we have increased partnership working with Norfolk Constabulary, including sharing of some premises and training as well as co-location of information management teams. In collaboration with Suffolk Fire & Rescue Service and Norfolk & Suffolk Constabularies, we now jointly provide additional resources to manage hazardous materials and firearms incidents.
- **Smoke Alarm Provision** - Rather than stop fitting free smoke detectors we decided to look at alternative sources of funding so that we could continue this work. We hold a small stock of smoke detectors which we continue to provide to those most at risk of a fire in their homes as part of a home fire risk check. In addition, a welcome sponsorship arrangement with Rotary Norfolk will provide £11,500 for the provision of smoke detectors in urban centres and market towns covered by the local Rotary groups (IRMP 2014-17 Action)

Our recent track record demonstrates the good progress we have made to make both the communities of Norfolk and our firefighters safer. However, we continue to operate in a challenging and complex climate.

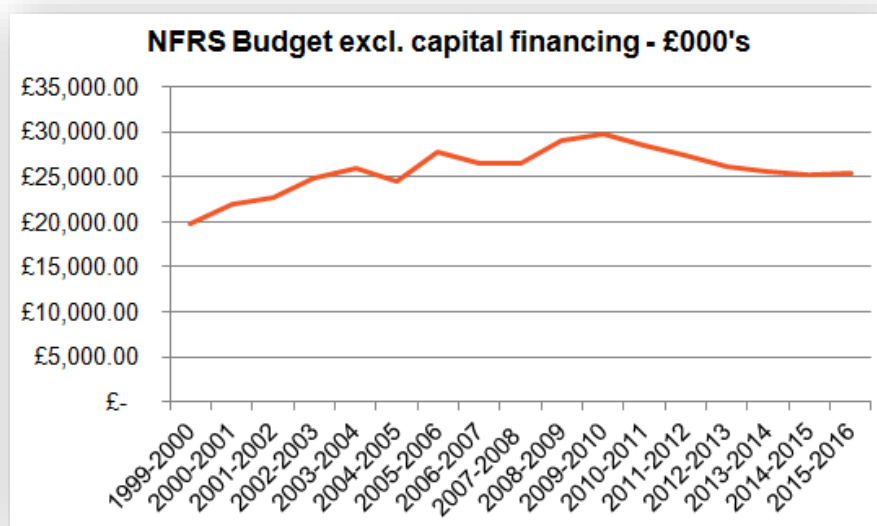
2.Strategic Challenges and the Risk Profile in Norfolk

Norfolk Fire and Rescue Service continues to operate in a complex and rapidly developing environment that requires regular reassessment of priorities and performance. The IRMP process requires that the context for service delivery is regularly reviewed with regard to risk management approaches and takes account of the strategic context and challenges when constructing proposals to manage local risks.

Strategic Challenges

Financial Pressures – Reductions in public sector funding continue and our main challenge for this IRMP is to provide a service for less money whilst making the best use of our resources to manage risks. For the next three years Norfolk County Council is predicting that the combination of increasing council costs, increased demand for services, inflation and a cut in Government funding will mean the Council will have a funding shortfall. Based on current forecasts the projected budget 'gap' is £111m.

All council services, including NFRS, have looked at how further efficiencies and savings can be made. Norfolk Fire and Rescue Service is already one of the lowest cost fire and rescue services in the UK, experiencing a 25% reduction in effective real term spending over the last 10 years. Today we are funded at a level similar to that of 10 years ago.



Geographical Coverage – Covering 538,019 hectares and with one of the lowest population densities in England at 1.6 person per hectare, providing an equitable level of response service across Norfolk stretches resources. Whilst around a third of the county's population live in the urban areas of Norwich, Great Yarmouth and King's Lynn, 49% of the population live in areas defined as 'rural'. It can take us longer to reach rural locations and this has an impact on our ability to meet our emergency response standards.

Climate Change - Norfolk has 90 miles of coastline and 250 miles of inland waterways including the Broads National Park which are prone to flooding and coastal tidal surges. Norfolk also has large areas of agricultural grass land and forest. The UK climate is predicted to become warmer with hotter drier summers and milder wetter winters. The frequency of severe weather events will increase. Consequences for Norfolk include increased frequency of grassland and forest fires, water shortages impacting on both training and fire-fighting and increased frequency of flooding events especially in winter. It is important that where these changes can be addressed by additional training, fire engine capability, design or additional new equipment that these options are fully considered.

Increasing and Ageing Population – By 2020 the population of Norfolk is expected to have increased by 7% compared with 2012. Extra housing will be needed to accommodate these people and there are plans for 43,511 new homes by 2021. Norfolk already has one of the highest residencies of over 60 year olds in England but by 2020 around 25% will be aged 65 and over and there will be a 40% increase in those aged over 85. People who are elderly and/or of limited mobility are at higher risk of dying in a fire. We therefore need to continue trying to prevent accidental dwelling fires happening in the first place, as well as monitoring the effectiveness of resources in responding to incidents.

The Changing Role of the Fire and Rescue Service – The risks and incidents that fire and rescue services need to be prepared to deal with are changing. Prevention activity has reduced the number of fires that occur and we now find ourselves dealing with more special service incidents, particularly road traffic collisions. In addition, fire and rescue services nationally remain directly affected by continuing national security threats. The [National Risk Register](#) articulates these threats, which include, alongside terrorism, natural hazards, principal amongst which is the threat of coastal flooding. The changing role of the service and pressures on public service budgets is encouraging rescue services to work more closely together in collaboration to improve safety.

Firefighter Safety – Firefighter injuries and deaths across the UK over the last few years continue to show that firefighting is a dangerous profession. We also have an ageing workforce with the pensionable age of firefighters increased to 60. In making decisions about the future of the fire and rescue service, firefighter safety will always be one of our primary considerations.

Collaborative Working - Wider collaboration is an area we expect to become more prevalent in future years. Norfolk Fire and Rescue Service will, in the interest of effectiveness and efficiency, continue to identify and develop partnership opportunities that satisfy the following criteria:

- It must be legal
- It must be logical
- It should save money

The service already enjoys beneficial partnerships based on the criteria above that support community safety along with other areas of work. It is our intention to continue on a path of increasing cooperation, particularly with other blue-light services, through further sharing of stations, information, resources and operations. As an example, Police use our stations for training, and our Urban Search & Rescue team for specialist search work, whilst increasing numbers of fire service staff work from the Police Operational Command Centre in Wymondham.

Risk Profile

There are a number of factors that influence risk of an incident occurring in Norfolk, many of which cannot be directly controlled or easily mitigated by NFRS. Monitoring these factors and including them as part of our risk management; enables us to review our procedures and capability to respond. In particular we review:

- Which lifestyle types are most at risk in Norfolk
- Where the most at risk groups live and work in the County utilising Mosaic data (a computer database providing information on households for given postcodes)
- The number of house fires that have occurred among these groups, and where they have occurred and how we might have prevented the fires from occurring
- Whether we have completed Home Fire Risk Checks in homes occupied by people in these groups and whether the advice and guidance was followed
- Partnerships to improve contact with other at risk groups such as the less mobile
- Road casualties, working with the Norfolk Road Casualty Reduction Partnership
- How well we use our resources to respond to emergencies when they do occur

Incidents

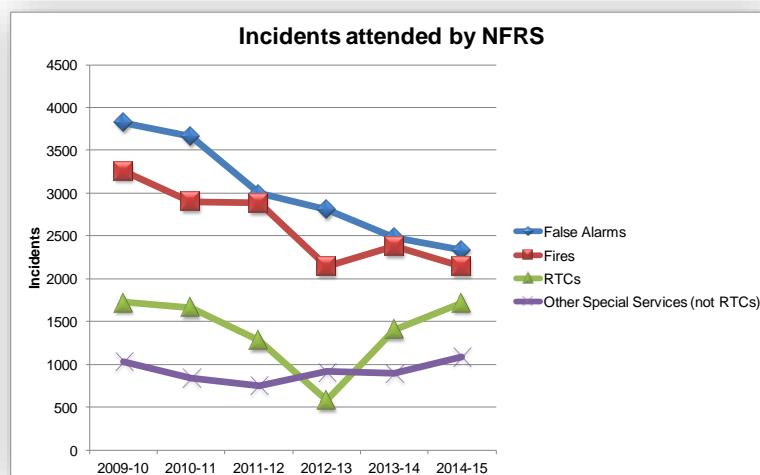
The Fire and Rescue Service attends a wide range of incidents, including: fires, building collapses, rescues from water and road traffic collisions (RTCs).

The list below shows the typical emergency incident types we may attend:

Typical Incident Types:	
Fighting Fires <ul style="list-style-type: none">• In domestic buildings• Commercial and industrial buildings• In high rise buildings• In chimneys• In rural areas• In farms• In refuse• In public entertainment venues• In secure accommodation• In petrochemical installations• Involving pipelines	Rescues <ul style="list-style-type: none">• From ice/unstable ground• From lifts and escalators• From sewers• From silos• From trenches/pits• From collapsed structures• From height• Involving flooding and waterways• Of animals
Incidents involving transport systems <ul style="list-style-type: none">• Road<ul style="list-style-type: none">– Minor road traffic collision– Major road traffic collision• Rail – passenger or commercial• Air – commercial, passenger, light aircraft, military• Marine – inland and coastal	Generic incidents involving <ul style="list-style-type: none">• High voltage electricity• Acetylene and other compressed gases• Chemicals and other hazardous materials• Biological hazards• Confined spaces• Civil disturbances• Terrorist Activity• Explosives• Natural occurrences – flooding, lightning strikes• Specialist search and rescue/recovery operations

Over time, the type of emergency that the Service has responded to has changed. The number of fires is falling and more of the day to day work carried out by the Service is taken up with responding to crashes or collisions on Norfolk's roads.

In 2014-15 NFRS attended 7,285 incidents where 749 people were rescued. The graph below shows how the role of the fire and rescue service in Norfolk is changing with the service attending more RTCs and special service incidents (39% of all incidents). Fires accounted for 29% of all incidents attended and false alarms 32% in 2014-15.



	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
AFA	2664	2589	2003	1891	1559	1455
False alarms good intent	1070	982	893	851	873	838
Hoax Calls	88	96	98	64	51	40
Total False Alarms	3822	3667	2994	2806	2483	2333
Significant fires (Primary Fires)	1567	1471	1471	1210	1259	1267
Small fires (Secondary & Chimney Fires)	1689	1424	1412	940	1125	876
Total Fires	3256	2895	2883	2150	2384	2143
Special Services (Other)	1033	844	750	915	895	1086
Special Services (RTC)	1725	1662	1284	580	1407	1723
Total Special Services	2758	2506	2034	1495	2302	2809
Total Incidents Attended	9836	9068	7911	6451	7169	7285

* **Note:** NFRS attended fewer RTC incidents between November 2011 – July 2013 when the East of England Ambulance Service (EEAS) disabled their auto paging system.

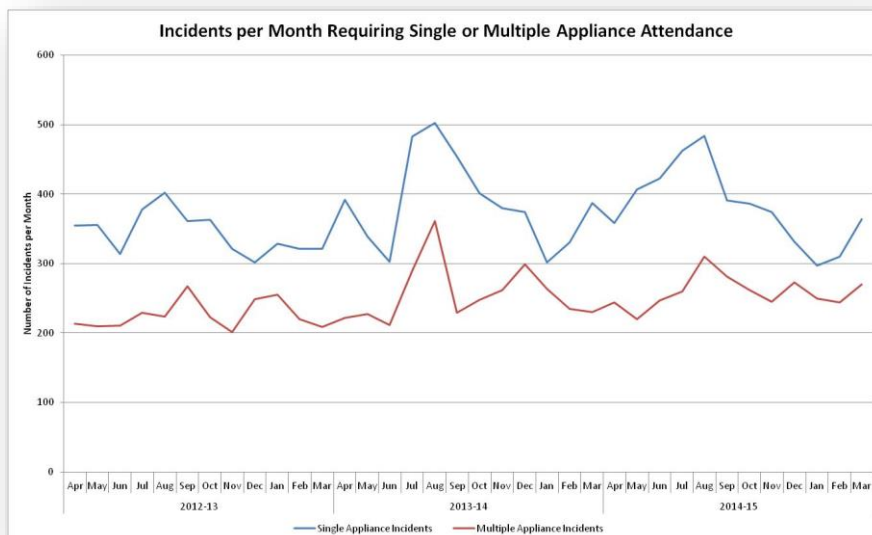
Emergency Incident Profile

A key element of our analysis is the ability to understand where and when calls occur in Norfolk and to examine if our resources are best placed to give the quickest response to incidents wherever they happen. Looking at the spread of calls geographically using a variety of mapping tools allows a clear picture of activity spread across Norfolk to emerge.

Building fires occur predominantly in urban areas whereas RTCs, particularly larger incidents, occur more frequently away from urban areas. This difference requires greater travel distances for attending fire engines and therefore increases the time taken to arrive. This is reflected in our performance in meeting the response standard for these incident types.

Our current [IRMP 2014-17](#) describes the spread of our emergency incidents further.

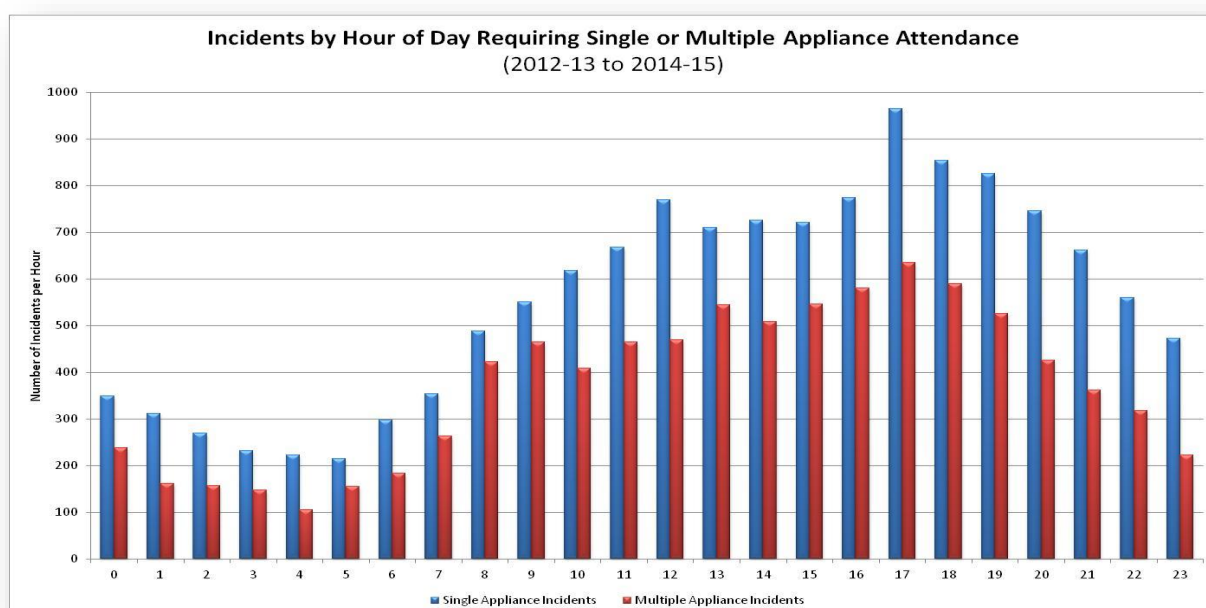
The annual call profile for Norfolk over the last three financial years is shown below across the months of the year for one fire engine and multiple fire engine calls.



Historical demand trends across Norfolk are shown and highlight the seasonal trend with higher activity levels during the summer months due to the increase in field, forest and other land fires. This is noticeable for the summers of 2013 and 2014 when activity levels to these types of incidents in July and August were 152% and 17% higher than 2012 (204 and 23 more incidents than 2012).

These spikes in activity are referred to as spate conditions and can happen on a countywide scale where extreme weather events occur resulting in flash flooding or localised field and forest fires.

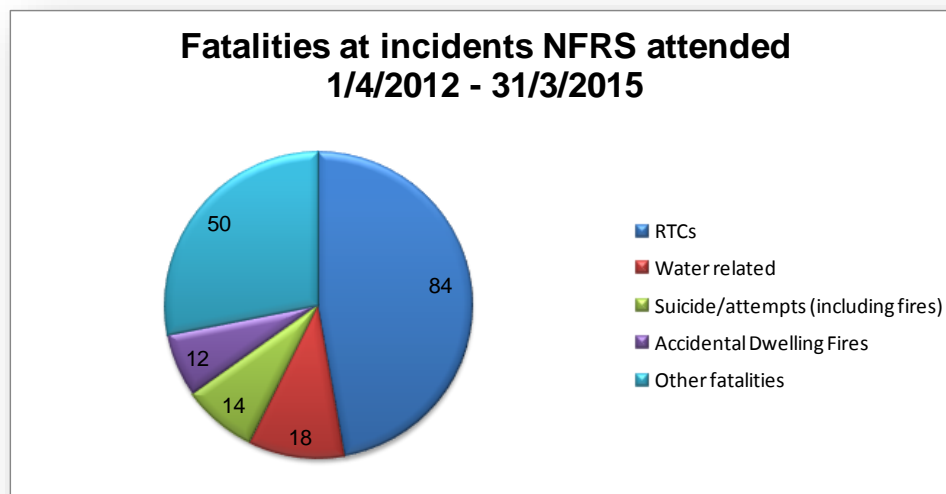
Looking at when calls occur during an average day shows the response activity profile for Norfolk as greatest during the late day and evening period and shows least calls occurring during the early hours of the morning. This shows call levels linked to activity levels in the community particularly relating to travelling to and from work, being at work and cooking activities during the evening. As can be seen in the graph a large number of calls (67%) occur between the hours of 08:00 and 20:00.



Risk of Death or Injury

Fatalities

During the last three financial years (1st April 2012 - 31st March 2015), there have been 178 fatalities at incidents NFRS have attended. 47% of these were at RTCs. There have been 25 fatalities at fire incidents NFRS have attended. Of these, 12 fatalities were due to accidental fires in the home.

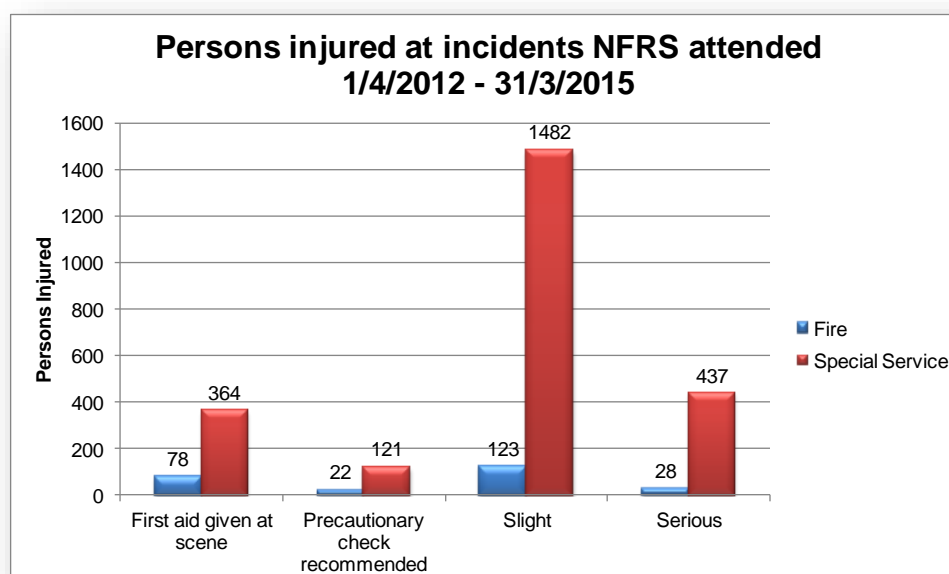


Note: 'Other fatalities' includes deliberate fires, road vehicle fires, release of persons, transport incidents and assisting other agencies.

Injuries

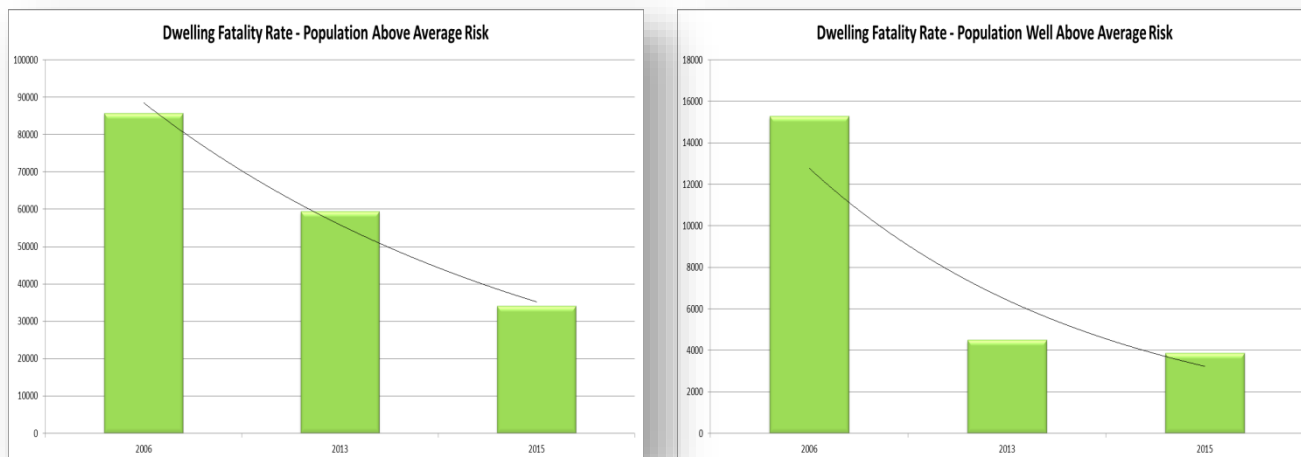
During the last three financial years (1st April 2012 - 31st March 2015), there have been 2655 persons injured at incidents NFRS have attended.

Severity of the injury ranges from first aid given at the scene, precautionary checks recommended, through to slight and serious injuries.



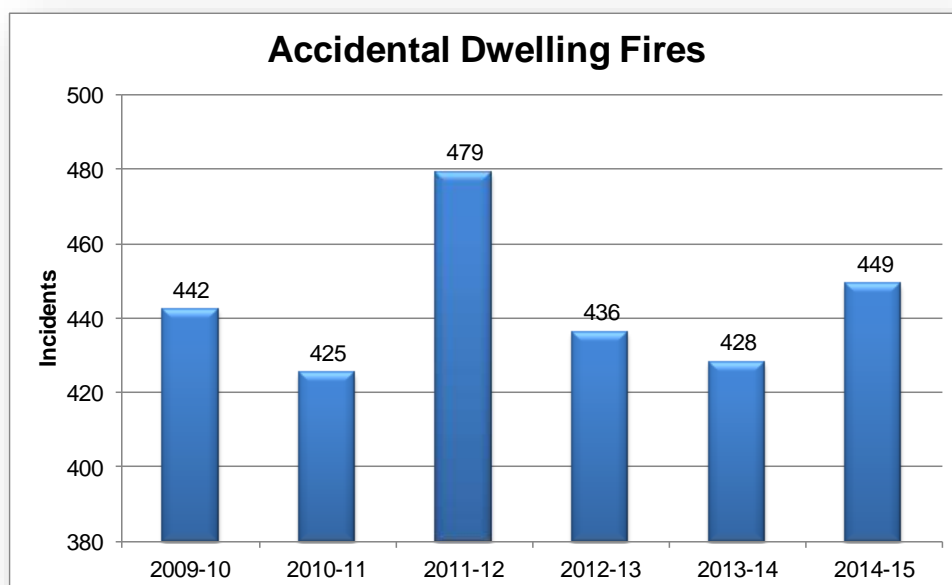
Risk of Death and Injury in Fires

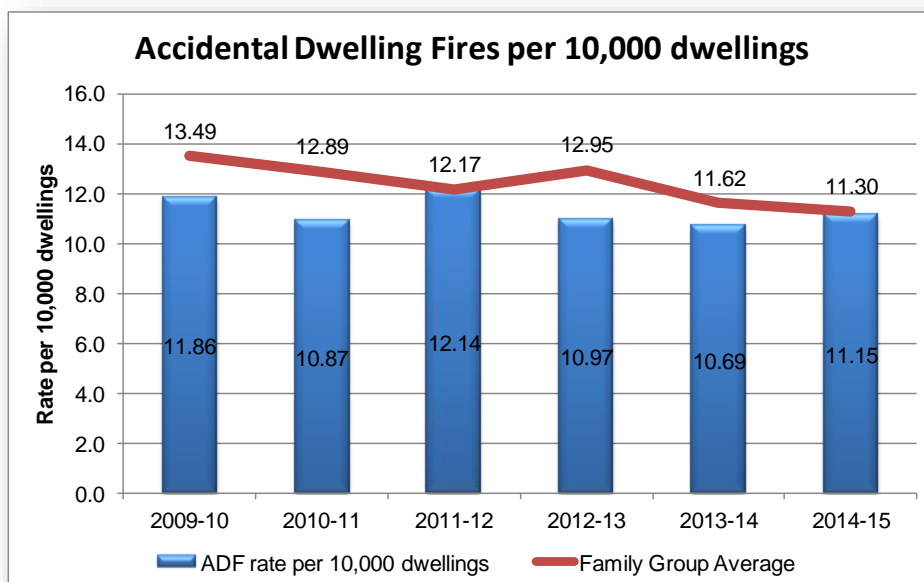
The chance of dying in a dwelling fire in Norfolk has dropped significantly (see graphs below), and there has been a 56% reduction in fire related injuries between 2001/02 and 2013/14. Your fire safety has improved massively in the last decade thanks to local interventions and a sustained national prevention campaign by fire services.



Accidental Dwelling Fires

Of the 1,267 primary fires in Norfolk last year, 449 were accidental dwelling fires which present the greatest risk of dying in a fire. Between 2 and 9 deaths have been recorded in Norfolk in each of the last 13 years. 45.1% of dwelling fires were in premises occupied by lone persons, with a high number being over pensionable age. The cause of over 60% of fires in dwellings is associated with cooking i.e. cooker, oven, hob or ring. The majority of people sustaining injuries in dwelling fires are in the 20-40 age range. This is due to younger people attempting to extinguish fire rather than leaving the house and calling the fire and rescue service. However, the majority of fatalities are amongst the elderly, who are less able to survive burns and smoke inhalation. Our community safety strategy is designed to target these vulnerable groups. You can read more about this in the section on 'Prevention'.

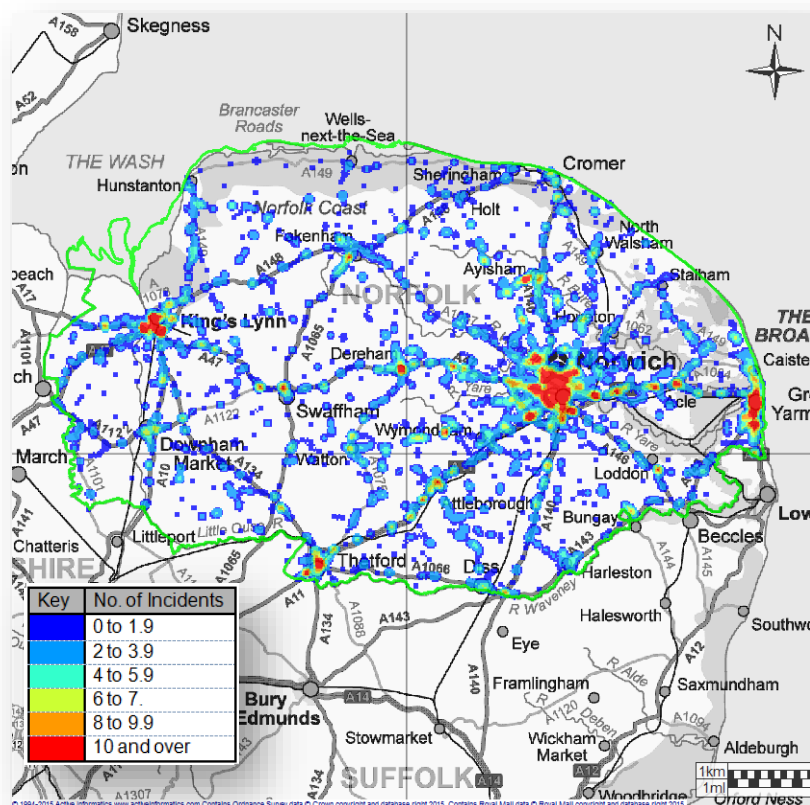




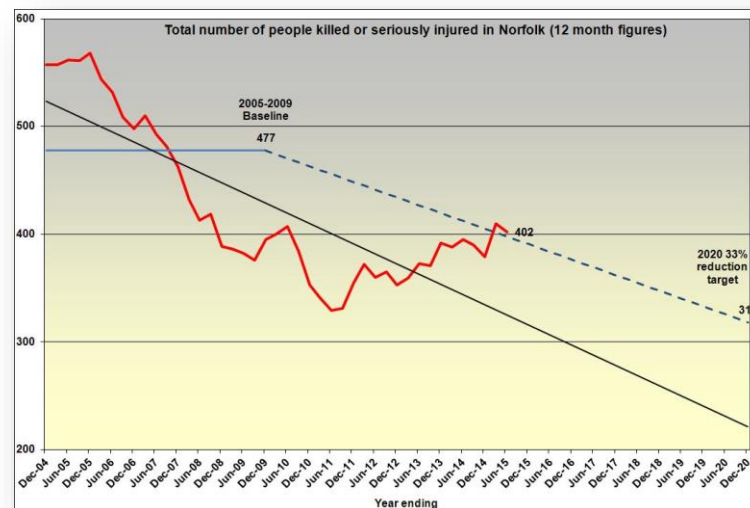
Road Traffic Collisions (RTCs)

The risk of dying on the roads is currently on an upward trend. Norfolk had witnessed a reduction in the number of people killed and seriously injured on Norfolk's roads but unfortunately this trend has been reversing since 2012 which is an area of concern.

The map below shows hotspots (red areas indicating the greatest activity) of the 3710 RTCs attended between 1 April 2012 – 31 March 2015, 677 of which required extrications, 2876 where other services were required (such as making vehicles safe) and 157 where our attendance was requested but no services were required.



We are an active member of the Norfolk Road Casualty Reduction Partnership, which aims to reduce of the number of persons killed or seriously injured (KSI) on the county's roads.



Summary

In developing this IRMP we have reviewed a wide range of data and evidence to inform our decision making. Our challenge is how we continue to provide a fire and rescue service in a large rural county with reduced resources. In planning for the future we must take account the changing demands placed on the service with less calls for us to attend fires, but an increasing need for us to respond to road traffic collisions and other special service incidents such as flooding. With this comes the need to work more closely with other organisations. In addition, the workload of our stations and availability of our retained firefighter resources varies across the county and this IRMP is about reviewing how we align our limited resources to where need and risk is greatest. Detail of workload and availability can be found on page 28.

3. Our Strategic Vision and Service Priorities

The Fire and Rescue service is overseen by the Communities Committee of the County Council. In response to the increasing financial challenges we face, Councillors on the Communities Committee formed a Member Working Group to carry out a fundamental review of the role and purpose of NFRS. They have proposed a strategic vision for NFRS in 2020, with the IRMP providing a clear roadmap to that destination.

Strategic Vision

In 2020, Norfolk's Fire and Rescue Service will be at the heart of community protection for Norfolk. Its focus will be on saving lives, rendering humanitarian assistance, protecting property and the environment and safeguarding the local economy. It will plan, prepare for and support the end to end management of every risk that has been identified by the Fire and Rescue Authority through its Integrated Risk Management Plan. Norfolk Fire and Rescue Service will provide an 'All Hazards' service covering the current spectrum of prevention, enforcement and emergency response.

Our contribution to sustainable economic development and the health and well-being of Norfolk will be recognised and valued.

The Fire and Rescue Service will be locally accountable through Norfolk County Council as the Fire and Rescue Authority. Operational delivery will be joined up seamlessly with the partners we work with on the ground and we will play a leading role in the multi-agency management of emergency incidents.

When measuring our performance, we will, for those risks that most affect Norfolk, such as flooding or forest fires, seek best practice wherever it can be found. In terms of cost-effectiveness and joined up service delivery, we will measure ourselves against all UK emergency services. For operational capability and competence, we will measure ourselves against all UK fire and rescue services.

Whether full-time, part-time, retained or volunteers, our people will be respected as professional, able to operate independently, competently, and flexibly to deliver the right result, in the right place, at the right time, every time.

We will be trusted by the people of Norfolk to be there when they need us and to deliver for them.

Aestimemur Agendo – Let Us Be Judged By Our Actions

The 2020 Strategic Vision has been developed from a strong analytical evidence base and forms the foundation of the IRMP.

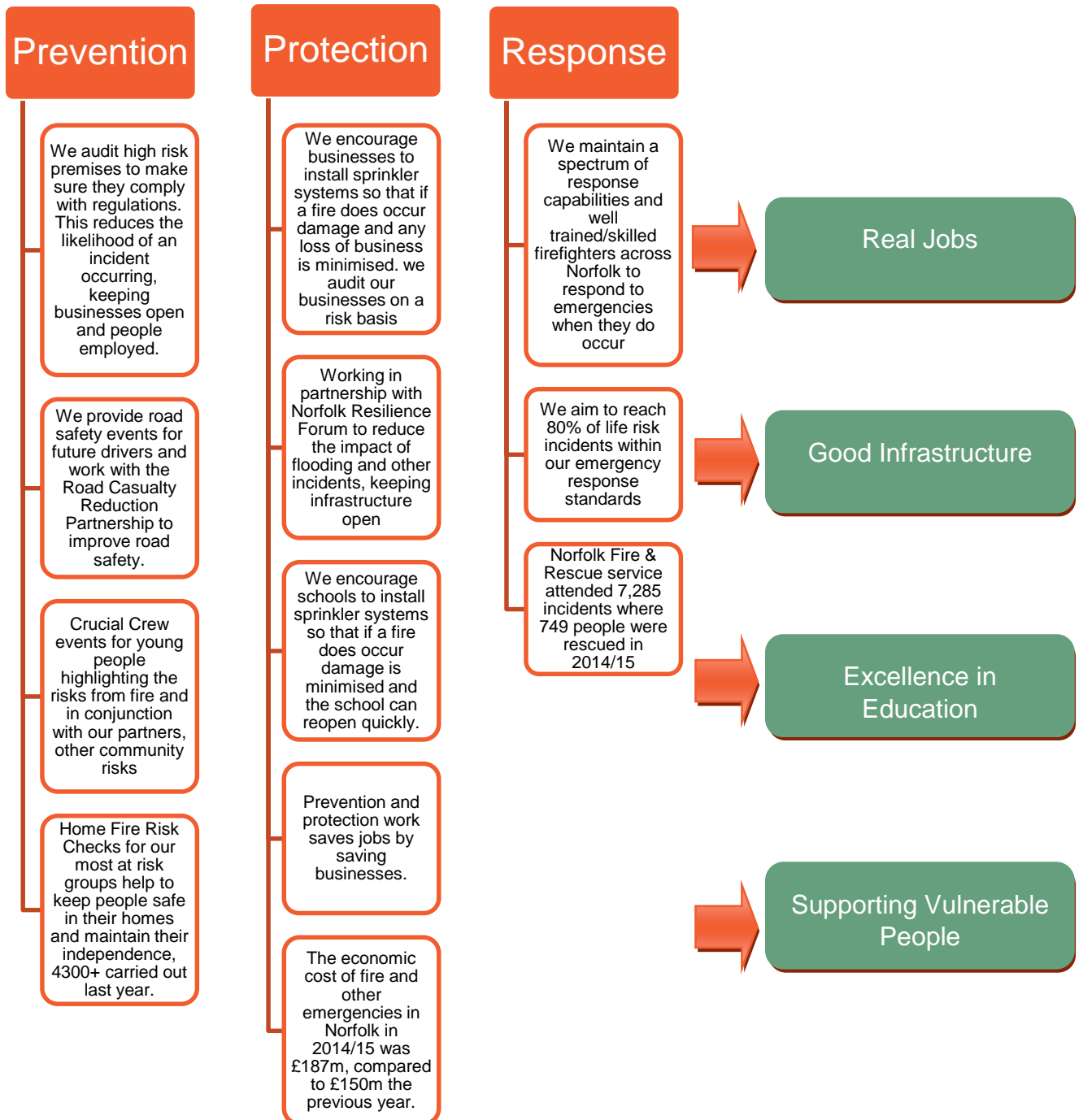
As a council-based service, the NFRS 2020 Strategic Vision is aligned with the Norfolk County Council's four key priorities of:

- **Real Jobs** - we will promote employment that offers security, opportunities and a good level of pay. We want real, sustainable jobs available throughout Norfolk.
- **Good Infrastructure** - we will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.
- **Excellence in Education** - we will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talents and ability to compete with the best.
- **Supporting Vulnerable People** - we will work to improve and safeguard the quality of life for all the people of Norfolk and particularly Norfolk's most vulnerable people.

The NFRS 2020 Strategic Vision is to be delivered through three key areas of activity:

- **Prevention** - prevent fires and other emergencies happening through data analysis and planning to reach those most at risk in our communities
- **Protection** - reduce the impact of fires and other emergencies through advice, guidance and enforcement, particularly with regard to safety of people whilst they are at work and play
- **Response** - respond effectively, efficiently and appropriately to calls for assistance

The diagram on the following page demonstrates how activity in these three priority areas is helping to deliver NCC's four key priorities.



Through the day-to-day provision of services to the people of Norfolk, either as an emergency or as part of prevention and protection, NFRS maintains its focus on saving lives, rendering humanitarian assistance, protecting property and the environment and safeguarding the local economy.

Prevention Objective:

To Prevent Fires and Other Emergencies Happening

Norfolk Fire and Rescue Service is committed to keeping people safe by preventing fires and other emergencies. The service recognises the savings that can be made by stopping emergencies from happening in the first place and then, where they do occur, reducing the impact that they have upon people and property. We always look to deliver our objectives in an efficient and effective manner; and as such any reduction in resources will require a remodelling of our current way of working. This may include expanding our collaborative partnerships

Priorities

- Safer Homes - to reduce the rate of fires in the home and improve safety for those at high risk from fire
- Safer Roads - use road traffic collision reduction events to support partners in improving road safety
- Safer Communities - use arson reduction events to reduce the number and impact of deliberately started fires
- Volunteers - to establish a network of volunteers to support our education and prevention objectives
- Working with partners to improve the safety of vulnerable people and enabling them to remain in their homes including Mental Health, Social Care, Public Health and the Police



Performance since the last IRMP

- 448 accidental fires in the home
- 4364 home fire risk checks delivered to vulnerable people in their homes
- Arson (deliberate fires) shows a reduction of 14% in 2014/15 compared with 2013/14
- The number of killed and seriously injured in Norfolk's roads has been increasing since 2012
- 30 Community Safety volunteers recruited
- 40+ Volunteers from a range of partners including the Rotary Club
- 5091 children attended Crucial Crew- a multi-agency event delivering interactive safety education to school children including fire safety, crime and disorder reduction, electrical safety, water safety, basic first aid and farm safety

Our Key Activities

Safer Homes

We work with partners including Mental Health, Adult Social Care, Police, Age UK and Public Health to identify vulnerable people and receive referrals for those most vulnerable. We also use risk intelligence information to target those most at risk and are continually improving how we target community safety activities.

The most vulnerable people are identified through partner agencies such as NCC's Community Services (Adult Care), Homeshield and community care schemes staffed by volunteers. When a vulnerable person is identified we offer a free Home Fire Risk Checks (HFRC) where we assess the risks in their home and give them safety advice and guidance, for people who are at higher risk we carry out a multi-agency visit to assess how we can work together to improve the safety of the person and enable them to live independently.

Safer Roads

We are active partners in the Norfolk Road Casualty Reduction Partnership and promote this through a range of methods including road casualty reduction events aimed at young drivers; young driver education, volunteers and Prince's Trust teams; support and participation in the TREAD initiatives many of which are run at fire stations with fire service personnel, promotion and support for local and national road safety campaigns

Safer Communities

We will continue to work to reduce the number and severity of arson and deliberate fires by closer working with partners, including Norfolk Constabulary and other council departments. Our activities will take two forms: arson prevention and arson response. Our approach to arson prevention will be through arson audits and working with people and businesses identified as being vulnerable to arson, and also the education of children and young people. Our response to arson will continue to take the form of fire investigation and multi-agency working to reduce further risks of arson, to encourage the modification of behaviour of people who set fires. This will be done through our successful Firesetter educator scheme and an active involvement in restorative justice. We will continue to work closely with the Police to identify people who commit arson and to support the prosecution of these individuals where appropriate.

Volunteers

We currently have 30 volunteers who assist the service in a variety of ways including helping at Crucial Crew events, delivering fire safety education, carrying out home fire risk checks and supporting youth development activities. We will increase the number of volunteers and the support structure for them and improve the focus of these volunteers onto the areas that will most effectively support our prevention objectives.

Protection Objective: To Reduce the Impact of Fires and Other Emergencies

Norfolk Fire and Rescue Service is the enforcing authority for general fire precautions in Norfolk, delivering a multi-faceted regulatory service to ensure Norfolk's businesses are compliant with the law. Our activities focus on businesses with the greatest potential life risk and sites where fire risk is more likely. The function also supports other statutory duty holders by ensuring the new and developing built environment is safer by design; protecting those at work and those in care of others from the potential threat of fire. We always look to deliver our objectives in an efficient and effective manner; and as such any reduction in resources will require a remodelling of our current way of working. This may include expanding our collaborative partnerships

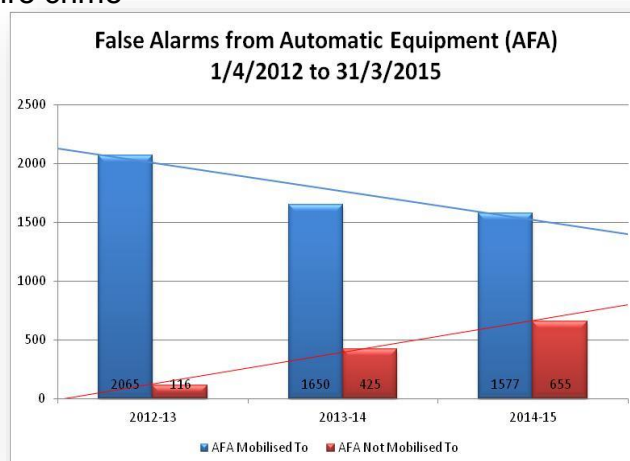
Priorities

- Safer premises - reduce the risk and impact of fires in non-domestic premises.
- Safer housing - supporting Local Authorities in enforcing fire safety standards in homes in multiple occupation other commercial housing
- Fewer false alarm calls - reduce the volume of false alarm calls to domestic and non-domestic premises

Performance since the last IRMP

In 2014 we were independently reviewed and demonstrated that we had a good balance between assisting and enforcing with businesses.

- We have continued to integrate regulatory risk intelligence to support the safety of our firefighters
- We have been well regarded with our partners, and have been noted to have made effective use with a relatively small protection function
- Our Automatic Fire Alarm Policy has continued to deliver a proportionate reduction in the number of false alarms we have attended, allowing our fire-fighters to be more available for real emergencies
- Our fire investigation team continues to support our fire intelligence systems and police colleagues in the detection of fire related crime, and conviction of those responsible for fire crime



Our Key Activities

- We deliver a risk based audit regime that focuses on the most vulnerable and higher risk businesses
- We provide information to businesses on how to comply with the law and stay compliant
- We engage with our partners and stakeholders in the delivery of our protection activities to build safer buildings for the future
- We continually seek to improve our systems to enable us to work more effectively within our service and support other regulators that need our support or assistance
- In 2014/15 we aimed to audit 1000 premises. A total of 940 audits were carried out. 202 (21%) of these had an unsatisfactory outcome – 197 were issued with Informal Notices and five with Enforcement Notices

Response Objective: To Respond Efficiently and Effectively to Calls for Assistance

Fire and rescue authorities need to decide in consultation with their communities how and where to deploy their resources and improve their ability to respond to the range of risks set out in their IRMPs. We have examined the profile of our incidents in terms of where they occur in the county, the type of emergency incidents we attend and the demand these incidents place on our fire stations, engines and crews (see section on Risk Profile). The aim is to identify how to continue delivering the service and responding to emergencies across the county with a smaller budget. This has shown that we need to make some changes which are explained in the document 'IRMP Draft Options for Change 2016-2020'.

Priorities

- Operational Assurance - ensure stations are well prepared to respond to emergency incidents
- Operational Availability - improve the availability of retained crews and response performance of all fire engines
- Operational Risk - reduce the risks when attending emergency incidents
- Civil Contingencies - ensure we are well prepared for major incidents

Performance since the last IRMP

- During the financial year 2014/15:
 - We missed our Emergency Response Standards (ERS) target for life risk incidents of 80% by 1.3% meeting them on 78.7% of occasions
 - Retained fire engines were available 81.4% (excluding 2nd fire engines at two fire engine RDS stations) of the time against a target of 90%
 - We responded to 7,285 incidents (an average of 20 incidents per day). Of these incidents 19.97% were automated fire alarms, 17.39% were primary fires* and 23.65% were road traffic collisions (RTCs)
- To improve our operational response we opened a new fire station in Kings Lynn called Kings Lynn South in January 2015. This now gives us a response from both sides of the town and good access to the A47, A17 and A10 road links



* A "primary fire" is a fire involving either an item of value, a fire incident requiring five or more fire engines or a fire where there has been an injury or fatality

- Our specialist search capability has been enhanced with the introduction of a specially trained cadaver search dog to our already established search dog team, to detect dead bodies including those under the water
- We have started work on a new training facility on the previous RAF base at Coltishall. Planning permission has been granted for a new live fire training unit which is due to open in 2016. This facility will improve our current training for the most hazardous area of work for our crews
- We are undertaking an Operational Improvement Programme looking at how we can ensure the capacity of our people, the capabilities of our operational fleet and equipment are best utilised to respond to operational emergencies
- We continue to support the East Coast and Hertfordshire Control Consortium which will see Norfolk, Hertfordshire, Lincolnshire and Humberside Fire and Rescue Control facilities link together to provide resilience
- We are partnering with our Police colleagues in a range of activities including co-locating our Integrated Risk Management Team in the Police Operations and Communications Centre. New work streams under this partnership are being explored but must be legal, logical and provide savings/benefits
- We have added a new capability that is able to support Police and ambulance staff in the event of a terrorist incident

Our Key Activities

There are three main elements to how we effectively respond to incidents- our operational arrangements/resources, our capability to respond to various incident types, and how quickly we respond (emergency response standards). Each of these are explored in the following sections.

Current Operational Arrangements

The following map of Norfolk shows where our fire stations are located and the crewing arrangements employed there.



Firefighters work in teams. In Norfolk we aim to ride with at least 5 firefighters on each fire engine, although we allow 4 firefighters to ride a fire engine as a minimum crew, if they are all that are available. To ensure that a safe system of work can be established the number of firefighters and the number and type of fire engines that attend an incident type is pre-determined. This attendance can be scaled up or down at the incident commanders' discretion or by control room operators based on the information they receive.

Wholetime Duty System

Wholetime Duty System (WDS) firefighters work two days (09:00 – 18:00) then two nights (18:00 – 09:00) followed by four days off. This system requires four shifts known as watches to provide guaranteed fire cover 24/7 with an average turnout time of 1 minute and 14 seconds. The service has this arrangement at the following stations:

- Kings Lynn North & South – 2 fire engines (9 personnel on duty each shift across the two stations)
- Great Yarmouth & Gorleston – 2 fire engines (9 personnel on duty each shift across the two stations)
- Carrow – 1 fire engine (5 personnel on duty each shift)
- North Earlham – 1 fire engine (5 personnel on duty each shift)
- Sprowston – 1 fire engine (5 personnel on duty each shift)

The work routine for WDS crews includes areas such as training, premise familiarisation, equipment checks and community safety. At present NFRS fits, free of charge, Domestic Smoke Detectors (DSDs) to premises where vulnerable people live.

Day Duty System

NFRS has one fire station (Thetford) that is staffed by firefighters on a Day Duty System (DDS) between the hours of 08:00 - 17:30 Monday –Thursday and 08:00 – 16:00 on Fridays. There is also RDS (see below) cover at Thetford to support the DDS staff and to provide the sole cover at night and at weekends.

At Dereham, the Urban Search and Rescue (USAR) team have two watches, each working four 12 hour shifts followed by four days off, to provide 12 hour cover 7 days a week. Currently, if the RDS crew at Dereham do not have sufficient firefighters available, the USAR team augment the crew to keep the fire engines on the run, if they are themselves available.

Retained Duty System

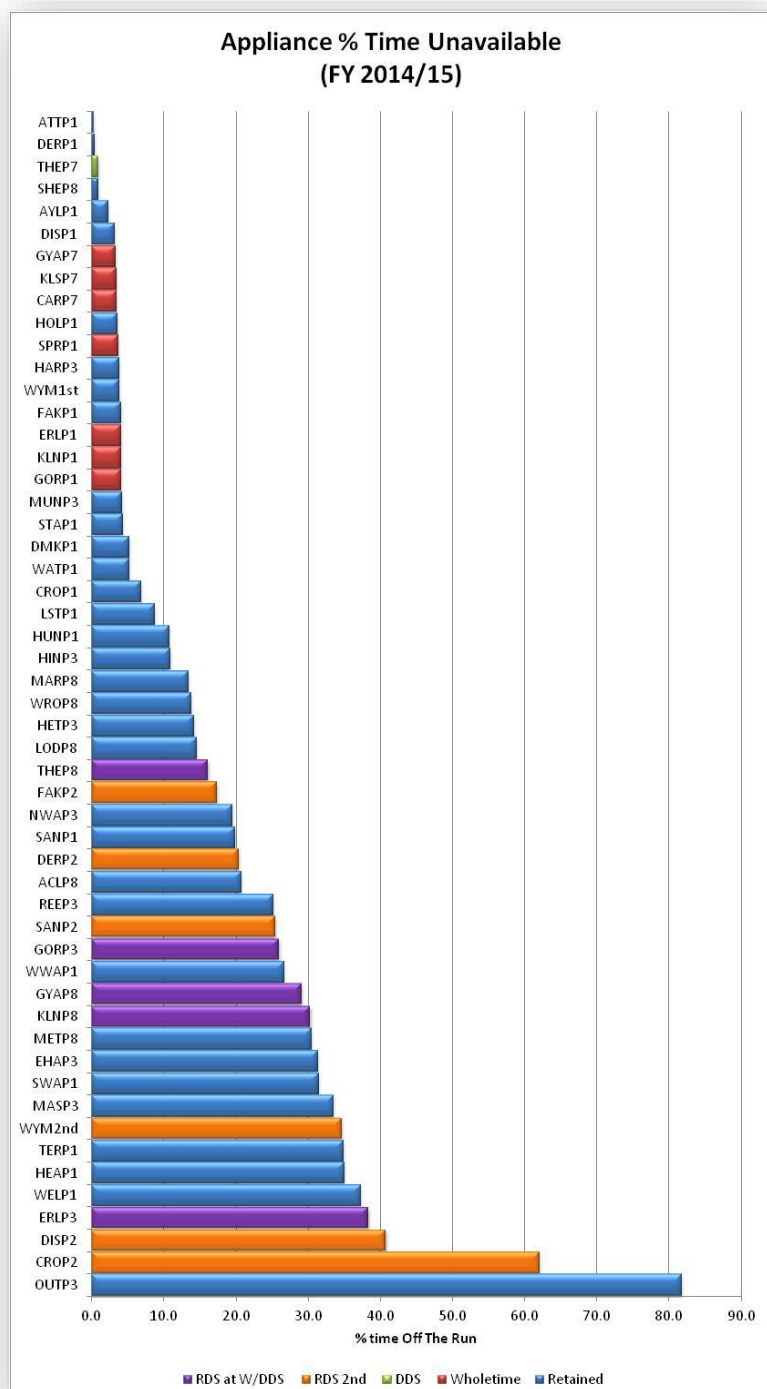
Firefighters employed on the Retained Duty System (RDS) provide on call cover as and when they can, they are paid a yearly retainer fee and then on a pay as you go basis where they are paid for each call that they respond to. RDS cover varies from station to station, hour to hour, as these firefighters combine their on call commitments with their primary employment and personal lives. At times a number of RDS stations are unavailable and predicting the availability of an RDS fire engine is particularly challenging.

RDS stations have a longer turnout time, on average 5 minutes and 48 seconds, due to the fact that the firefighters are not at the station when they receive their call out. The emergency fire cover provided in Norfolk is predominately RDS and relies on the staff commitment to provide cover, ideally 24/7. However this cover is not guaranteed due to a number of reasons, not least that employment has moved from the towns and villages to the more urban areas making it harder for NFRS to recruit for daytime cover. Therefore, whilst we aim for 90% availability RDS cover cannot be guaranteed and it was 81.4% (excluding 2nd fire engines at two fire engine RDS stations) during the financial year 2014/15.

There are 39 RDS stations in Norfolk and six of them have two fire engines. These are Cromer, Dereham, Diss, Fakenham, Sandringham and Wymondham.

Fire Engine Availability

For a number of reasons there are periods of time when our fire engines may be unavailable to attend emergency incidents. This may be due to a crew being unavailable or where the fire engine has developed a defect or requires maintenance.



Analysis shows that fire engine availability varies by duty system as follows:

- All 7 WDS fire engines combined – 96.3% available
- Thetford's DDS fire engine – 99.1% available
- All 45 RDS fire engines combined – 79.9% available

It is important to identify those stations where the fire engine is unavailable for periods of time and the analysis has shown that there is a significant range in the unavailability of RDS fire engines in particular.

We have significant levels of unavailability among our two fire engine RDS stations as well as a number of single fire engine stations across Norfolk.

This analysis shows that Attleborough were available for the most amount of time at 99.7% of the time, down to Outwell who were only available 18.3% (see graph on previous page).

There are many factors which affect the ability of RDS firefighters to be available for calls including willingness of local employers to release them to attend a call, availability of employment close to the fire station, personal time available to support the fire service and a willingness to provide substantial out of hours cover as well as full time primary employment. These issues are experienced across the UK with regard to RDS and present real challenges to the day to day availability of rural fire engines to attend emergency incidents.

Fire Engine Workload

Stations with RDS staff tend to be located in Norfolk's more rural areas where demand is lower than the urban areas. RDS staff usually have primary employment within their local communities and only respond to crew fire engines at these stations if available to do so. Urban areas generate more emergency calls due to the numbers of people, businesses and infrastructure and therefore our WDS stations and DDS station are located in these areas. Some of these stations also have an RDS fire engine to answer emergency calls when the WDS/DDS are already committed.

This means that stations and individual fire engines respond to differing amounts of emergencies each year and it is important to examine these workloads to ensure the appropriate crewing model is used for our resources to meet the numbers of calls that occur.

This analysis of station and fire engine workload shows that:

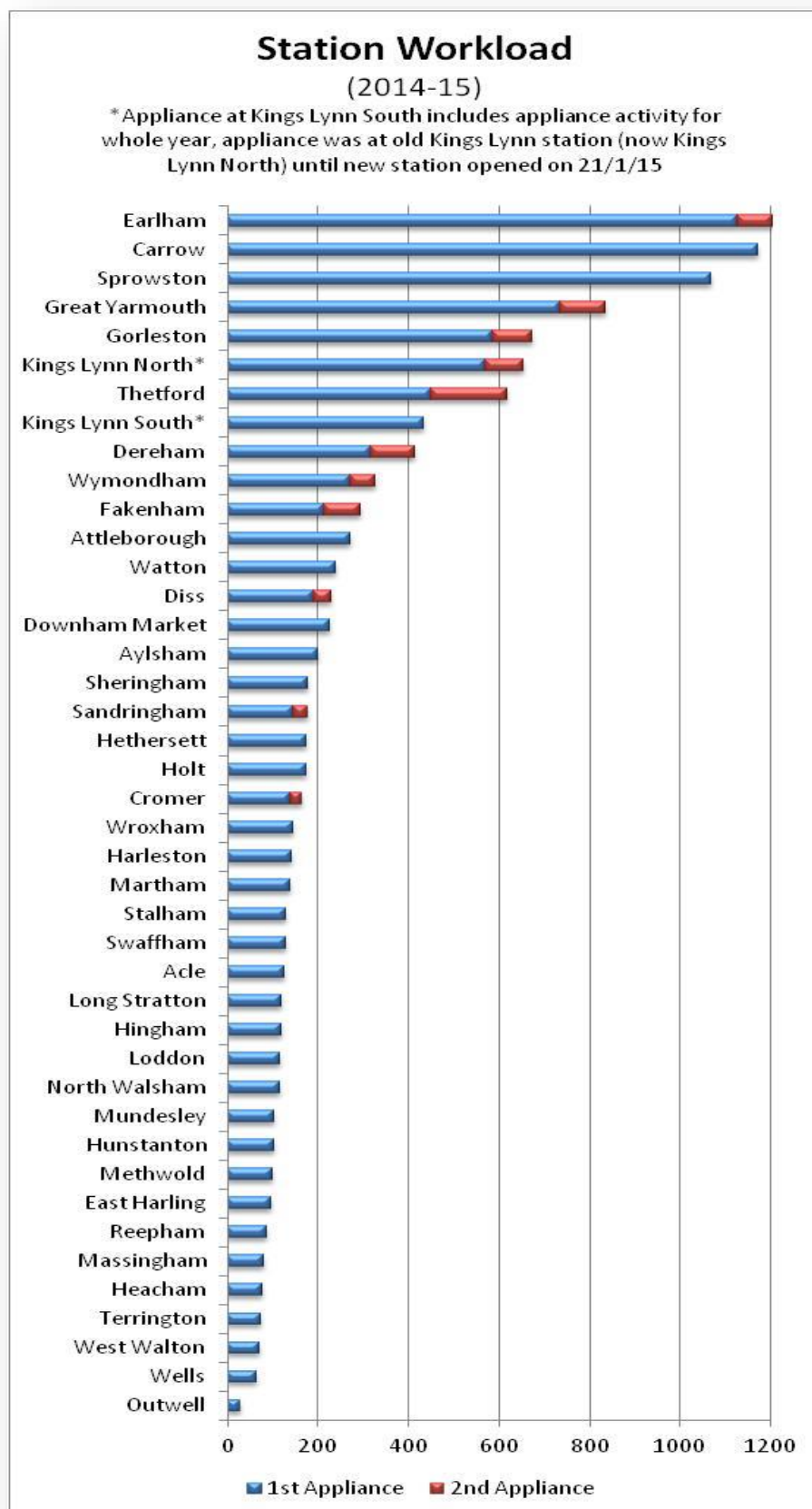
- Average WDS fire engine workload was 826 mobilisations during 2014/15, with Carrow being the busiest with 1155 mobilisations
- Average RDS fire engine workload was 135 mobilisations during 2014/15, ranging from 27 at Cromer (second RDS fire engine) to 330 at Dereham (first RDS fire engine)

More detailed analysis is shown in the graph on the next page which shows the wide variation in workloads for fire stations in Norfolk.

Station Workload

This shows our urban area stations as having the most calls with Carrow having the greatest workload for a single fire engine in Norfolk for this period.

Analysis also shows how often, and in which areas, fire engines are being mobilised to including where activity is in support of calls in the areas covered by neighbouring stations.



Capabilities

At present NFRS has one of the most comprehensive operational capabilities of all Fire and Rescue Services in England. Our capabilities extend beyond the statutory duties placed upon us to enable NFRS to provide a response to the identified risks within Norfolk. As well as firefighting and road traffic collision work, we have national resilience capabilities for flood rescue, urban search and rescue, underwater search and recovery, high volume pumping, decontamination and counter terrorism. We have identified two areas where we need to review our capability- hazardous materials and environmental protection, and flooding. You can read more about this in the following sections.

Hazardous Materials and Environmental Protection

Fire and Rescue Services have a range of duties placed on them by several different pieces of legislation in relation to the protection of lives, property, and the environment from the damaging effects of hazardous materials. We share this duty with other organisations, in particular the Environment Agency (EA) and new [national operational guidance](#) has recently been produced jointly by the EA and the Chief Fire Officers Association. We need to test our existing arrangements against the new guidance to ensure that we are providing the best response we can to hazardous materials and environmental protection incidents.

Currently every fire engine in Norfolk carries chemical protection suits and environmental protection packs. We have two larger Environmental Protection Units in Norwich and King's Lynn which, like the packs on fire engines, have been funded by the Environment Agency. These two units also carry a range of portable laboratory equipment, to identify and monitor chemicals. In common with every fire service, we also operate a Mass Decontamination Unit on behalf of the government, for use if large numbers of people need to be decontaminated after a chemical incident.

To provide specialist knowledge and advice, we maintain a pool of specially trained 'Hazardous Materials & Environmental Protection Officers'. These 'HMEPOs' are operational fire officers who have received additional training, and they provide advice to our incident commanders, in liaison with the EA.

We are running a project to compare what we currently do with the new guidance, identify any changes we need to make to the way we work, and how much those changes might cost. We will then present proposals to the Fire and Rescue Authority for consideration. As with all the proposals within our IRMP, we will ensure the benefits are greater than the cost of any changes. We will do this work jointly with the EA, and will seek to share resources with them as far as possible.

Major Incident Response - Flooding

A key function of our emergency response is the capacity to respond to major incidents, such as transport accidents, wide area flooding, environmental contamination, and collapsed buildings. We work with other agencies like the Police and health services in the local resilience forum on joint plans to deal with any risks in the area. The forum is responsible for warning and informing the public of these risks, and what to do if they happen.

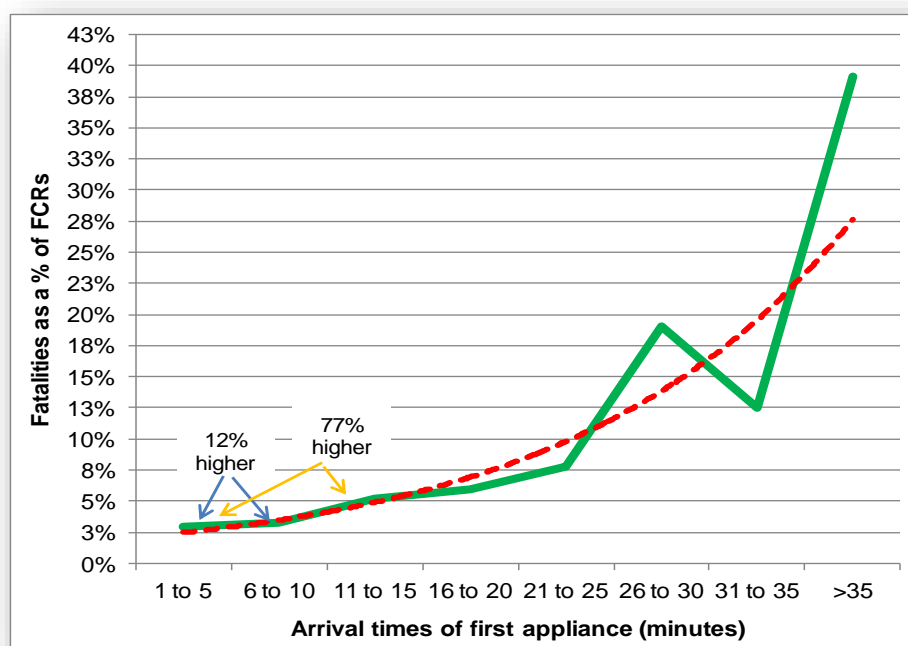
The largest single civil protection risk that Norfolk faces is flooding, particularly coastal flooding. In 2007, the October tidal surge saw NFRS with no specialist flood response resources, and we had to request help from more than forty teams from across the country. After 2007, the County Council and DEFRA have provided substantial one-off grant funding to ensure NFRS can provide a flood rescue capability on behalf of the multi-agency Norfolk Resilience Forum. This meant that in December 2013, we were able to deploy 17 specialist teams, and were much less reliant on calling in external help, which was already over stretched helping other parts of the country. Norfolk's management of the December 2013 flood was later described by national commentators as 'exemplary'.

By law we do not need to provide a specialist water rescue and flooding service so we could end the specialist service. If, however, we want to keep providing a flood response for Norfolk after 2017, we would have to save money from elsewhere in order to fund it.

To help us with our plans for the future we are interested in your views on this. See chapter 4 on what we are proposing and chapter 5 on how to respond to the consultation.

Emergency Response Standards (ERS)

The longer we take to get to you, the greater your chance of dying in a fire. The graph below shows the fatality rate in accidental domestic dwelling fires, mapped against the time it takes for a fire engine to respond to the 999 call.

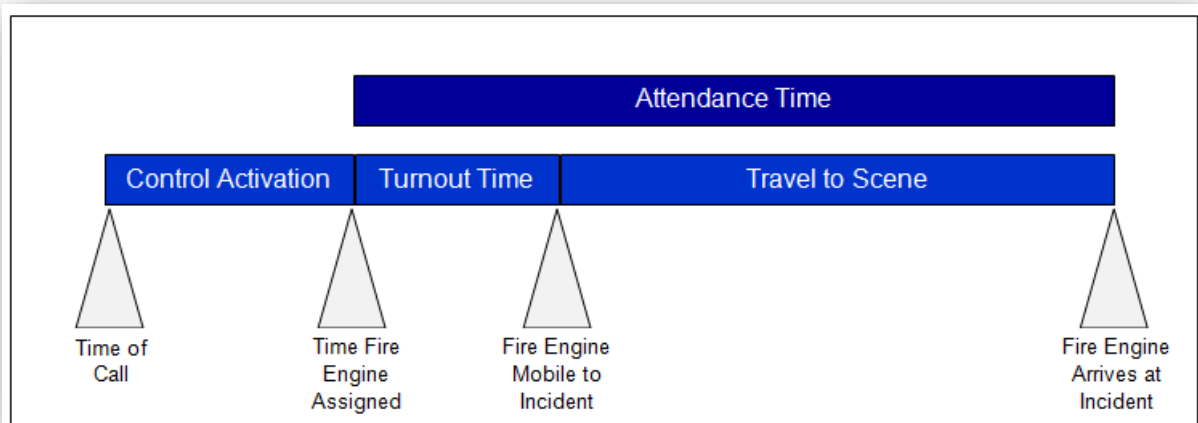


The graph does not start at 0%, because, if a victim is already deceased when we get the 999 call, it makes no difference how quickly we arrive. That is why we concentrate so hard on preventing fire happening in the first place. Also, if you are in a well-protected building, for example with a sprinkler system and working fire doors, you will be much safer for much longer.

Our existing ERS have been in place for the last ten years. They are a measure of how quickly we arrive, rather than what overall good we do, as they do not take into account any of our prevention or protection work. They are set out in the table below:

Incident Type	First Appliance	Second Appliance
Fires where life may be at risk	80% within 10 minutes	80% within 15 minutes
Other emergencies where life may be at risk	80% within 13 minutes	Not applicable
Other fires	80% within 13 minutes	Not applicable
Non-emergency incidents	80% within 45 minutes	80% within 45 minutes

ERS is measured from when the first fire engine is alerted to an incident to the time the first fire engine arrives at the incident.

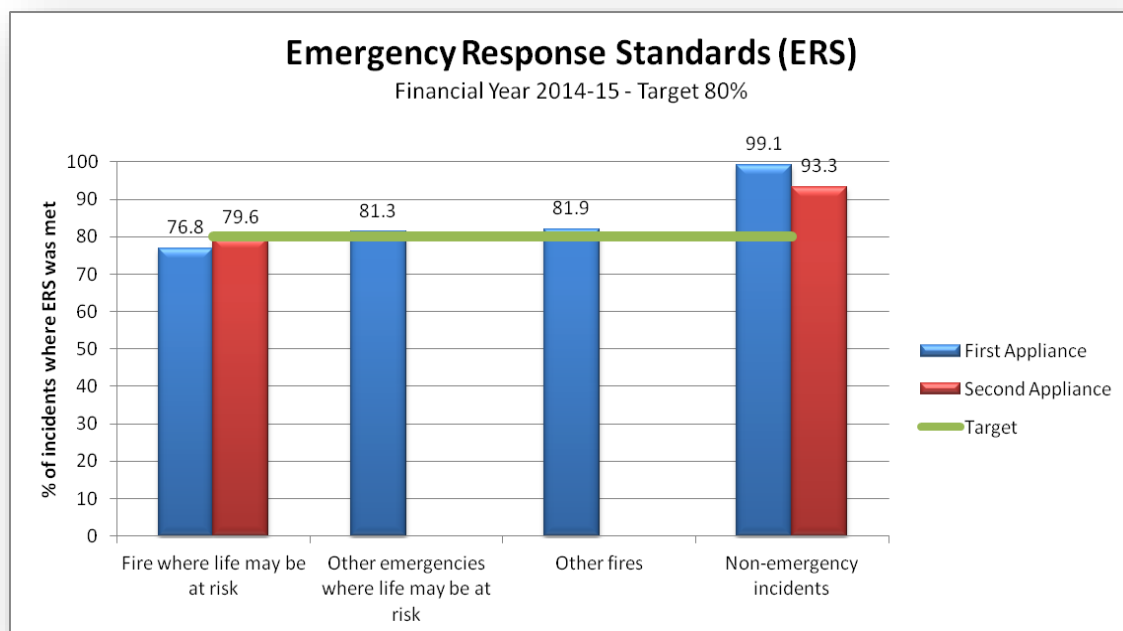


A WDS crew typically have a turnout time of 1 minute and 14 seconds.

There is a significant variation in RDS average turnout times, ranging from 4 minutes 04 seconds to 8 minutes 34 seconds. There are a number of factors affecting this including road layout, traffic conditions and distance of crew from station at time of alert.

With the changing pattern of emergencies in Norfolk, of fewer fires and fewer automatic fire alarm calls, which both tend to be concentrated in our urban areas, and increasing numbers of road collisions, we are already struggling to meet these response standards.

We intend to keep an emergency response standard, as we know you will still want to know how quickly we are going to arrive. Given the changing pattern of demand, the reduction in fire calls and the increase in road crashes, we want to standardise on a single target, which we already use for non-fire emergencies:



What we are proposing

We will not be able to specify an exact Emergency Response Standard until the specific savings we are required to make have been confirmed. However, any standard we set will be set out clearly, and will map exactly how quickly you can expect to get a fire engine in an emergency, anywhere across the county.

We also want to move to a new way of measuring our performance.

As well as measuring how quickly we get to you, we also want to measure what good we do, in terms of the outcomes we achieve for public safety. Put simply, we use computer modelling to predict how many people are at well above risk of dying in house fires, and whereabouts in the county they tend to live.

We can only do this by focusing on not just a fast emergency response once you've had a problem, but in educating you not to have the problem in the first place and helping you protect yourself if something does go wrong. Our 999 response will always be there, but it should be the last resort, not the first – by the time you need to dial 999, we've already failed.

We have already massively reduced your risk of dying in a house fire over the last ten years – we want to continue to reduce that trend, and depending on the option/s to be implemented we will set a challenging target to reduce the number of people at well above average risk of dying in domestic dwelling fires by 2020.

4. What we are proposing

We have carried out a detailed analysis of the risks in Norfolk and the way that we use resources to prevent incidents occurring and managing them when they do occur. The analysis has drawn on internal expertise using a range of information systems; these systems are both bespoke Fire and Rescue Service specific and more general use. The main IT software used for modelling scenarios is the Fire Service Emergency Cover (FSEC) toolkit which has been provided to all Fire and Rescue Services by the government. This system uses historical call data coupled with census data to predict risk and future performance of the FRS against identified risks.

FSEC is outcome focused and predicts how proposed changes to operational provision will affect the number of people at risk, whether more or less fire and road traffic collision deaths are likely and if the economic cost of emergencies increases or decreases. The government continues to develop FSEC and we have just completed updating our models with the latest version for 2014/15 which includes the increase of the financial value of a life saved to £1.96 million.

This draft IRMP is proposing a range of options which will allow us to make up to 11% savings or £2.36M. The proposals we are putting forward for your consideration include reducing numbers of operational support staff, redeploying full time firefighters, reducing numbers of firefighters, reducing numbers of fire engines, closing some fire stations, proposing a new strategic vision and deciding if we should have a water rescue and flooding response capability, these can be seen in the following proposal summaries and in Appendix 1.

Strategic Vision.

In the past our service focused on responding to fires and road accidents. Our current role, as expressed in our strategic vision on page 18, is much broader than that. We work in communities to prevent fires reduce the impact of fires and emergencies and respond to a wide range of emergencies. We would like to know if you agree or disagree with our strategic vision?

Responding to flooding emergencies.

Currently a key part of our emergency response is the ability to respond to major incidents, such as transport accidents, wide area flooding, environmental contamination and collapsed buildings.

After the floods of 2007 we received grant funding from Government to help us respond to flooding - this was in addition to a grant allocated by the County Council. This allowed us to set up a specialist water rescue and flooding service. In return for this grant, we were expected to attend incidents outside Norfolk, providing specialist expertise across the country. However, this national funding is coming to an end in 2017.

By law we do not need to provide a specialist water rescue and flooding service so we could end the specialist service. If, however, we want to keep providing a flood response for Norfolk after 2017, we would have to save money from elsewhere in order to fund it.

To help us with our plans for the future we are interested in your views on this.

Options for Change Proposal 1A - Reduce the amount we spend on fire and rescue operational support – the services that help firefighters in carrying out their emergency response duties.

This proposal is to reduce the amount we spend on fire and rescue operational support. These are the services that help firefighters in carrying out their emergency response duties, for example, senior and middle managers (including those who manage incidents), training, equipment and supplies.

We propose to change the composition and ways of working of our management and technical teams whilst also making staff reductions in other support services. This would include reducing layers of senior and middle management and reducing our operational training budget.

We currently spend around £5m on operational support. This proposal would save us up to £1.2m over three years - around £1m from operational support staff reductions and £150,000 from the operational training budget. We would save £600,000 in 2016/17 and £600,000 in 2018/19.

Options for Change Proposal 1B - Moving full-time firefighters from King's Lynn and Gorleston to Thetford, Dereham and other market towns. Introducing a 12 hours shift pattern for all full-time firefighters.

If this proposal went ahead then King's Lynn North and Gorleston would stop being staffed 24 hours a day. Instead these stations would have firefighters permanently located there 12 hours a day. Outside these hours emergency response cover would be provided by on-call (retained) firefighters who live within five minutes of the station.

This would free up 12-14 full-time firefighters that we could use in our other market towns to deliver public safety advice and training in communities whilst also keeping the local fire engine available.

This proposal includes increasing emergency response cover at Thetford and Dereham.

We also propose to introduce 12 hours shifts for all full-time firefighters so that each full-time station has the same start and finish times. This will make it easier for us to manage emergency response cover across the county.

This proposal does not save any money but it would allow us to locate our emergency response resources better to risk and demand.

The changes to the way we use full-time firefighters could not be implemented if the additional savings set in proposal 2B are also required in full. This is because the posts we want to move under this proposal would be removed as a saving instead under proposal 2B.

Options for Change Proposal 2A - Redesign of Fire and Rescue on-call (retained) emergency response resources, including closing two fire stations.

This proposal outlines the changes to the on-call (retained) service. Please see our other proposal for details of changes to the full-time service.

Over the next three years we are proposing to save up to £525,255 by reducing the number of on-call (retained) firefighters we employ by 86. We would make this saving by:

1. Reducing the number of firefighters at the following on-call (retained) stations down to a minimum level: Great Yarmouth, Hethersett and King's Lynn North, Thetford and Dereham
2. Removing the second fire engine and its crew from the following on-call (retained) stations and replacing it with a 4x4 vehicle: Cromer, Diss, Fakenham, Sandringham, Wymondham.

These two proposals combined would save £197,348 and the reduction of 30 on-call (retained) firefighter posts.

3. Removing on call (retained) fire engines and crews from Great Yarmouth and North Earlham fire stations. This proposal would save £181,444 and the reduction of 32 on-call (retained) firefighter posts.
4. Closing two on-call fire stations. The proposal is to close Heacham fire station and either West Walton or Outwell. This proposal would save £146,463 and the reduction of 24 on-call (retained) firefighter posts.

If we make these changes we would still be able to make the changes to the way we use full-time firefighters set out in proposal 1B.

Options for Change Proposal 2B - Redesign of Fire and Rescue full-time (wholetime) emergency response resources.

This proposal outlines the changes to the full-time (wholetime) service. Please see our other proposal for details of changes to the on-call (retained) service.

Over the next three years we are proposing to save £675,246 by:

1. **Reducing the number of full-time firefighters we employ by 12 with the option of moving 6 of these to Thetford.** King's Lynn North and Gorleston currently have full-time crews 24 hours a day, seven days a week. This proposal would reduce that to 12 hours a day, 7 days a week. Both stations also have on-call (retained) firefighters who would continue to provide 24 hours a day cover. King's Lynn South station is not affected by this proposal. Moving 6 firefighters to Thetford would increase fire cover there to 12 hours a day, 7 days a week. This proposal would save £315,245 if we reduce the number of full-time firefighters we employ by 12 or £160,250 if we moved 6 to Thetford and reduced full-time firefighters by 6.
2. **Changes to our Urban Search and Rescue team.** The choices are to either make more use our USAR team where there are already based at Dereham to provide emergency response cover 12 hours a day, 7 days a week or to move them to North Earlham fire station in Norwich and merge them with the fire crew already

there. This proposal would improve fire cover if USAR remains located at Dereham or save £325,350 if they move to North Earlham where full-time firefighter numbers would reduce by 12. This would require a one-off £150,000 investment to make this move.

If we implement this proposal then we would reduce full-time firefighter numbers by staff turnover. We would not be able to move full-time firefighters to other roles as contained in our proposal 1B.

In 2015/16 our revenue budget was £27.7m. If we went ahead with both the on-call (retained) changes in Option 2A and full-time firefighter changes in Option 2B the total we could save is £1.165m over three years. We would save £200,000 in 2016/17, £200,000 in 2017/18 and £765,000 in 2018/19.

The impacts of the changes have been modelled in FSEC and are presented with more detail on the options in Appendix 1 'Norfolk Fire and Rescue Authority Draft IRMP Options for Change 2016-2020' attached to this document.

5. How can I respond to the consultation?

Norfolk County Council is asking you for your views on the options and proposals set out in this document. We need your views by **14 January 2016**.

When responding, please state whether you are responding as an individual or representing the views of an organisation.

- You can respond online at www.norfolk.gov.uk/reimagining
- You can email your response to: haveyoursay@norfolk.gov.uk
- By phone on 0344 800 8020
- Via your county councillor – contact details at www.norfolk.gov.uk/councillors
- on Twitter using #norfolkbudget
- Or you can respond in writing to: Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, Norwich NR1 2DH
- However, if you want to help the Council save money please use a stamp and send to this address: Budget Consultation, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, NR1 2DH

Your opinions are valuable to us. We are sorry but, given the scale of the responses anticipated and our timescale, we are unable to respond to individual questions or comments. However, we assure you that we will feed your views and the information you provide to help inform any decisions that we take.

Our County Councillors will consider the consultation responses we receive very carefully. In particular, they will take into account:

- The impact of any proposal on individuals, groups or communities and in particular on people identified as having 'protected characteristics' under the Equality Act 2010. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. As well as this equality impact assessment, Councillors will consider the impact of proposals on rural areas
- The views of those consulted
- The evidence of need and what is proven to work effectively and well
- The financial and legal positions and any constraints at the time
- Any potential alternative options, models or ideas for making the savings.

In January 2016 each service committee will discuss the consultation findings as well as the impact assessments. Our Policy and Resources Committee will look at all the proposals as a whole and then recommend a budget for the whole council.

Full Council will meet on 22 February 2016 to debate the proposed budget and then vote on and agree the final budget for the 2016/17 financial year. The final budget will be published on www.norfolk.gov.uk shortly after this meeting.

Personal information, confidentiality and data protection

We will process any personal information we receive from you in line with the Data Protection Act 1998. This means that Norfolk County Council will hold your personal data and only use it for the purpose for which it was collected, being this consultation. We use this information to see how representative the feedback is of Norfolk's population. We also use it to see if any particular groups of people are especially affected by our proposals. Under our record management policy we will keep this information for five years.

We will also, under normal circumstances, not pass your personal data on to anyone else. However, we may be asked under access to information laws to publish or disclose some, or all, of the information you provide in response to this consultation, including any personal information. We will only do this where such disclosure will comply with such relevant information laws which include the Freedom of Information Act 2000, the Data Protection Act 1998 and the Environmental Information Regulations 2004.

Your opinions are valuable to us. Thank you for taking the time to read this document and respond.



If you need this document in large print, audio, Braille, alternative format or in a different language please contact us on: 0344 800 8020

Email: haveyoursay@norfolk.gov.uk and we will do our best to help

Appendix 1 - Norfolk Fire and Rescue Authority Draft IRMP Options for Change 2016-2020

Introduction

This annex contains the detail of the options for change proposals:

- Option 1 – Operational Support Reductions and Redeployment of WDS Staff
- Option 2 – 5.4% funding reduction, this option is compiled from optimum stacking of items picked from the following sub options:
 - Reducing RDS
 - Further Reducing RDS
 - Closing two RDS Stations
 - Closing two different RDS stations
 - Reducing WDS appliances and redeploying staff
 - Reducing WDS appliances and not redeploying staff
 - Relocating USAR to cover an WDS appliance

Modelling Prediction Software

The Fire Service Emergency Cover (FSEC) software package is a government supplied predictive modelling tool used for identifying the costs and impacts of any changes to emergency cover provided by Norfolk Fire and Rescue Service (NFRS).

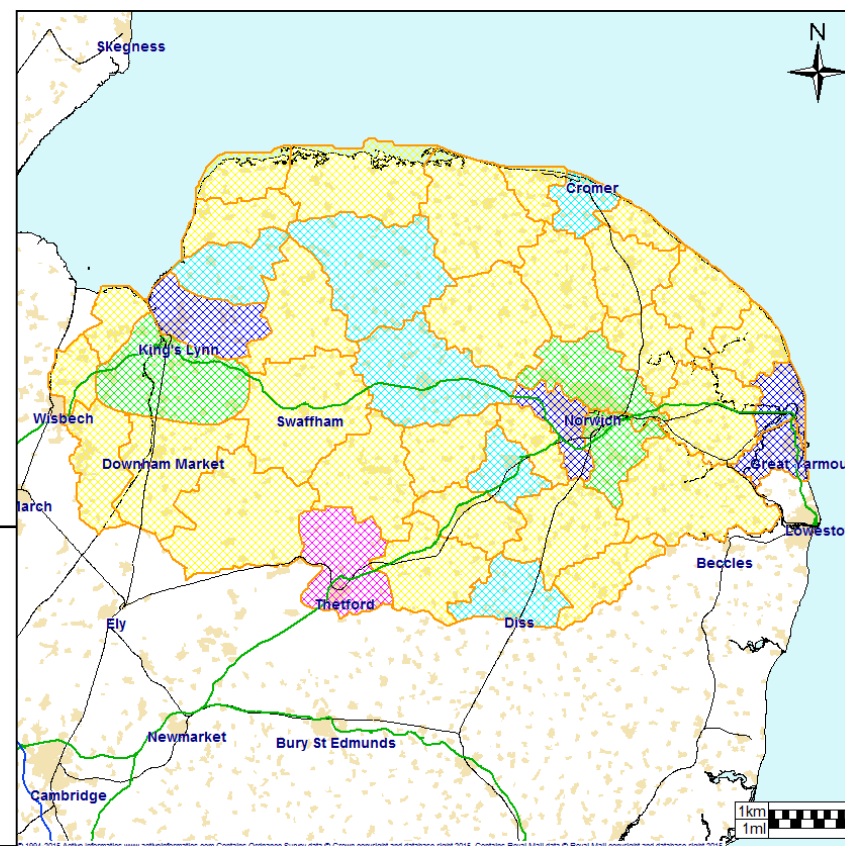
The following options use the data set of 1st April 2010 to 30th March 2015. Emergency Response Standard (ERS) performance results are as modelled by FSEC and may be different from actual. Current ERS will need to change dependant on the option implemented.

Crewing systems:

- WDS – Whole-time Duty System (a crewing system that guarantees emergency cover 24 hours a day seven days a week)
- DDS – Day Duty System (a crewing system that guarantees emergency cover for a set period e.g. 12 hours a day 7 days a week)
- RDS – Retained Duty System (a pay-as-you-go crewing system that provides cover only when sufficient crew are available – currently running at 81.4% across the Service with a wide variation from station to station)
- USAR – Urban Search and Rescue, carrying out specialist rescue operations, both in Norfolk and Nationally, on a 12 hour a day 7 day a week system with an on-call crew available outside of these hours

Current Fire & Rescue Cover

- = WDS
- = RDS 1 Appliance
- = RDS 2 Appliance
- = DDS with RDS backup
- = WDS with RDS backup

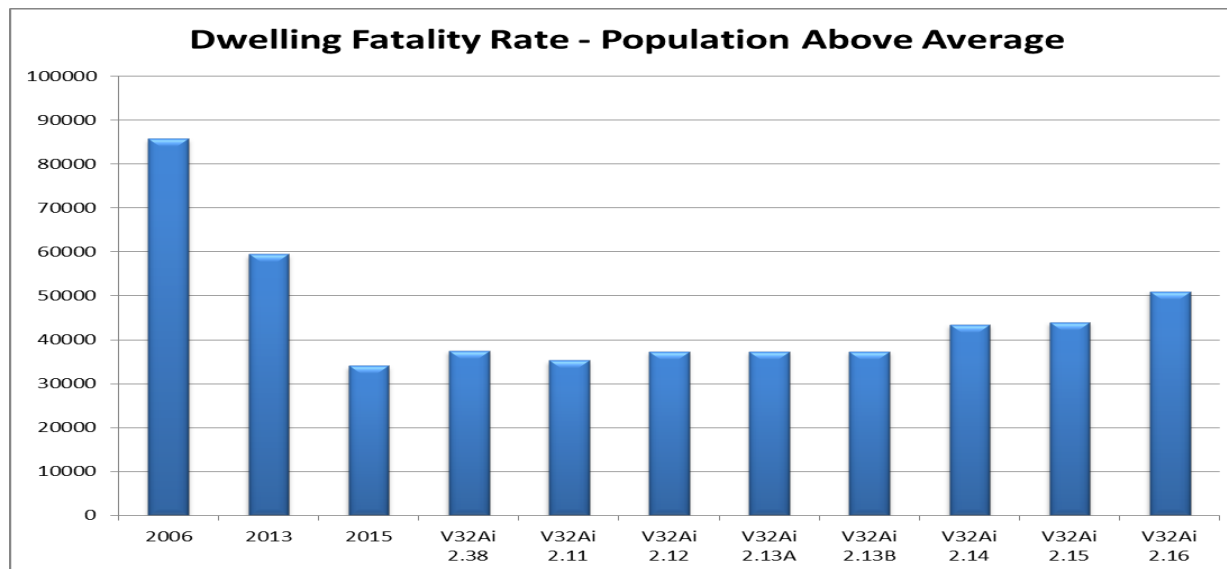
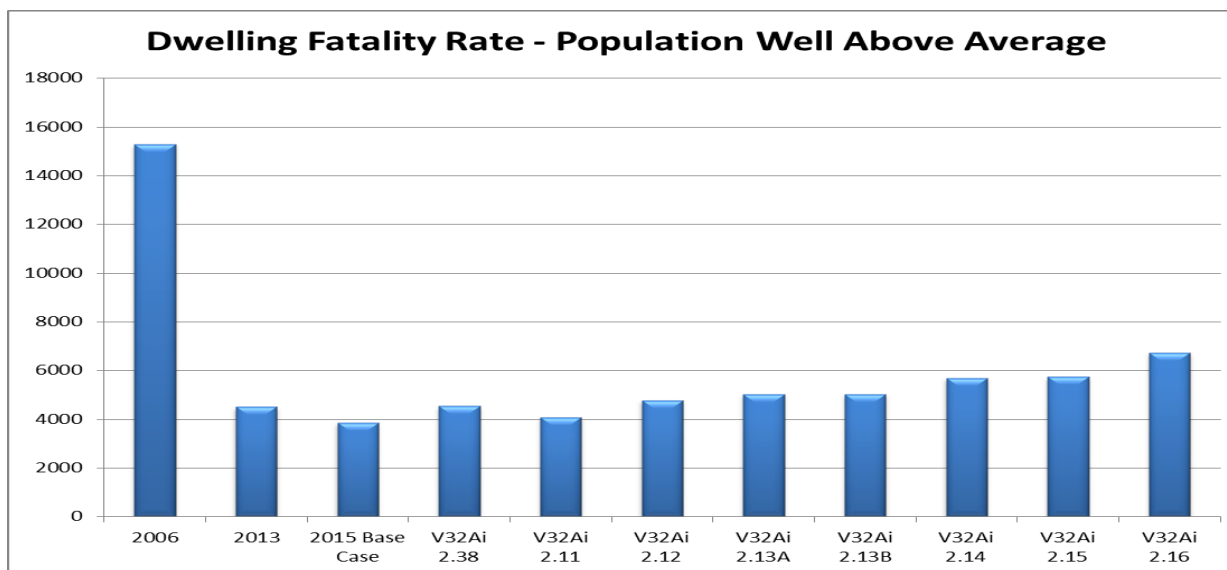


The potential savings identified in this paper are based on the average earnings for a rider of a fire appliance on the specific stations affected, during the financial year of 2014/15. Due to the nature of the RDS system and earnings being directly related to incidents attended the potential savings identified are therefore dependant on future levels of demand.

The following table summarises the impact of implementing the options:

Option		Model	Saving	Population Well Above Average	Population Well Above Average % Increase	Population Above Average	Population Above Average % Increase	Number of Additional Lives Lost Per Year	Number of Days Per Extra Life Lost	Economic Cost	Additional Cost to the Economy	ERS Change
Current Arrangements		2015 Base Case		3861		34116		68.29		£187,640,477		
Option 1 – Operational Support Reductions & Redeployment of WDS Staff		V32Ai 2.38	£1,200,000	4532	+17.4%	37541	+10%	0.42	864	£188,548,751	£908,274	+0.79%
Option 2- 5.4% Funding Reduction	i. Reducing RDS, stage 1	V32Ai 2.11	£197,348	4078	+5.6%	35345	+3.6%	0.25	1448	£187,999,201	£358,723	-0.24%
	ii. Reducing RDS, stage 2	V32Ai 2.12	£378,792 Inc. 2-i Savings	4772	+23.6%	37349	+9.5%	0.51	712	£188,446,669	£806,192	-1.45%
	iii. Closing RDS Stations	V32Ai 2.13A	£525,255 Inc. 2-i & 2-ii Savings	5026	+30.2%	37361	+9.5%	0.62	590	£188,551,858	£911,381	-1.84%
	iv. Closing RDS Stations	V32Ai 2.13B	£511,533 Inc. 2-i & 2-ii Savings	5026	+30.2%	37361	+9.5%	0.65	558	£188,637,754	£997,276	-2.01%
	v. Reducing WDS & Redeploying WDS Staff	V32Ai 2.14	£685,505 Inc. 2-i, 2-ii & 2-iii Savings	5693	+47.4%	43493	+27.5%	1.04	349	£189,317,113	£1,676,636	-0.47%
	vi. Reducing WDS	V32Ai 2.15	£840,500 Inc. 2-i, 2-ii & 2-iii Savings	5740	+48.7%	43991	+28.9%	1.14	321	£189,362,402	£1,721,925	-1.11%
	vii. Moving USAR	V32Ai 2.16	£1,165,850 Inc. 2-i, 2-ii, 2-iii & 2-vi Savings	6723	+74.1%	50992	+49.5%	1.81	201	£190,553,586	£2,913,109	-2.58%

The following graphs show the change in the number of people at risk of dying in house fires since 2006 and the predicted impact of the options:



Option 1 - Operational Support Reductions and Redeployment of WDS Staff

In line with reductions in frontline emergency response, there are potential consequential savings in associated operational support functions and training costs. These have been estimated as releasing up to **£1.2 million**.

These consequential savings have been examined and would be found through:

- Reduction in operational support posts (both operational and non-operational) and training expenditure

Reductions in operational support will remove the current ability to design and deliver in-house improvements to public services – we will stop developing our own solutions to problems and move to a model of adopting or buying in to externally developed initiatives.

NFRS already has one of the lowest proportions of support roles to frontline posts of any English FRS (9:1), and compares to some FRS where the ratio sits at 3:1 or 4:1.

Further hollowing out an already thin layer of support increases risk of –

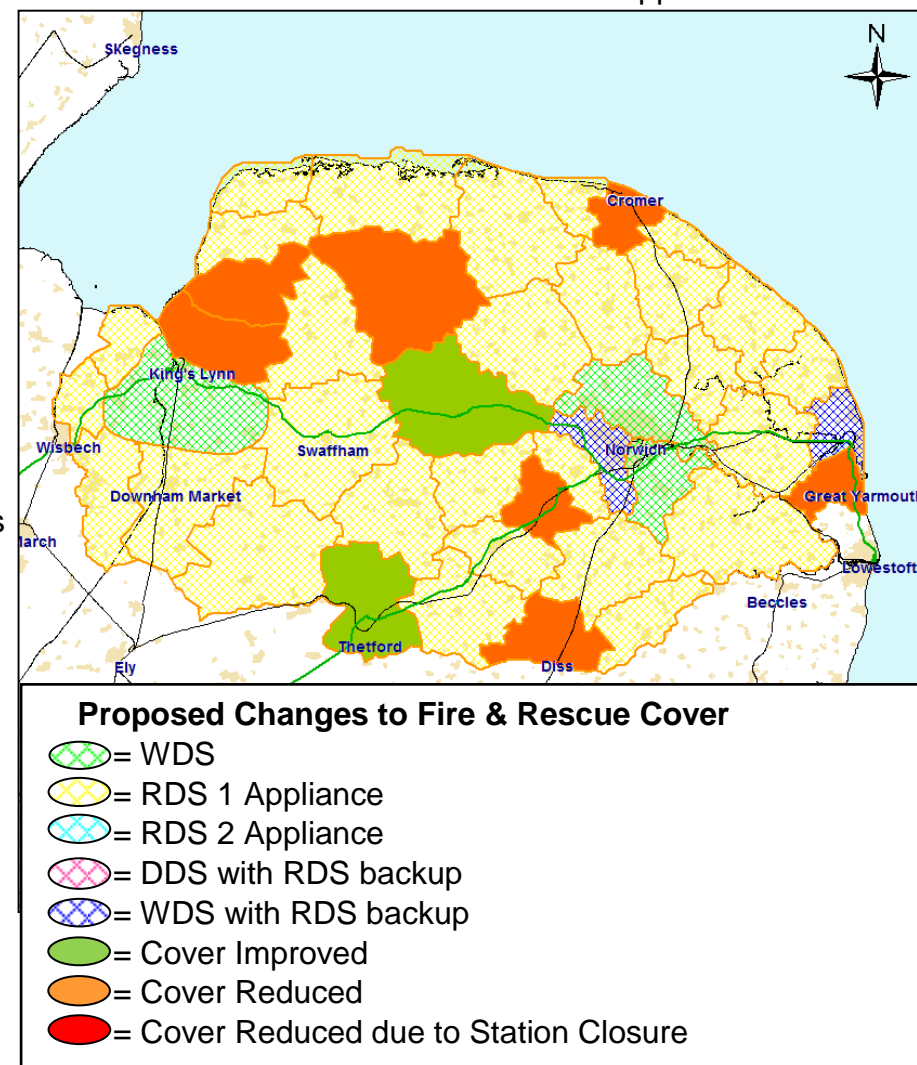
- Failure to identify developing challenges ahead of time
- Failure to sustain service delivery during response to challenges
- Inability to recover quickly, or adequately, from challenges.

These proposed changes will reduce our internal resilience and change management capacity.

In addition to the savings identified above the following pages detail the proposed redeployment of WDS staff.

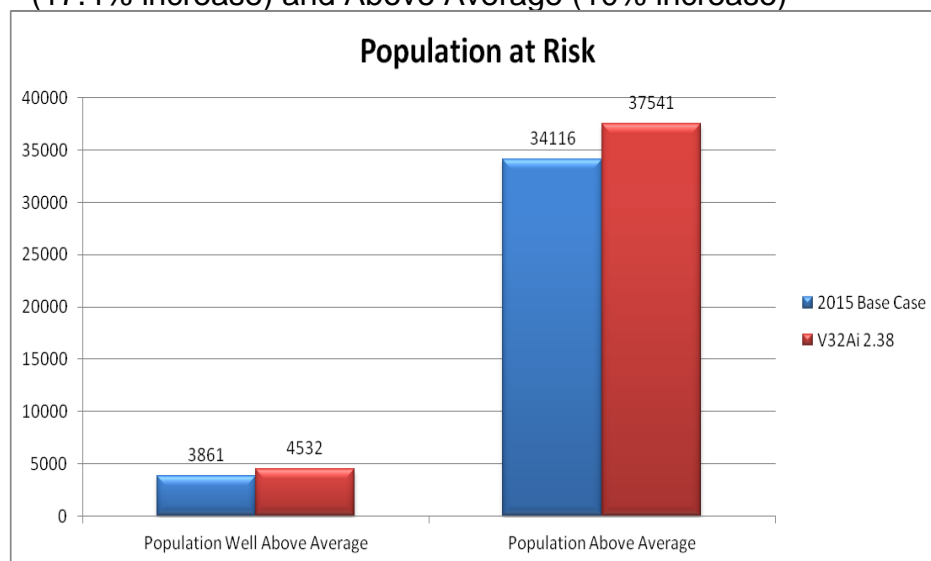
Model - V32Ai 2.38**What We Propose:**

- Changing both Gorleston and Kings Lynn North WDS appliances to DDS appliances
- Redeploying staff to increase DDS cover period at Thetford. Cover at Thetford would increase from 08:00-17:30 Monday –Thursday and 08:00-16:00 on a Friday to 12 hours a day 7 days a week
- Also utilising USAR to crew the first appliance at Dereham 12 hours a day 7 days a week
- Changing shift patterns for remaining full-time stations to matching 12 hour shifts, to harmonise start and finish times for wholetime staff, suggested start time of 08:00hrs and finish at 20:00hrs although this is subject to discussion
- Replace the second appliances on two appliance RDS stations with lightweight 4x4 vehicles (as per IRMP 2014-17)
- Further utilisation of WDS resources to improve rural resilience and risk reduction initiatives



Impacts:

- The chart below shows the change to the number of people at risk in output areas classed as Well Above Average (17.4% increase) and Above Average (10% increase)



- Fakenham, Great Yarmouth, Hethersett, Kings Lynn Thetford and Wymondham RDS also crew a special appliance
- The table below shows the potential increase in lives lost and the overall impact on economic cost to Norfolk

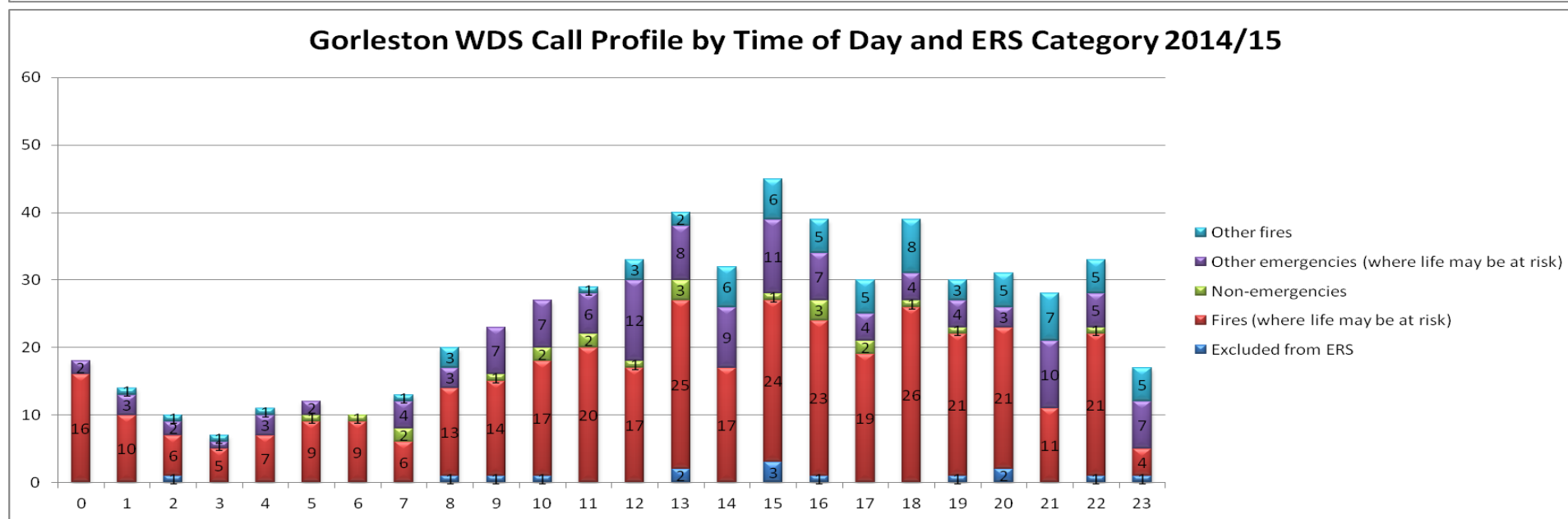
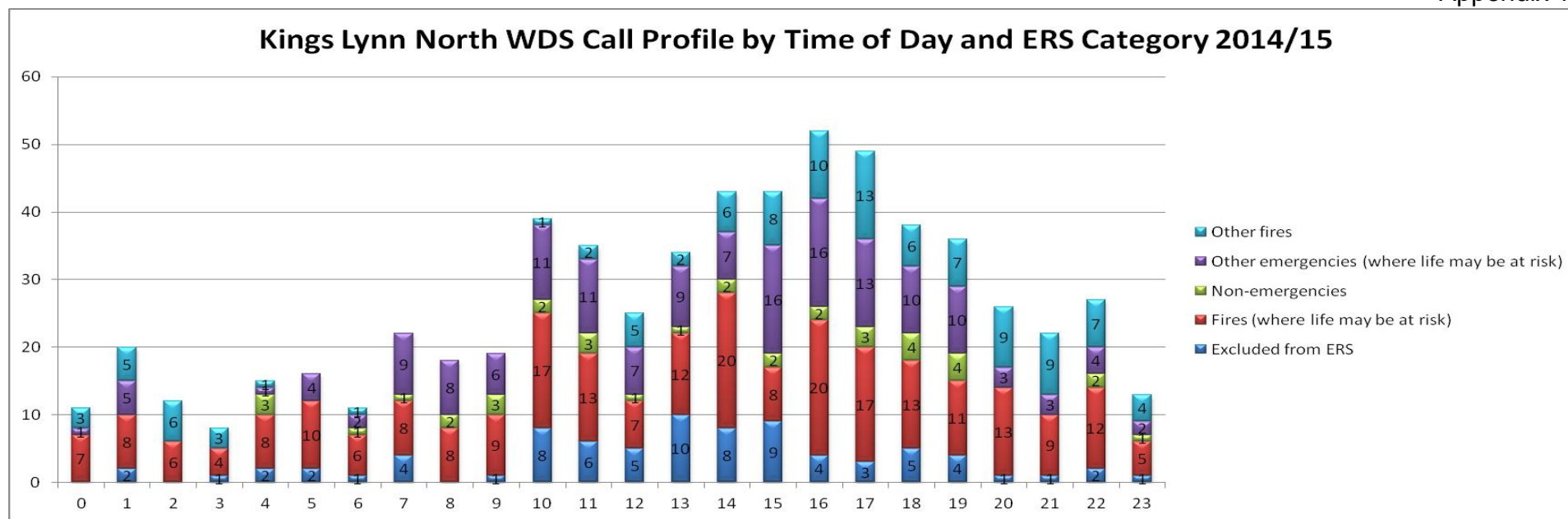
FSEC Predictions V32Ai 2.38			
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Net Overall Cost Difference
0.42	864	£188,548,751	£908,272

Risks:

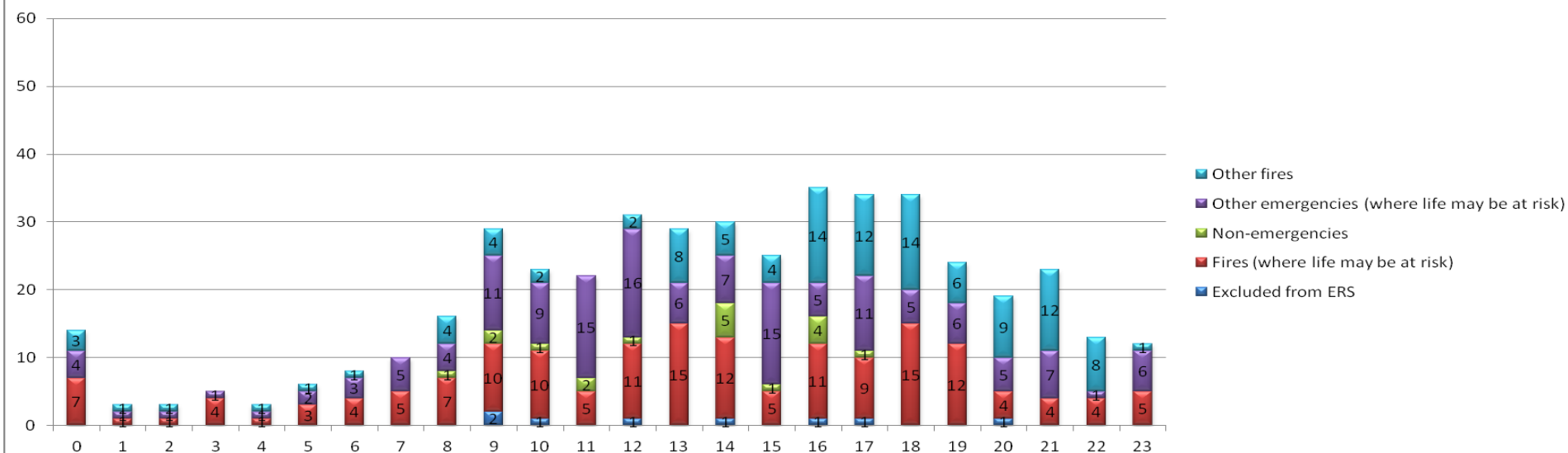
- ERS would likely improve by 0.79%

Station / Appliance Analysis:

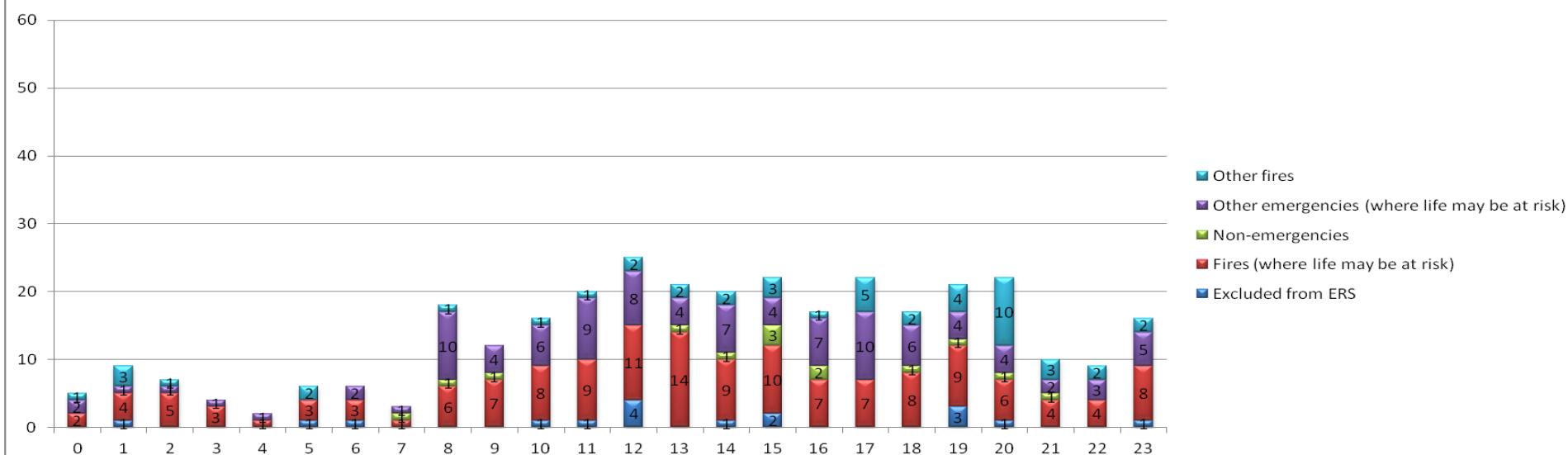
The graphs on the following pages show the call profile, the number of incidents on the station grounds and the mobilisations by incident type for the appliances affected by this proposal:



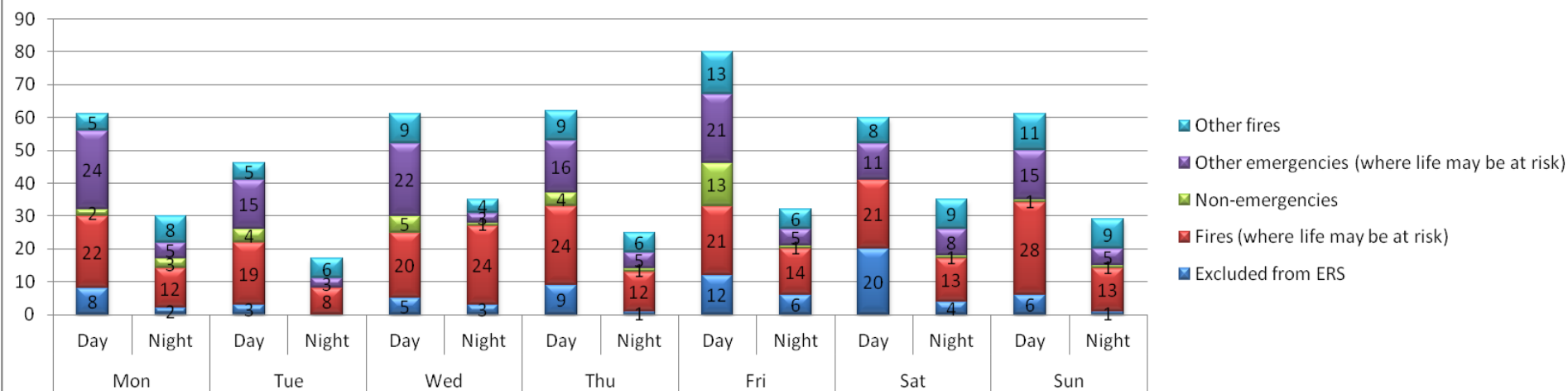
Thetford DDS Appliance Call Profile by Time of Day and ERS Category 2014/15



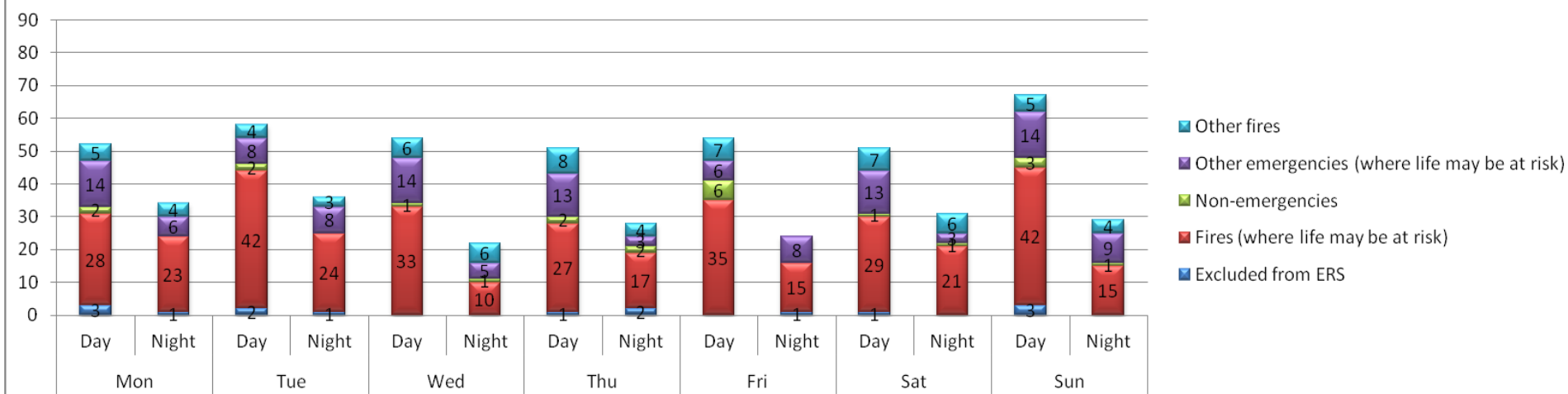
Dereham 1st Appliance Call Profile by Time of Day and ERS Category 2014/15



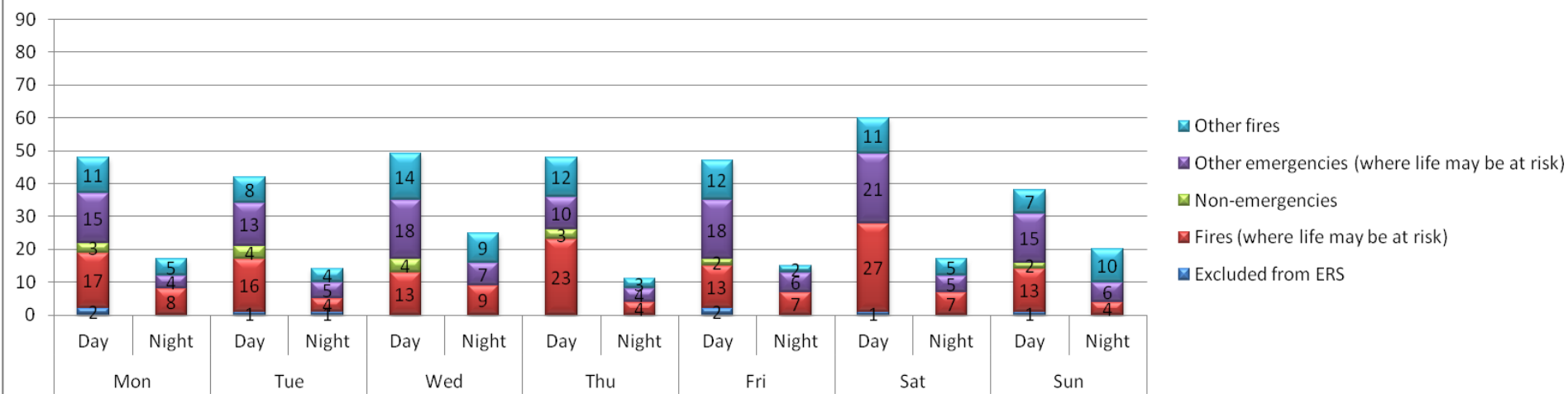
Mobilisations for KLNP1 by Day (08:00-20:00) and Night by ERS Category and Day of Week 2014/15



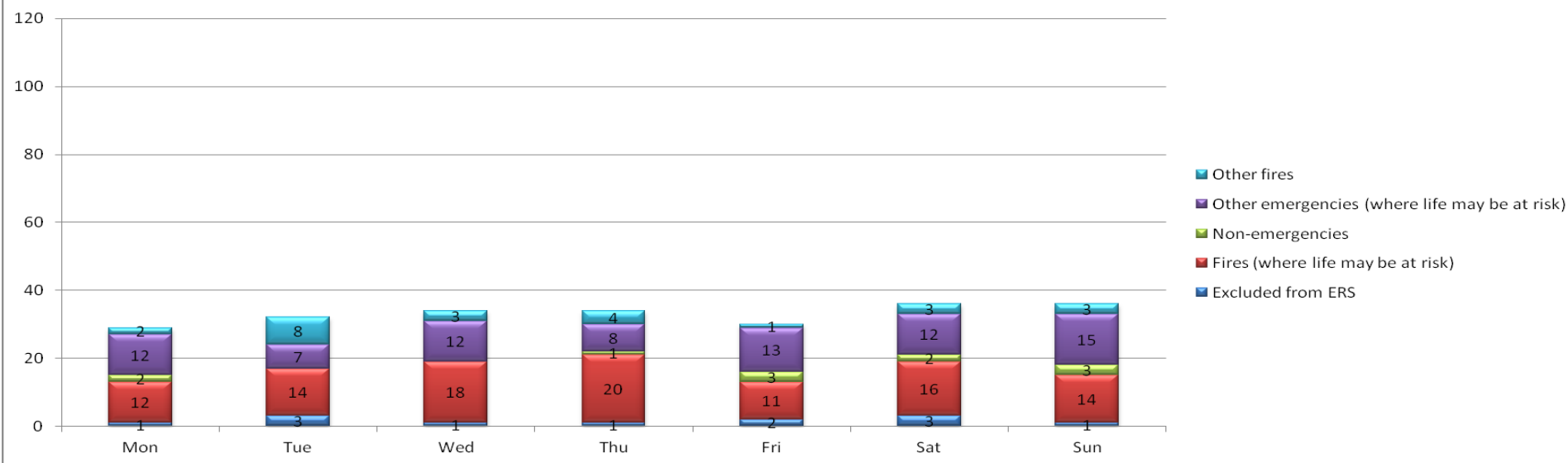
Mobilisations for GORP1 by Day (08:00-20:00) and Night by ERS Category and Day of Week 2014/15

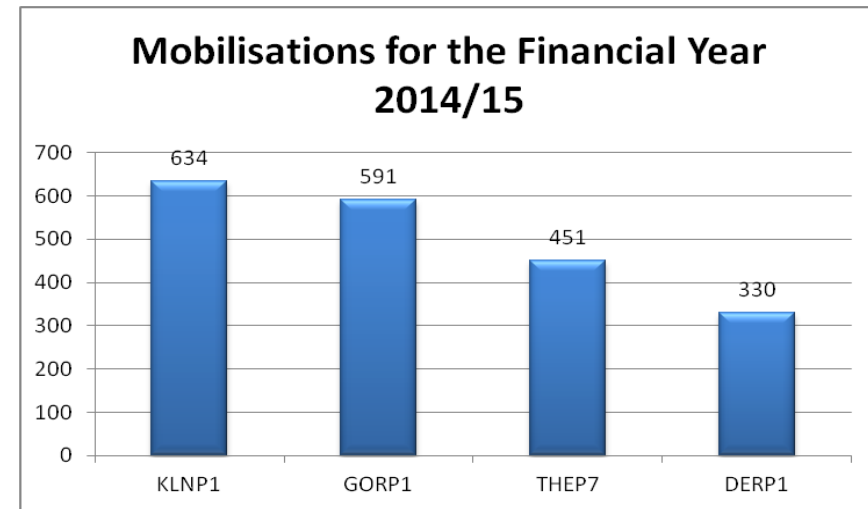
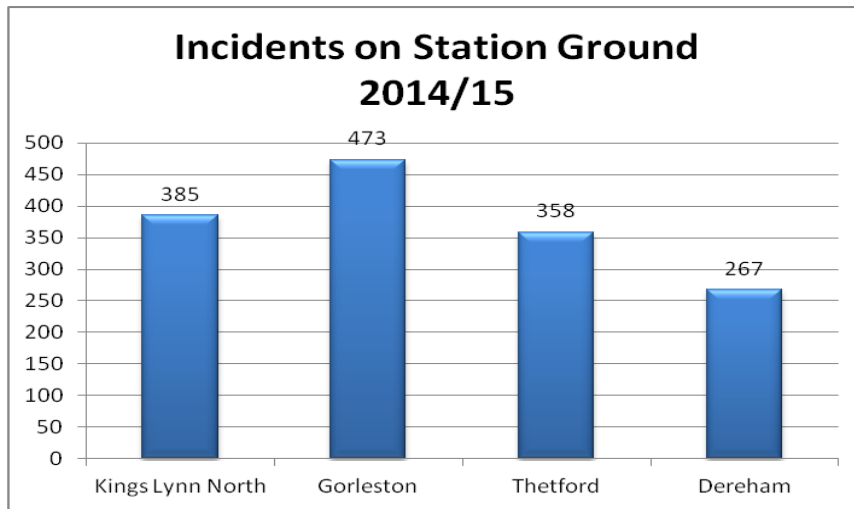


Mobilisations for THEP7 by Day (08:00-20:00) and Night by ERS Category and Day of Week 2014/15



Dereham 1st Appliance Call Profile by Day (08:00-20:00) and ERS Category 2014/15





Option 2-i – Reducing Retained Firefighters

Model - V32Ai 2.11

Budget Challenge Reference: 2.11

Saving: £197,348

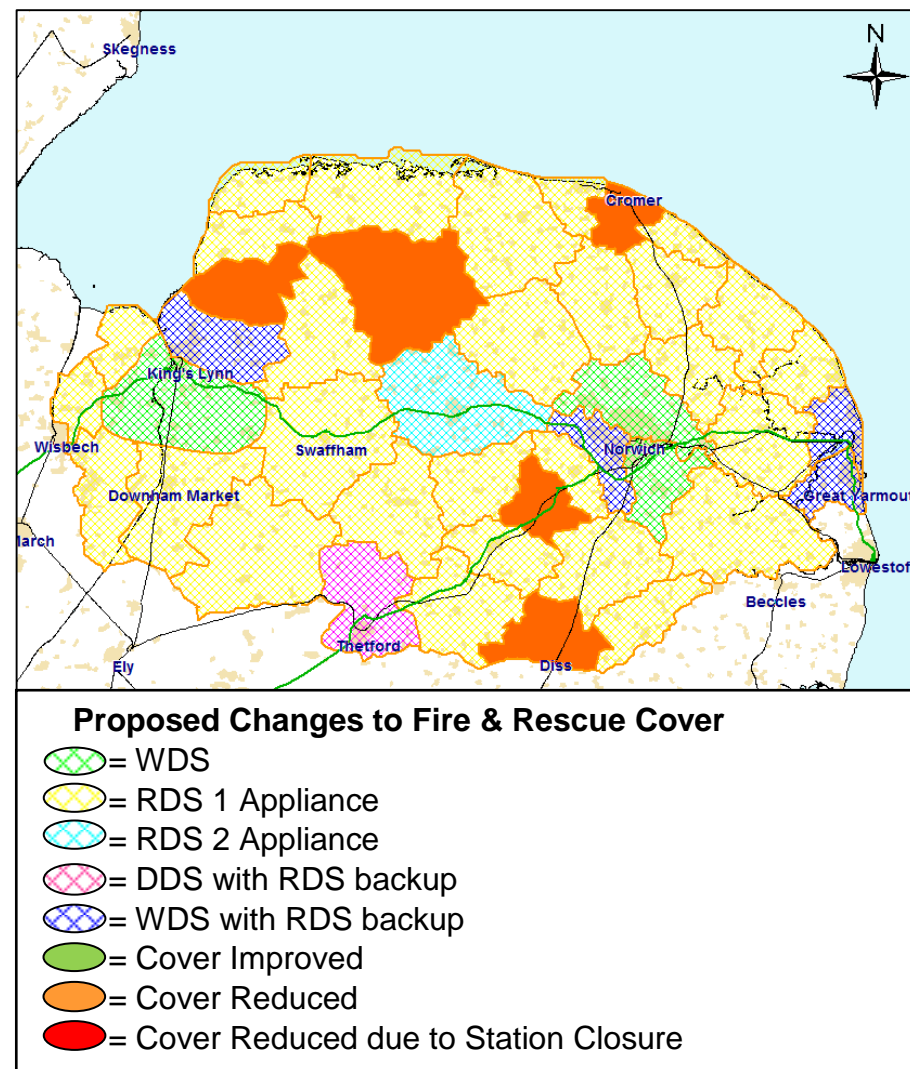
What We Propose:

Reduction in numbers of retained firefighters by 30 posts, detailed as follows:

1. Reducing crews on retained fire stations down to a minimum establishment at Great Yarmouth, Hethersett and King's Lynn fire station reduce RDS establishment from 14 each to 12 each. (6 RDS posts in total)

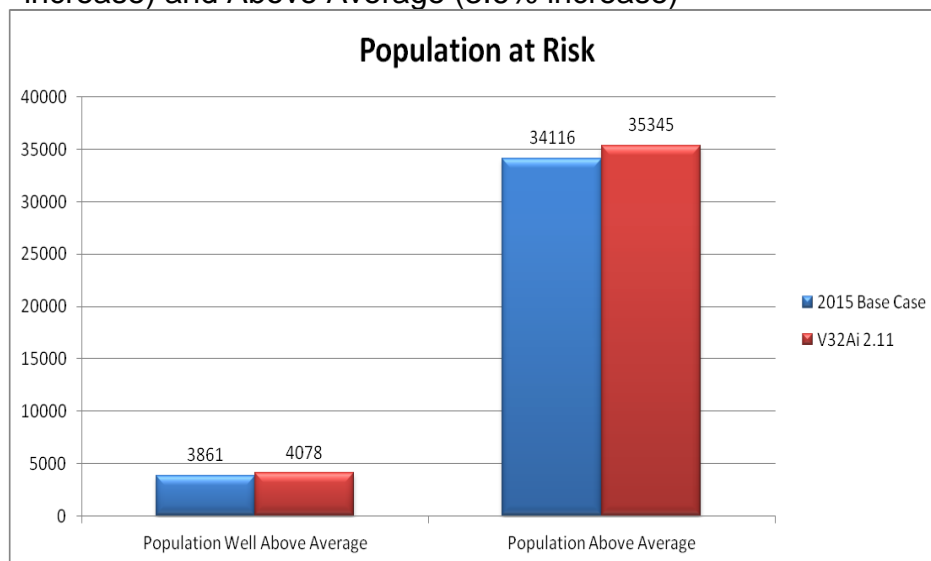
Thetford fire station reduces RDS establishment from 20 to 16. (4 RDS posts)

2. Removing 2nd appliances and their retained crews at Cromer, Diss, Fakenham, Sandringham, Wymondham – fire engine replaced by pickup truck, and establishments reduced from 16 to 12. (20 RDS posts)



Impacts:

- The chart below shows the change to the number of people at risk in output areas classed as Well Above Average (5.6% increase) and Above Average (3.6% increase)



- Cutting retained firefighters is likely to worsen appliance availability, which is already below target
- Both Fakenham and Wymondham also crew a special appliance
- The table below shows the potential increase in lives lost and the overall impact on economic cost to Norfolk

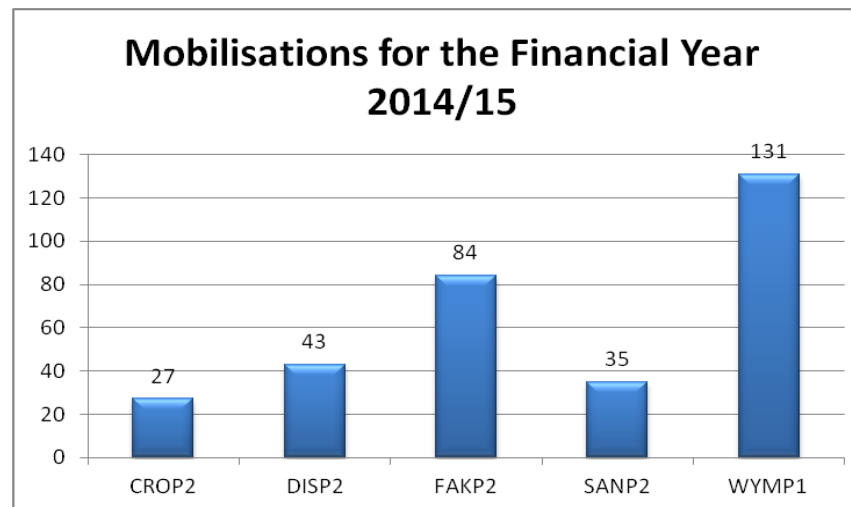
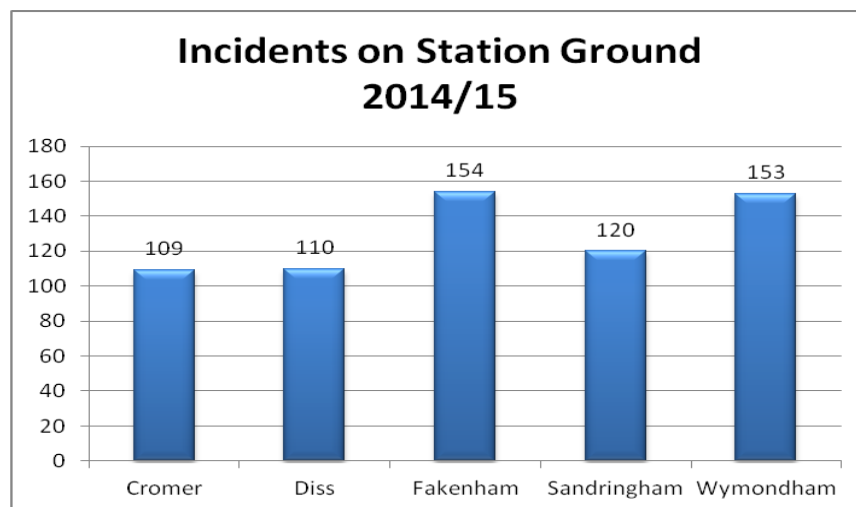
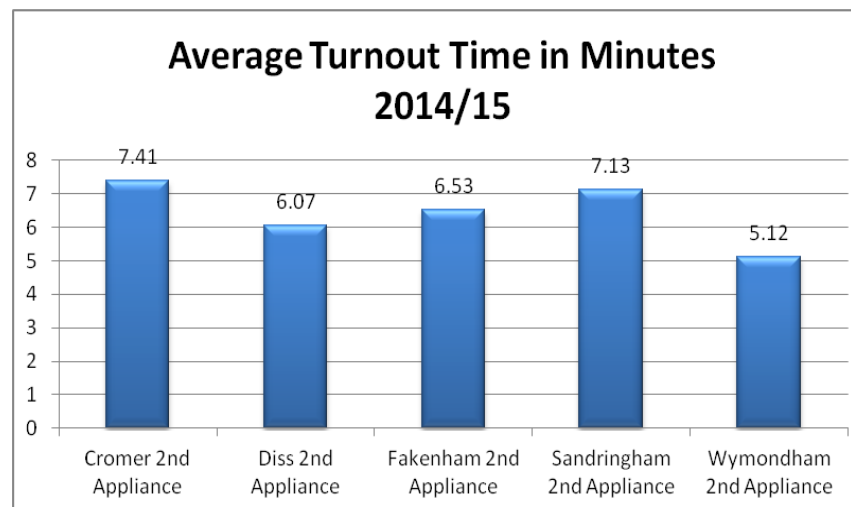
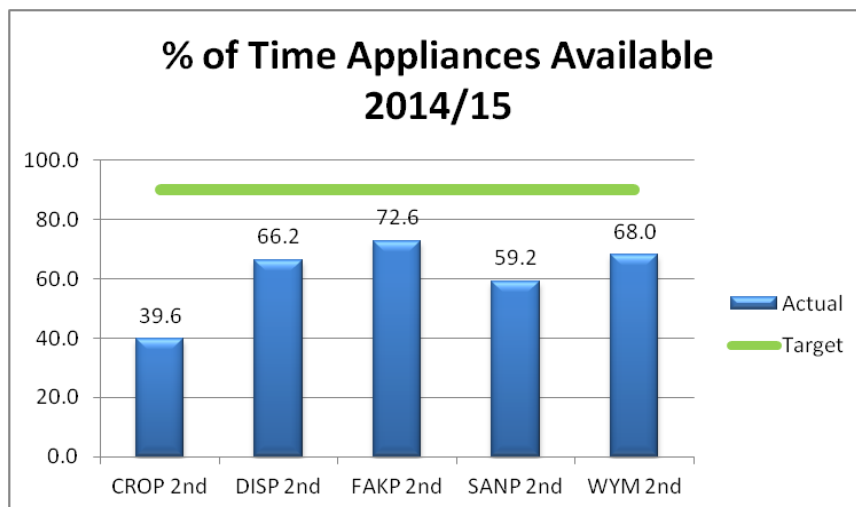
FSEC Predictions V32Ai 2.11				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Net Overall Cost Difference	Fire & Rescue Saving
0.25	148	£187,999,201	£358,723	-£197,348

Risks:

- This option will see a reduction of 9.4% in front-line fire appliances which will have an impact on the resilience of fire & rescue cover across Norfolk especially during periods of high activity (flooding, forest fires etc.)
- ERS for Norfolk predicted to drop by approximately 0.24%
- This option is likely to require redundancies of firefighters**

Station / Appliance Analysis:

The following graphs show the percentage of time that the appliances affected by this option were available for emergency calls, the average turnout time, the number of incidents on the station grounds and the mobilisations for the appliance by incident type:



Option 2-ii – Further Reducing Retained Firefighters

Model - V32Ai 2.12

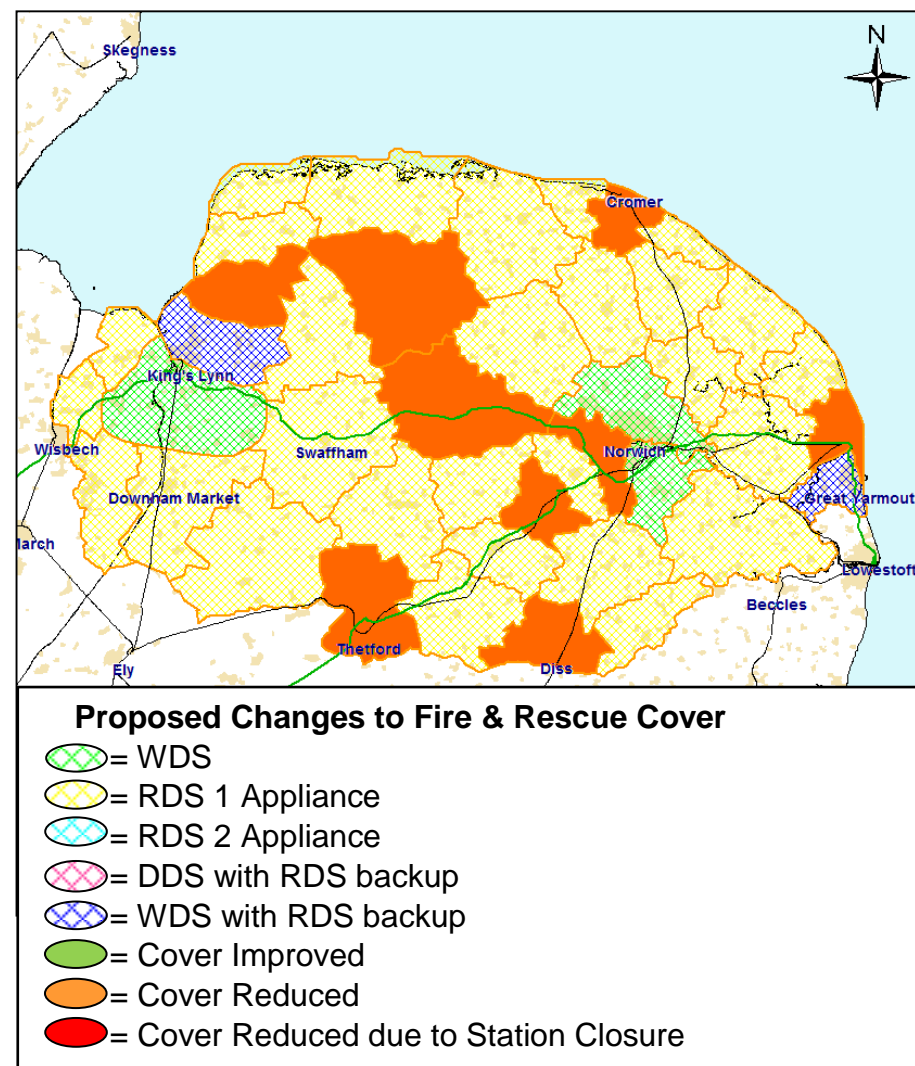
Budget Challenge Reference: 2.12

Saving: £181,444 or £378,792 when stacked with option 2-i

What We Propose:

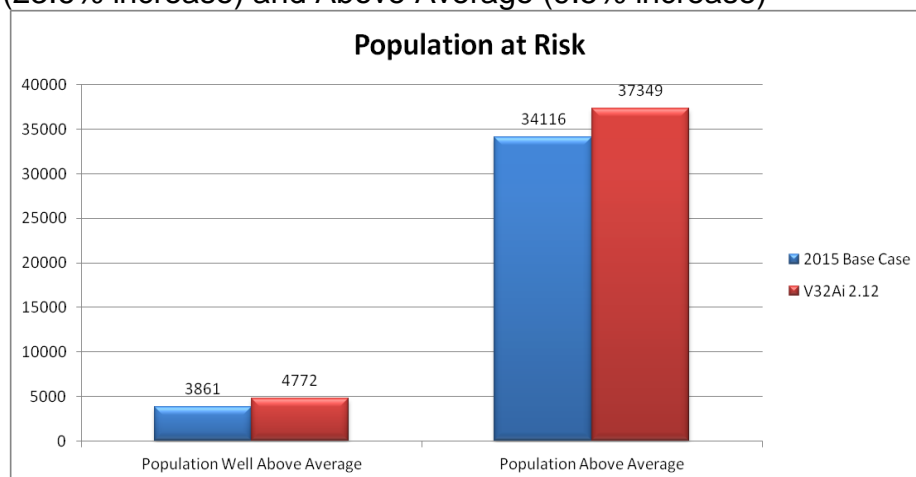
Further reduction in numbers of retained firefighters, by 32 posts, detailed as follows:

1. Removing retained fire engines and crews from Great Yarmouth and North Earlham fire stations (24 RDS posts)
2. Reducing retained crews at Thetford and Dereham from 16 to 12 posts each (8 RDS posts) - This will see a reduction to one appliance at Thetford outside of the DDS crew times and a reduction to one appliance at Dereham



Impacts:

- The chart below shows the total change to the number of people at risk in output areas classed as Well Above Average (23.6% increase) and Above Average (9.5% increase)



- Cutting retained firefighters is likely to worsen appliance availability, which is already below target
- Both Earlham and Great Yarmouth RDS are also the backup to aerial special appliances
- The table below shows the potential increase in lives lost and the overall impact on economic cost to Norfolk, as a cumulative combined effect of adding these changes to Option 2-i set out above

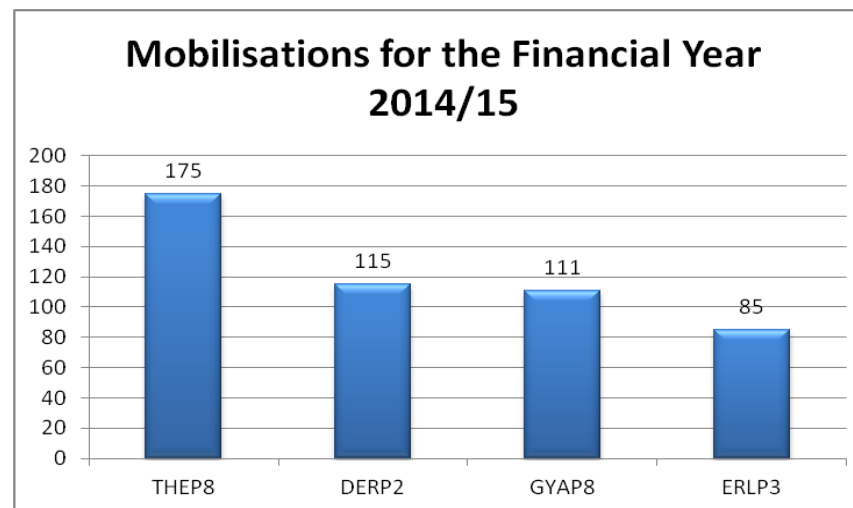
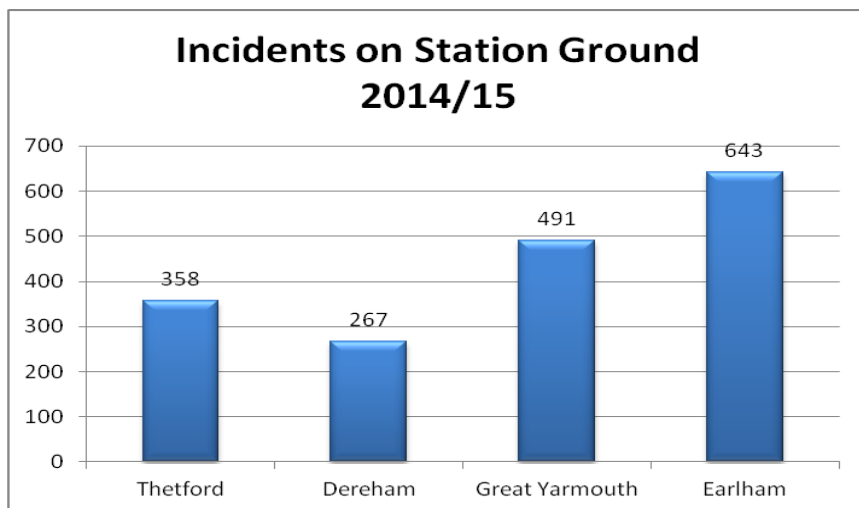
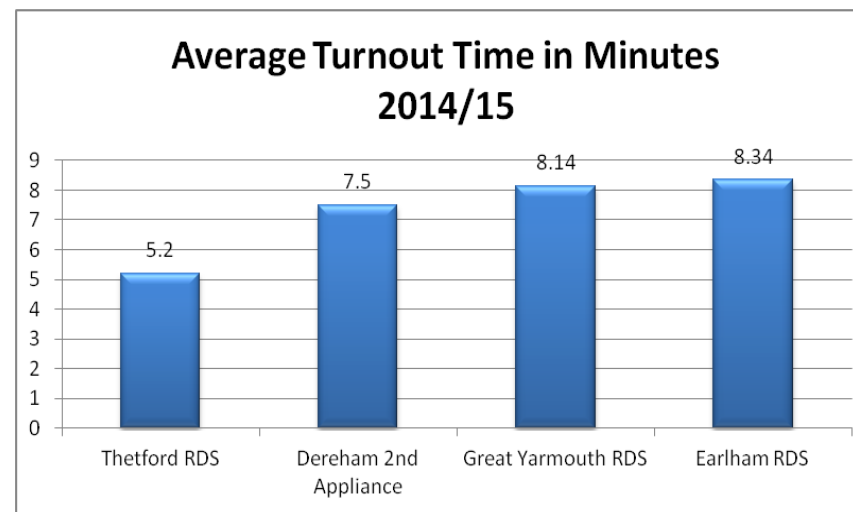
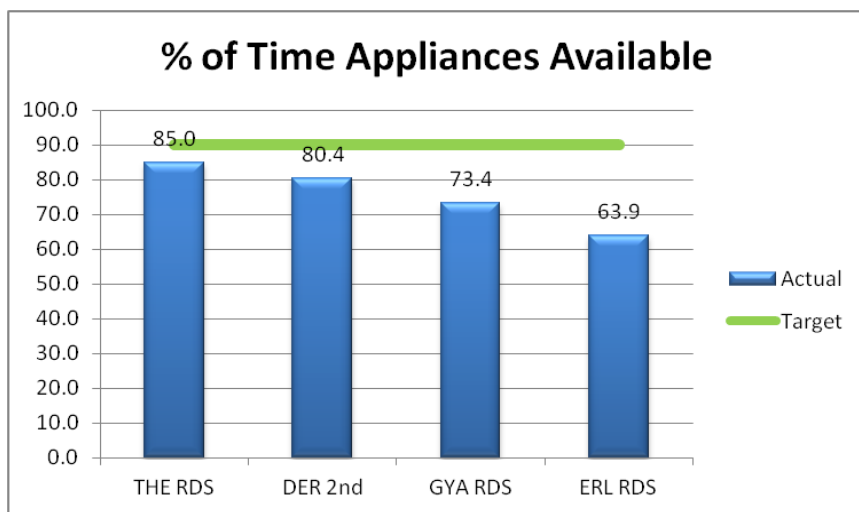
FSEC Predictions V32Ai 2.12				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Net Overall Cost Difference	Fire & Rescue Saving
0.51	712	£188,446,669	£806,192	-£181,444 Or -£378,792 with Option 2-i

Risks:

- This option (which includes the reduction in Option 2-i) will see a total reduction of 15.1% in front-line fire appliances which will have an impact in the resilience of fire and rescue cover across Norfolk especially during periods of high activity (flooding, forest fires etc.)
- ERS for Norfolk predicted to drop by approximately 1.45%
- This option is likely to require redundancies of firefighters**

Station / Appliance Analysis:

The following graphs show the percentage of time that the appliances affected by this option were available for emergency calls, the average turnout time, the number of incidents on the station grounds and the mobilisations for the appliance by incident type:



Option 2 iii – Closing Retained Fire Stations

Model - V32Ai 2.13A

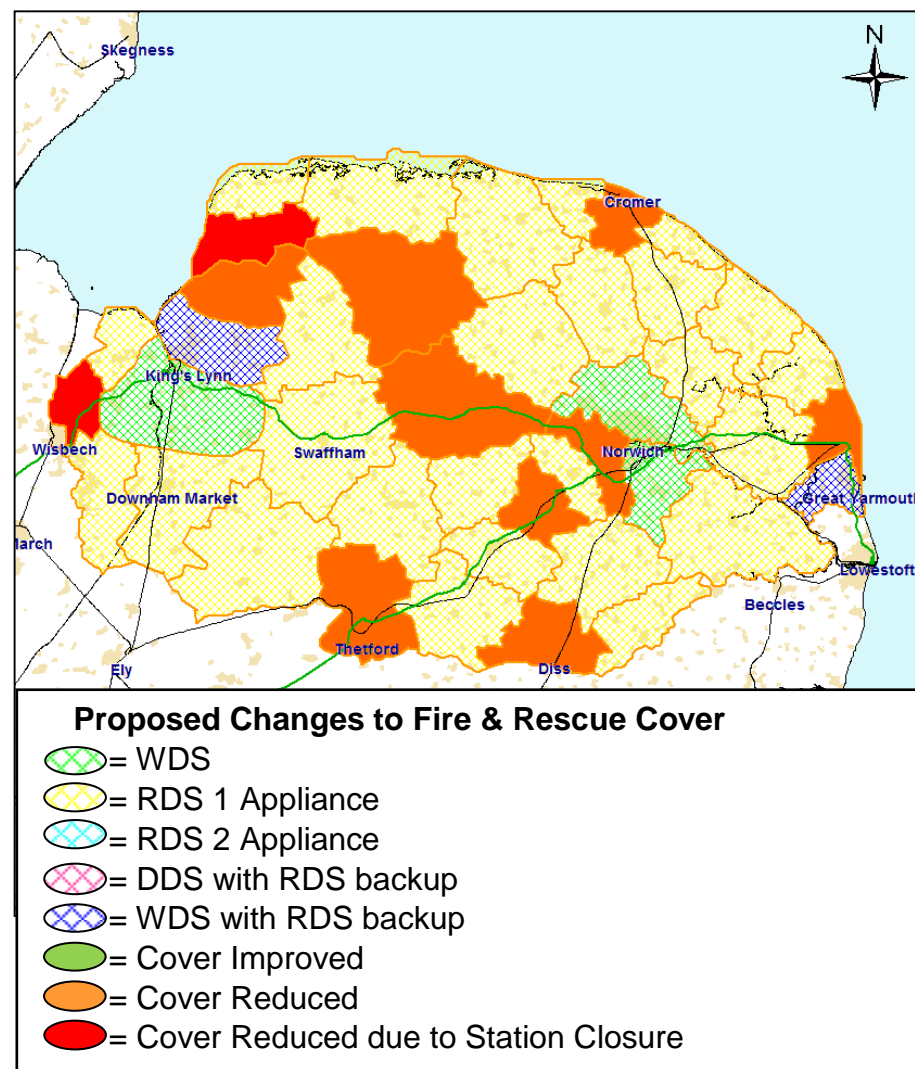
Budget Challenge Reference: 2.13A

Saving: £146,463 or £525,255 when stacked with option 2-i and 2-ii

What We Propose:

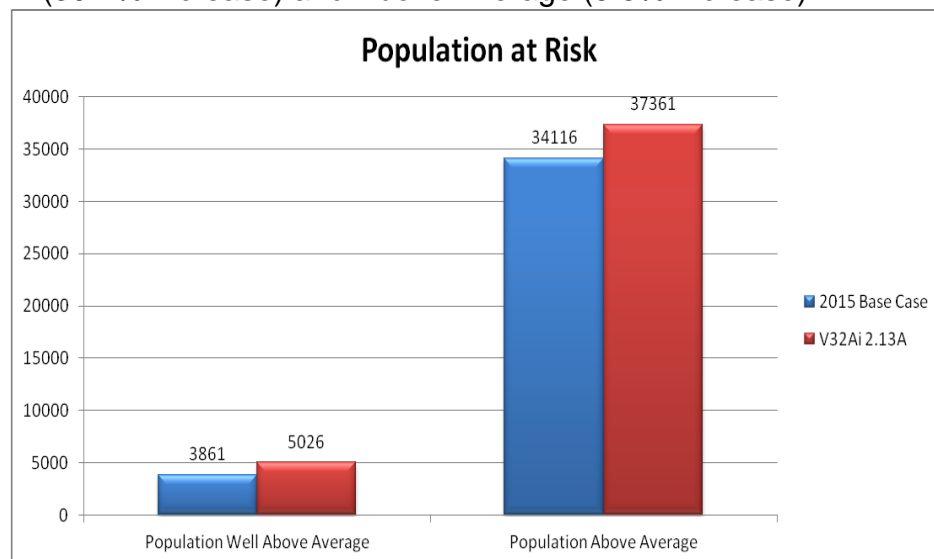
Closing the following retained fire stations:

- Heacham
- West Walton



Impacts:

- The chart below shows the total change to the number of people at risk in output areas classed as Well Above Average (30.2% increase) and Above Average (9.5% increase)



- Slower emergency response in areas where fire stations are closed, leading to increased economic cost of fire and risk to life
- The table below shows the potential increase in lives lost and the overall impact on economic cost to Norfolk, as a cumulative combined effect of adding these changes to Options 2-i and 2-ii set out above

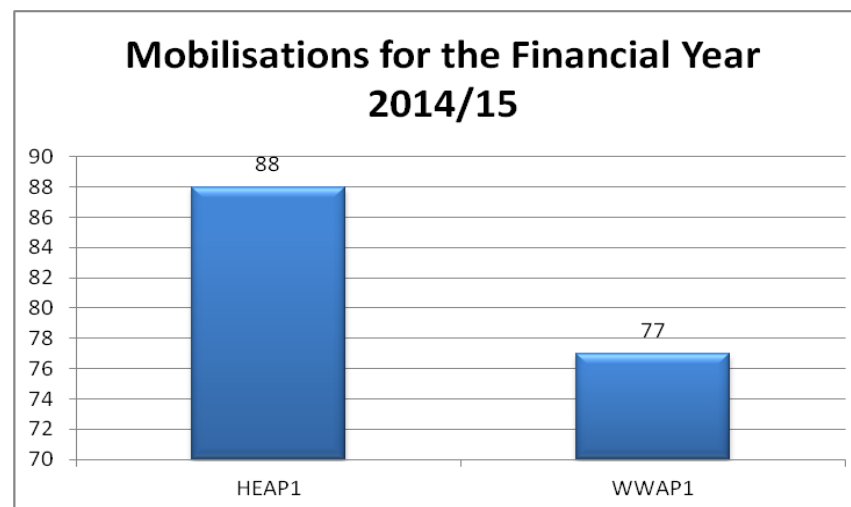
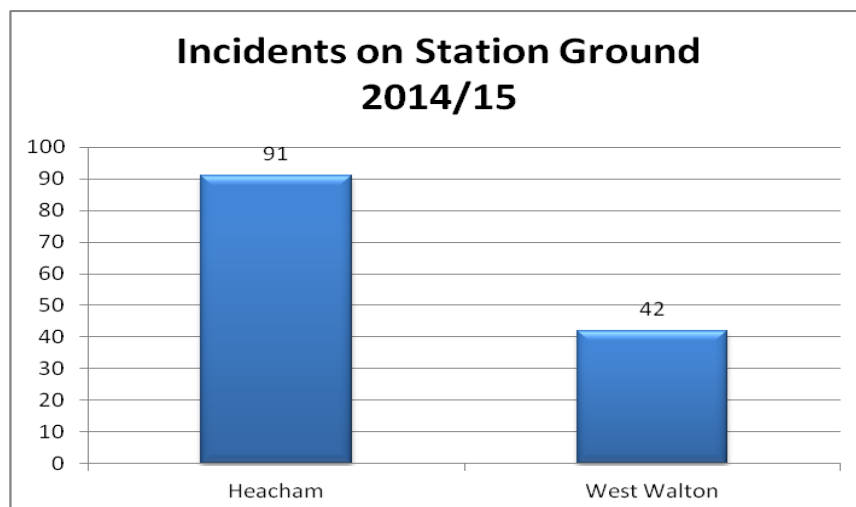
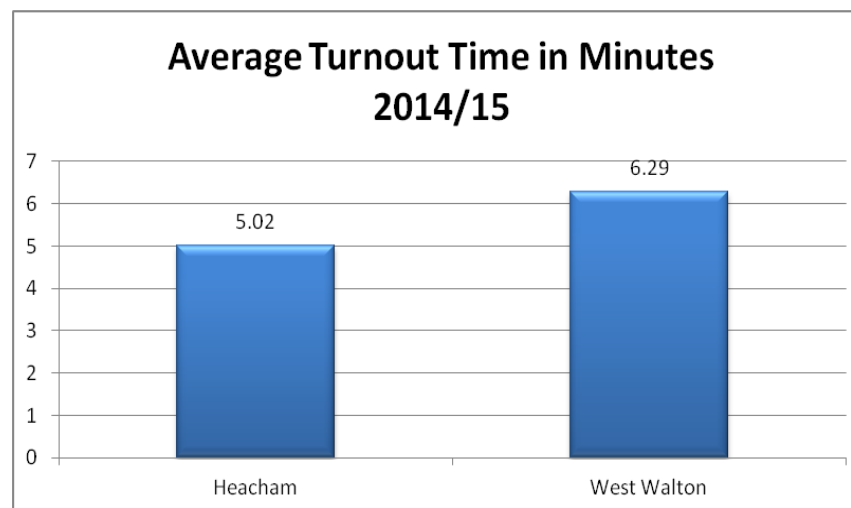
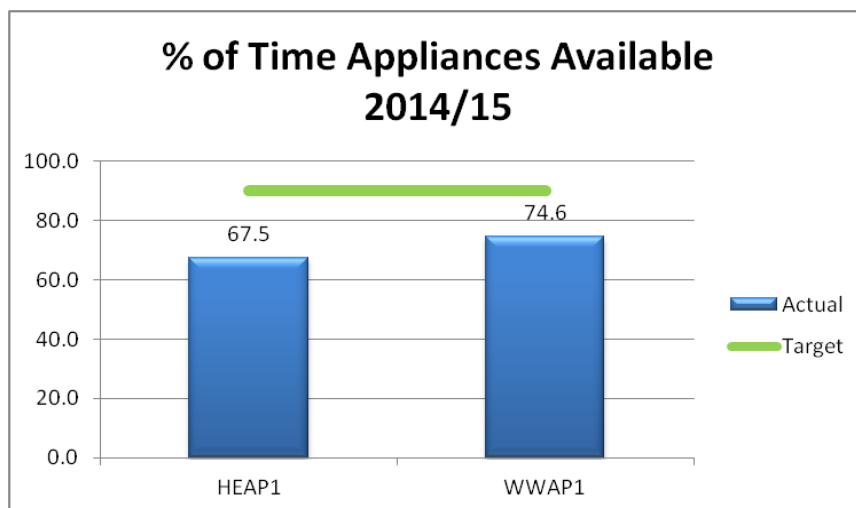
FSEC Predictions V32Ai 2.13A				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Net Overall Cost Difference	Fire & Rescue Saving
0.62	590	£188,551,858	£911,381	-£146,463 Or -£525,255 with Options 2-i & 2-ii

Risks:

- Cover in West Walton would be provided by Cambridgeshire FRS, at a cost. CFRS do not have to provide this cover, and could withdraw it if making their own IRMP changes in the Wisbech area
- Back up cover to incident outside the normal station area to support NFRS or other emergency services will be reduced
- Increased chances of loss of life, property and damage to the environment
- Increased risk of emergency service responders attending incidents in these areas as the incident may be of a greater magnitude where there is a delay in responding to and managing the circumstances
- This option (which includes the reduction in Option 2-i & 2-ii) will see a total reduction of 18.9% in front-line fire appliances which will have an impact in the resilience of fire and rescue cover across Norfolk especially during periods of high activity (flooding, forest fires etc.)
- ERS for Norfolk predicted to drop by approximately 1.84%
- **This proposal is likely to require redundancies of fire-fighters**

Station / Appliance Analysis:

The following graphs show the percentage of time that the appliances affected by this option were available for emergency calls, the average turnout time, the number of incidents on the station grounds and the mobilisations for the appliance by incident type:



The nearest station to Heacham is Hunstanton approximately 2.5 miles or 6 minutes travel time and the nearest station to West Walton is Wisbech (Cambridgeshire) approximately 4.8 miles or 12 minutes travel time.

Option 2 iv – Closing Retained Fire Stations

Model - V32Ai 2.13B

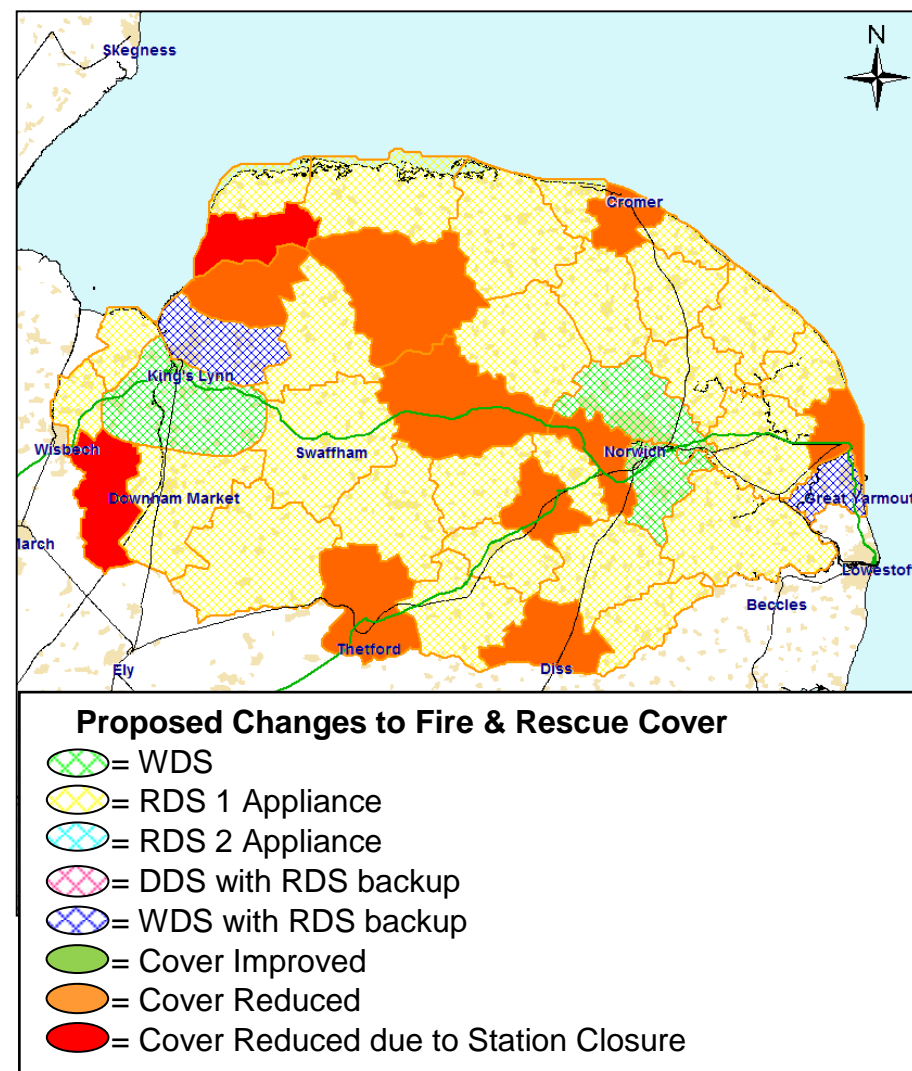
Budget Challenge Reference: 2.13B

Saving: £132,741 or £511,533 when stacked with option 2-i and 2-ii

What We Propose:

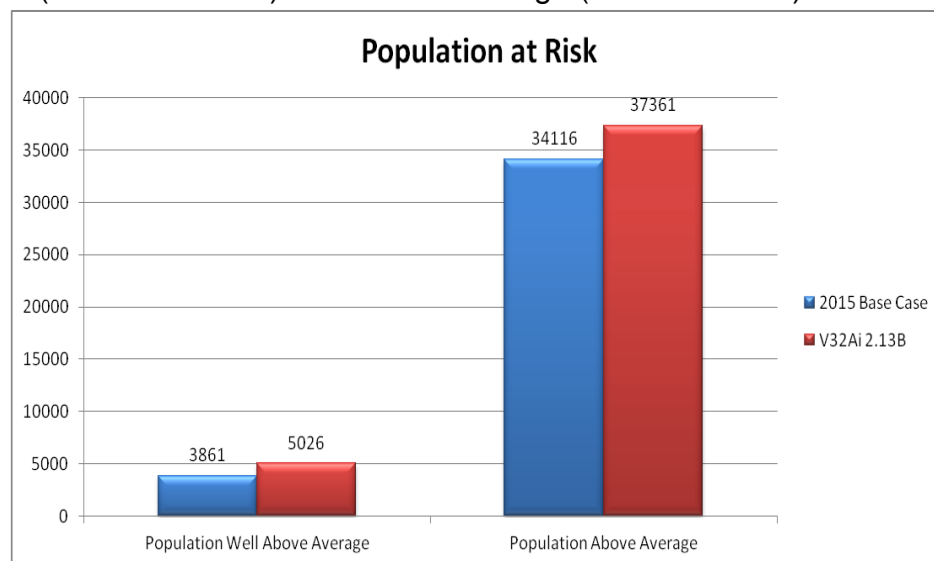
Closing the following retained fire stations:

- Heacham
- Outwell



Impacts:

- The chart below shows the total change to the number of people at risk in output areas classed as Well Above Average (30.2% increase) and Above Average (9.5% increase)



- Slower emergency response in areas where fire stations are closed, leading to increased economic cost of fire and risk to life
- The table below shows the potential increase in lives lost and the overall impact on economic cost to Norfolk, as a cumulative combined effect of adding these changes to Options 2-i and 2-ii set out above

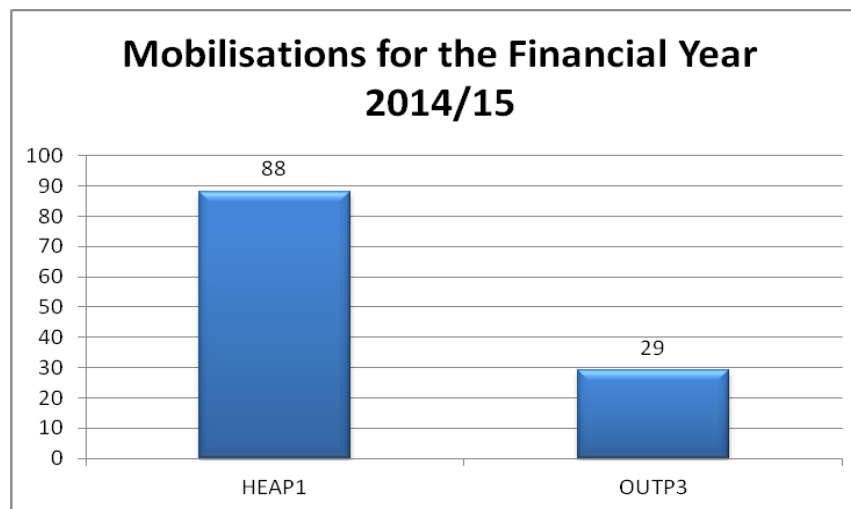
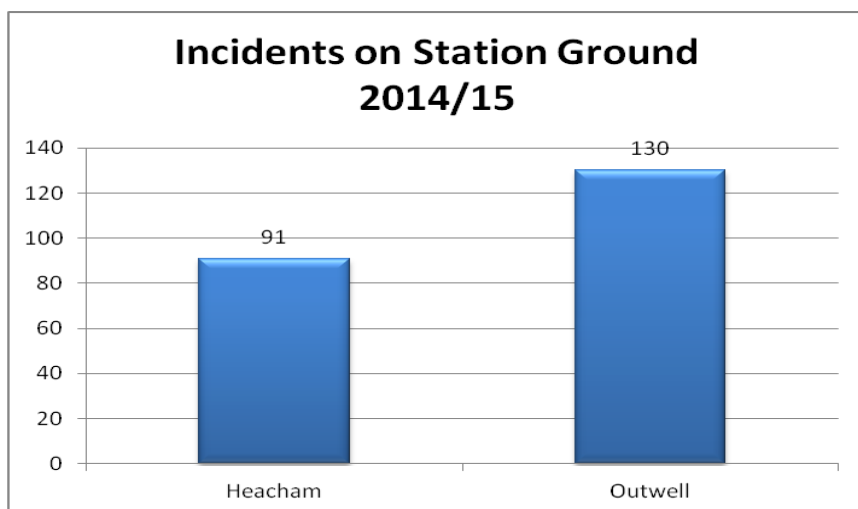
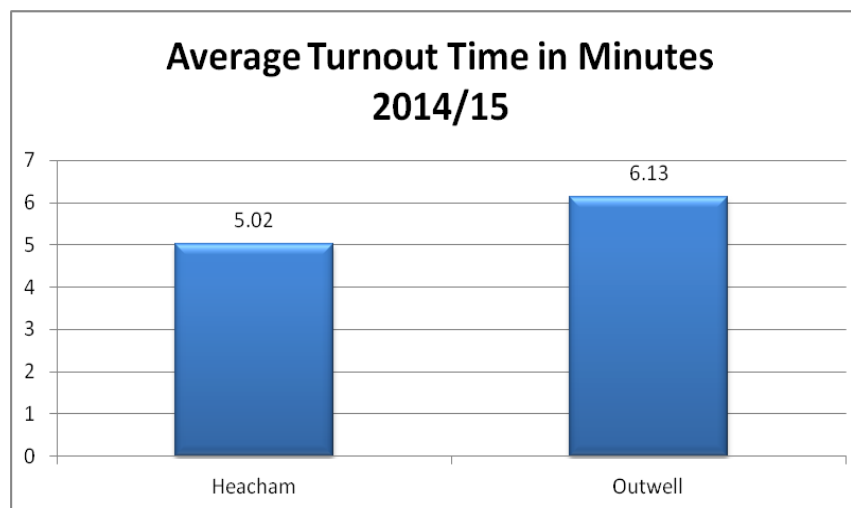
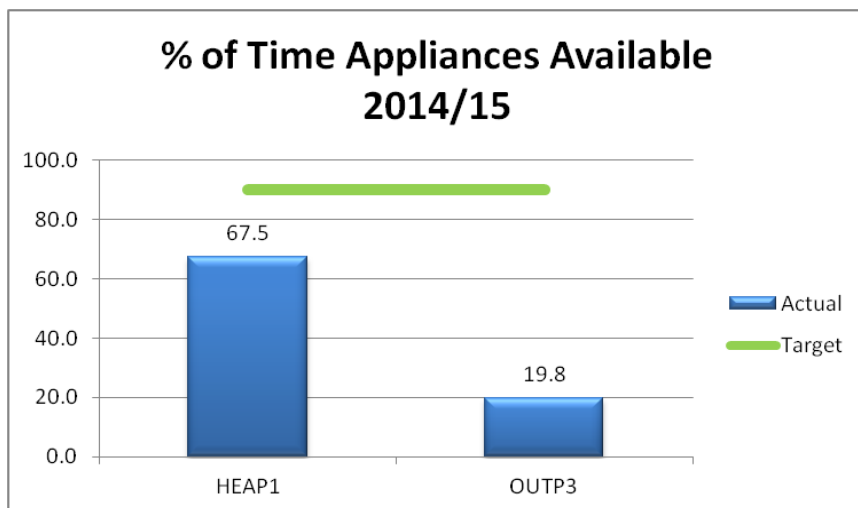
FSEC Predictions V32Ai 2.13B				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Overall Cost Difference	Fire & Rescue Saving
0.65	558	£188,637,754	£997,276	-£132,741 Or -£511,533 with Options 2-i & 2-ii

Risks:

- Some of the cover in Outwell would be provided by Cambridgeshire FRS, at a cost. CFRS do not have to provide this cover, and could withdraw it if making their own IRMP changes in the Wisbech area
- Back up cover to incident outside the normal station area to support NFRS or other emergency services will be reduced
- Increased chances of loss of life, property and damage to the environment
- Increased risk of emergency service responders attending incidents in these areas as the incident may be of a greater magnitude where there is a delay in responding to and managing the circumstances
- This option (which includes the reduction in Option 2-i & 2-ii) will see a total reduction of 18.9% in front-line fire appliances which will have an impact in the resilience of fire and rescue cover across Norfolk especially during periods of high activity (flooding, forest fires etc.)
- ERS for Norfolk predicted to drop by approximately 2.01%
- **This proposal is likely to require redundancies of fire-fighters**

Station / Appliance Analysis:

The following graphs show the percentage of time that the appliances affected by this option were available for emergency calls, the average turnout time, the number of incidents on the station grounds and the mobilisations for the appliance by incident type:



The nearest station to Heacham is Hunstanton approximately 2.5 miles or 6 minutes travel time and the nearest station to Outwell is Wisbech (Cambridgeshire) approximately 5.3 miles or 12 minutes travel time.

Option 2 v – Reduction of Wholetime Appliances & Redeploying Wholetime Firefighters

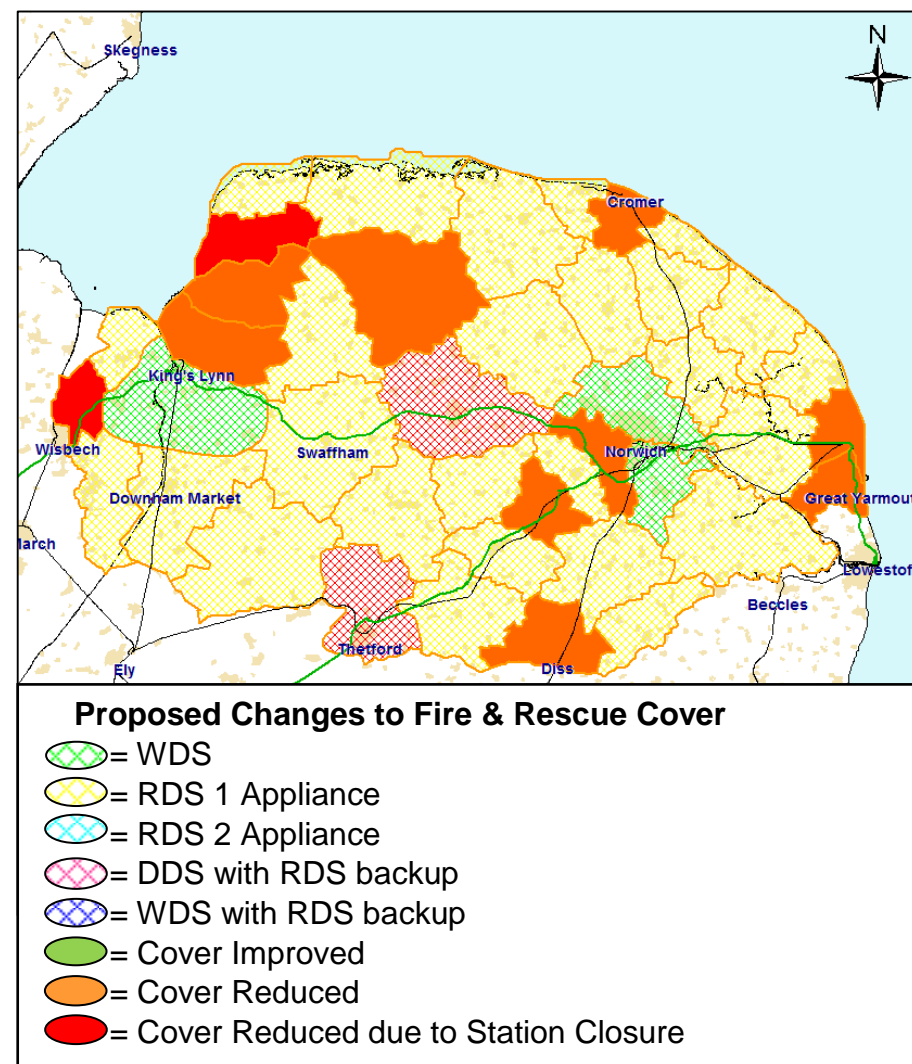
Model - V32Ai 2.14

Budget Challenge Reference: 2.14

Saving: £160,250 or £685,505 when stacked with option 2-i, 2-ii and 2-iii

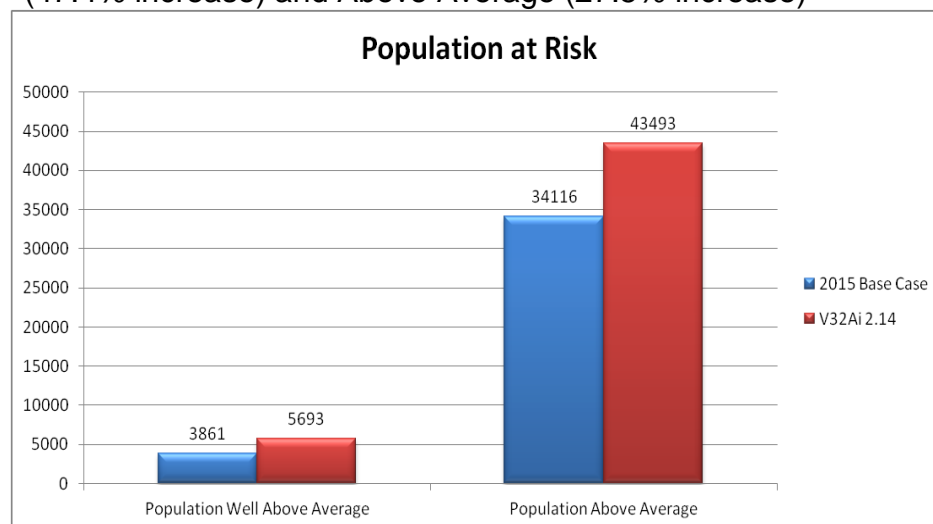
What We Propose:

- Downgrading crewing at Kings Lynn North and Gorleston fire stations from 24/7 cover to 12/7 cover, releasing 12 firefighter posts
- The DDS crews would still pick up c. 67% of calls
- Redeploying 6 of these posts to Thetford, to upgrade crewing from 08:00-17:30 Monday –Thursday and 08:00-16:00 on a Friday to 12 hours a day 7 days a week
- Upgrading cover in Dereham, by re-tasking the USAR team currently based there, to also crew one of Dereham's two currently retained crewed fire engines, on a 12/7 cover basis
- Changing shift patterns for remaining full-time stations to matching 12 hour shifts, to harmonise start and finish times for wholetime staff, suggested start time of 0800hrs and finish at 2000hrs although this is subject to discussion



Impacts:

- The chart below shows the total change to the number of people at risk in output areas classed as Well Above Average (47.4% increase) and Above Average (27.5% increase)



- Slower response in Kings Lynn North and Gorleston areas between 20:00-08:00, although there will be a quicker response in Dereham area 08:00-20:00 and a quicker response in the Thetford area 17:00-20:00 weekdays and 08:00-20:00 at weekends
- Redeploying half of the staff released from downgrading Kings Lynn North and Gorleston, by upgrading cover in Thetford, helps offset the negative impact in those areas
- Upgrading cover in Dereham by using the existing USAR team is a cost-neutral improvement (savings in retained turnout fees will balance off the shortfall in grant funding for USAR), which again helps offset the downgrades elsewhere
- The table below shows the potential increase in lives lost and the overall impact on economic cost to Norfolk, as a cumulative combined effect of adding these changes to Options 2-i, 2-ii and 2-iii set out above

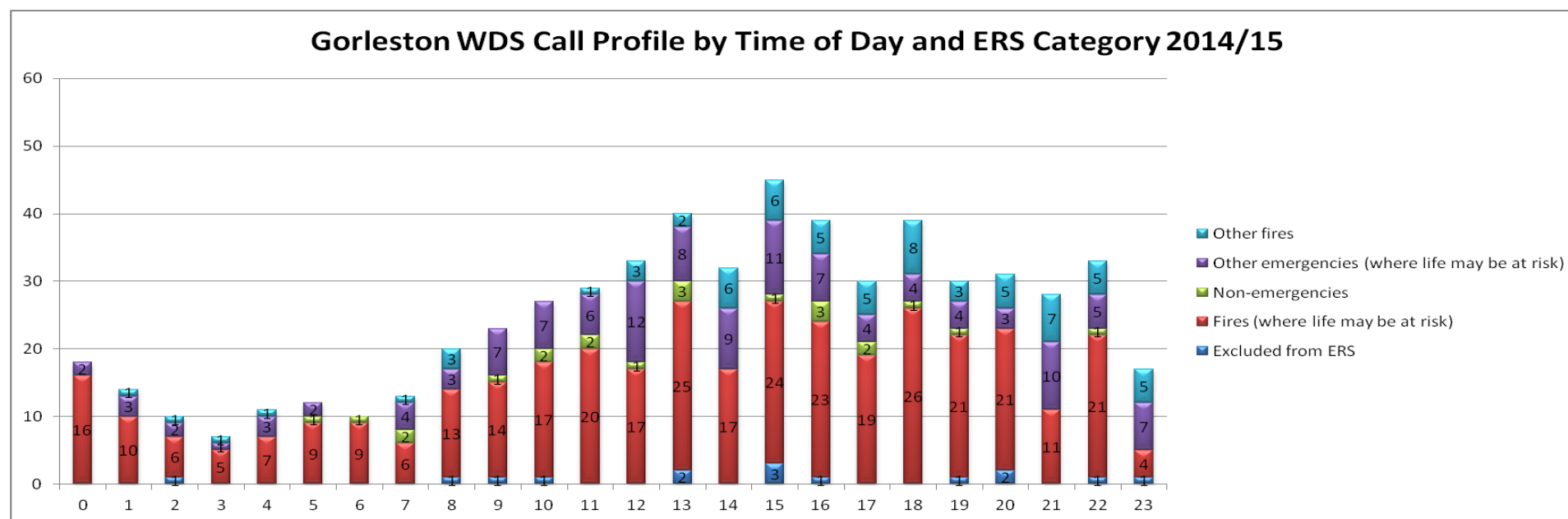
FSEC Predictions V32Ai 2.14				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Overall Cost Difference	Fire & Rescue Saving
1.04	349	£189,317,113	£1,676,636	-£160,250 Or -£685,505 with Options 2-i, 2-ii & 2-iii

Risks:

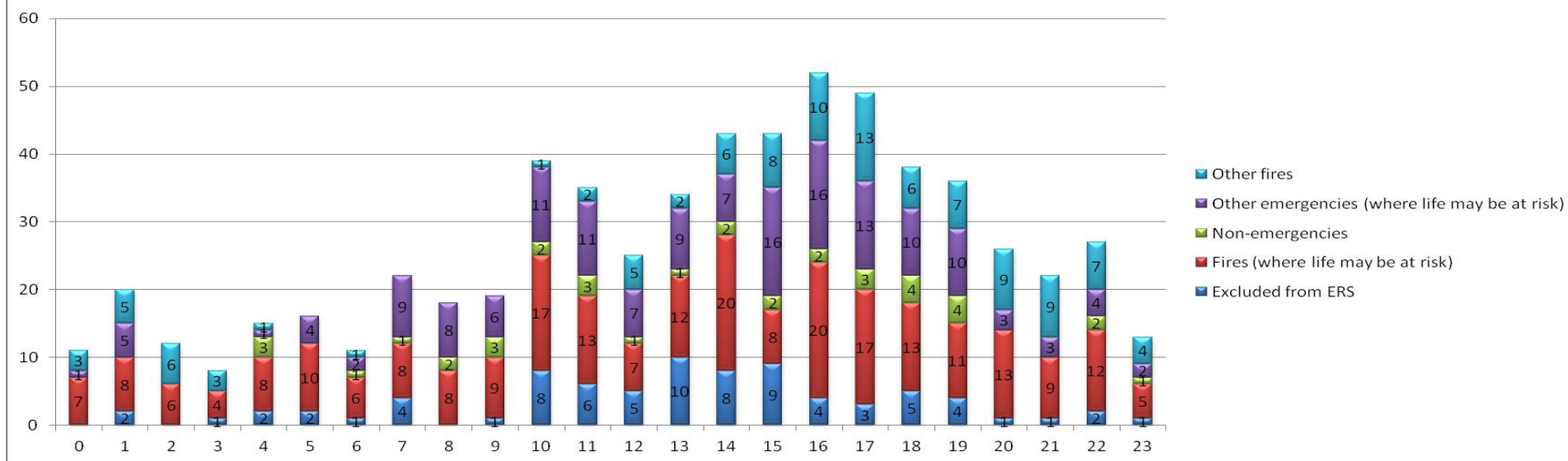
- This option (which includes the reduction in Option 2-i, 2-ii & 2-iii) will see a total reduction of 18.9% in front-line fire appliances during the day 08:00-20:00 and a further reduction at night to 22.6% which will have an impact in the resilience of fire and rescue cover across Norfolk especially during periods of high activity (flooding, forest fires etc.)
- ERS for Norfolk predicted to drop by approximately 0.47%

Station / Appliance Analysis:

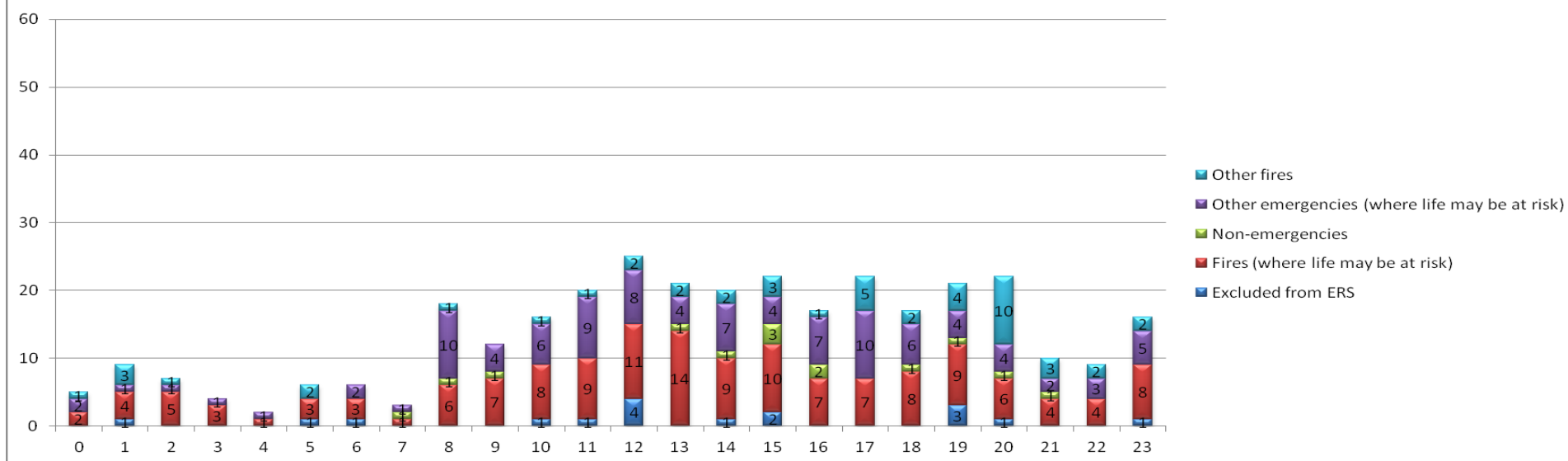
The following graphs show the call profile, the percentage of time that the appliances affected by this option were available for emergency calls, the average turnout time, the number of incidents on the station grounds and the mobilisations by incident type for the appliances affected by this proposal:

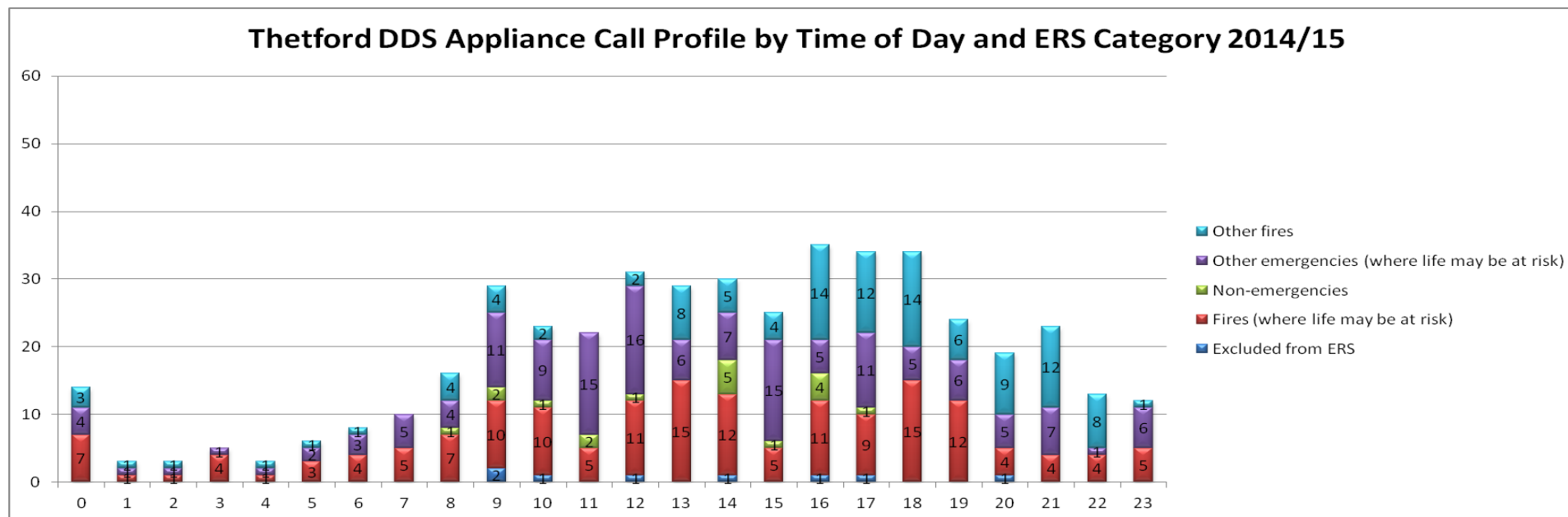


Kings Lynn North WDS Call Profile by Time of Day and ERS Category 2014/15

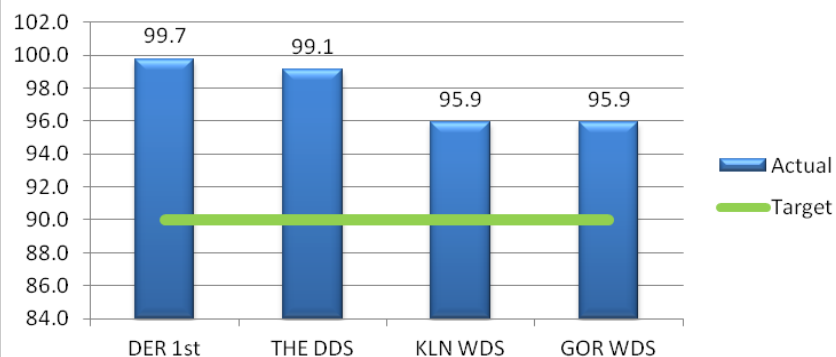


Dereham 1st Appliance Call Profile by Time of Day and ERS Category 2014/15

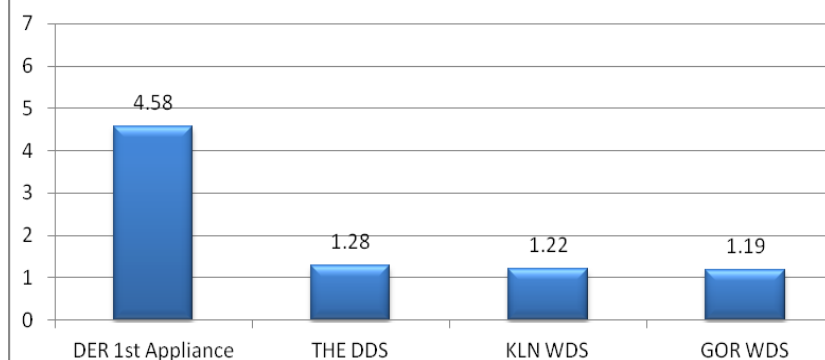




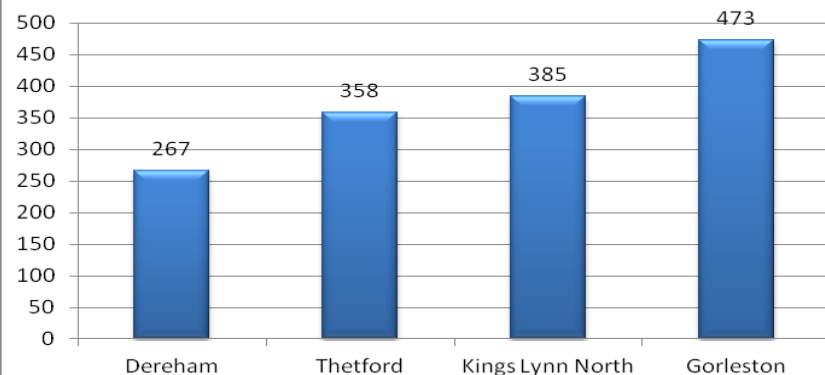
**% of Time Appliances Available
2014/15**



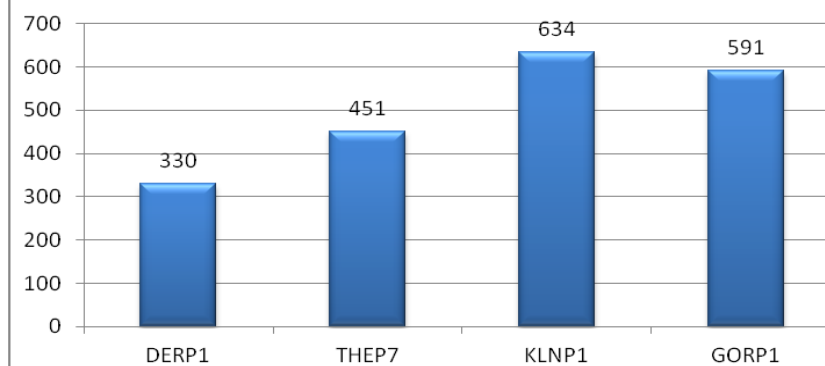
**Average Turnout Time in Minutes
2014/15**



**Incidents on Station Ground
2014/15**



**Mobilisations for the Financial Year
2014/15**



Option 2 vi – Reducing Wholetime Fire Cover

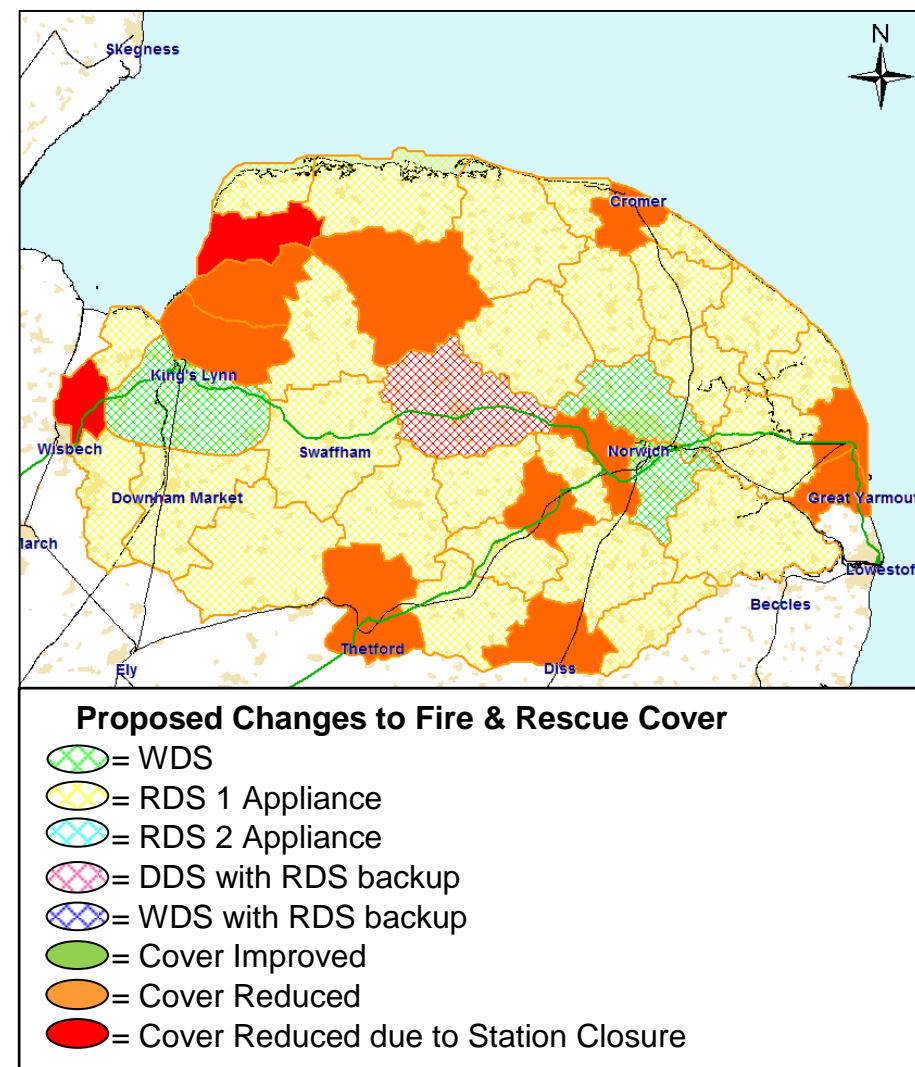
Model - V32Ai 2.15

Budget Challenge Reference: 2.15

Saving: £315,245 or £840,500 when stacked with option 2-i, 2-ii and 2-iii

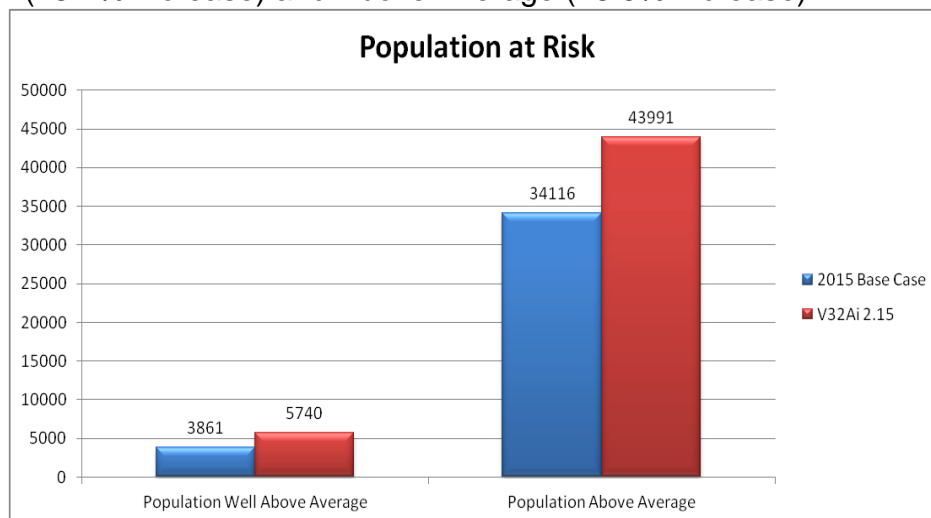
What We Propose:

- Downgrading crewing at Kings Lynn North and Gorleston fire stations from 24/7 cover to 12/7 cover, releasing 12 firefighter posts
- The DDS crews would still pick up c. 67% of calls
- Upgrading cover in Dereham, by re-tasking the USAR team currently based there, to crew the Dereham appliance on a 12/7 cover basis with RDS cover out of these hours
- Changing shift patterns for remaining full-time stations to matching 12 hour shifts, to harmonise start and finish times for wholetime staff



Impacts:

- The chart below shows the total change to the number of people at risk in output areas classed as Well Above Average (48.7% increase) and Above Average (28.9% increase)



- Slower response in Kings Lynn North and Gorleston areas between 20:00-08:00, although there will be a quicker response in Dereham area 08:00-20:00
- Upgrading cover in Dereham by using the existing USAR team is a cost-neutral improvement (savings in retained turnout fees will balance off the shortfall in grant funding for USAR), which again helps offset the downgrades elsewhere
- The table below shows the potential increase in lives lost and the overall impact on economic cost to Norfolk, as a cumulative combined effect of adding these changes to Options 2-i, 2-ii and 2-iii set out above

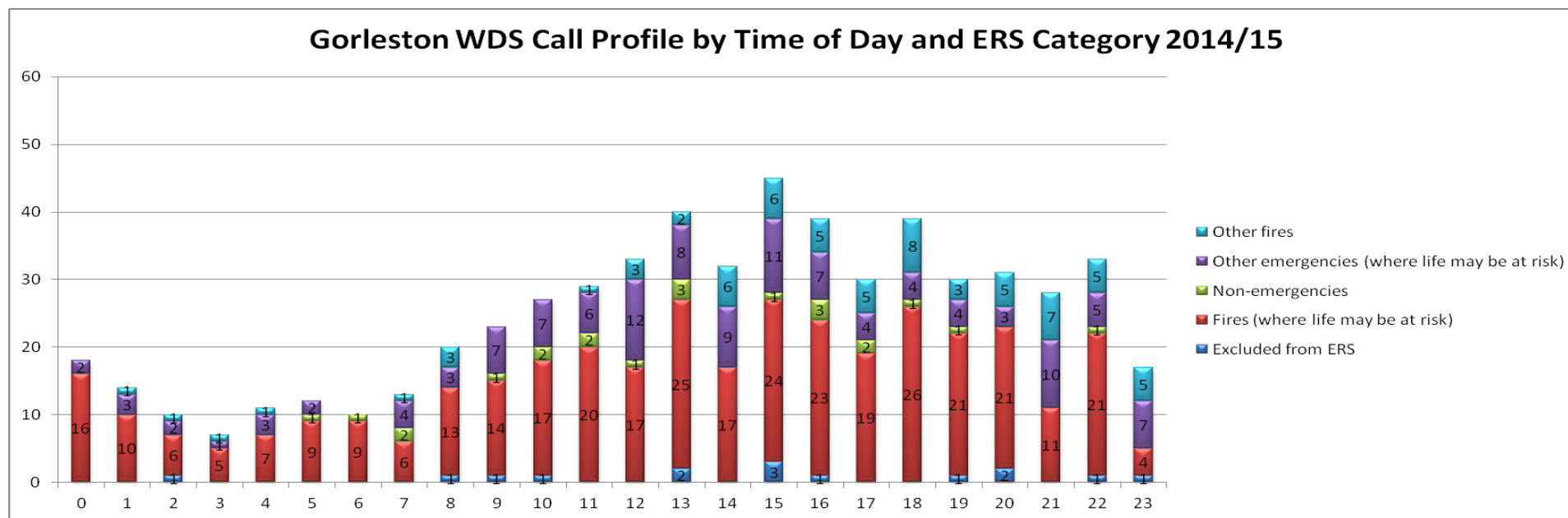
FSEC Predictions V32Ai 2.15				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Overall Cost Difference	Fire & Rescue Saving
1.14	321	£189,362,402	£11,721,925	-£315,245 Or -£840,500 with Options 2-i, 2-ii & 2-iii

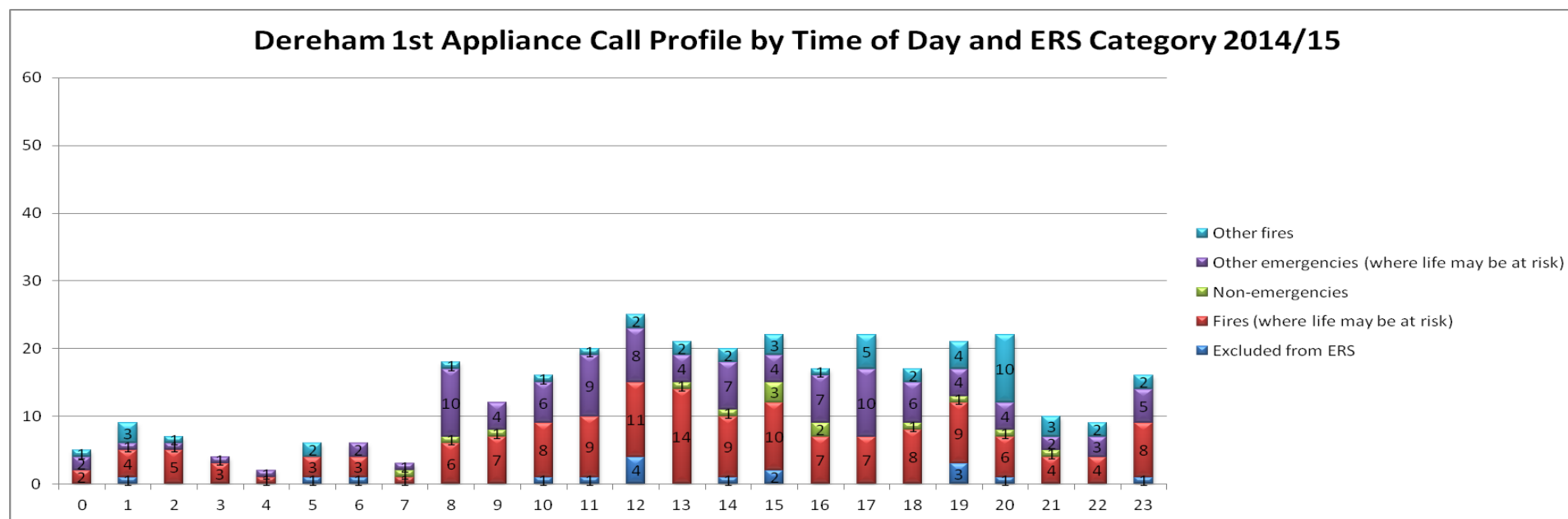
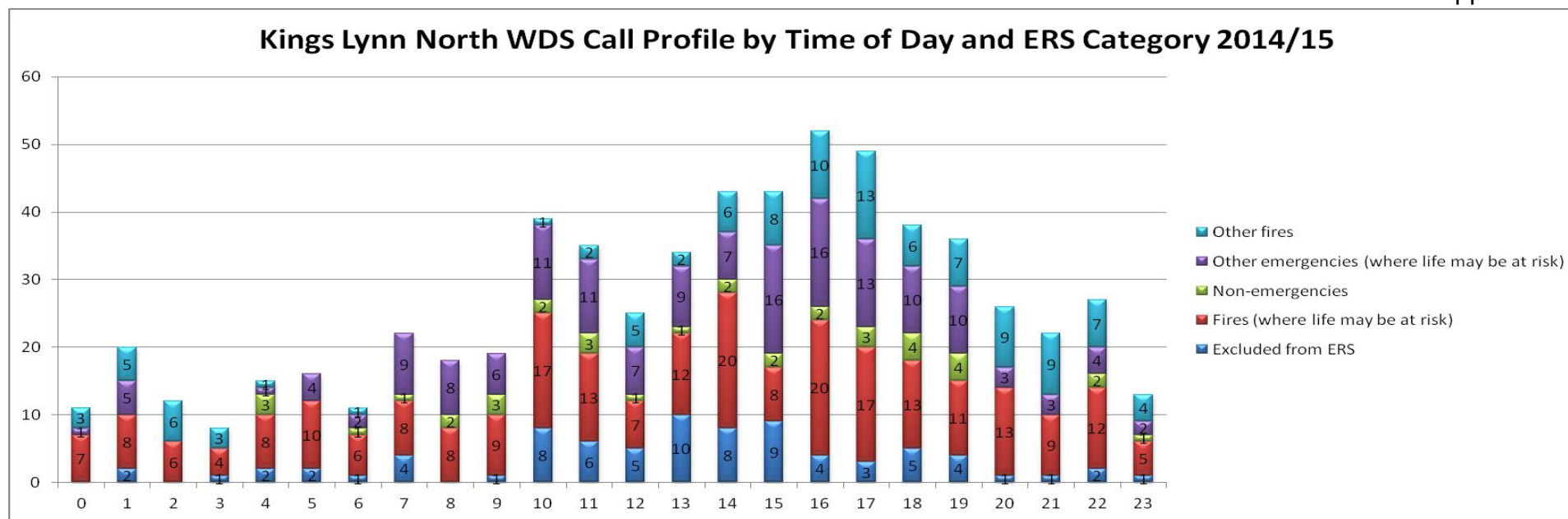
Risks:

- This option (which includes the reduction in Option 2-i, 2-ii & 2-iii) will see a total reduction of 18.9% in front-line fire appliances during the day 08:00-20:00 and a further reduction at night to 22.6% which will have an impact in the resilience of fire and rescue cover across Norfolk especially during periods of high activity (flooding, forest fires etc.)
- ERS for Norfolk predicted to drop by approximately 1.11%

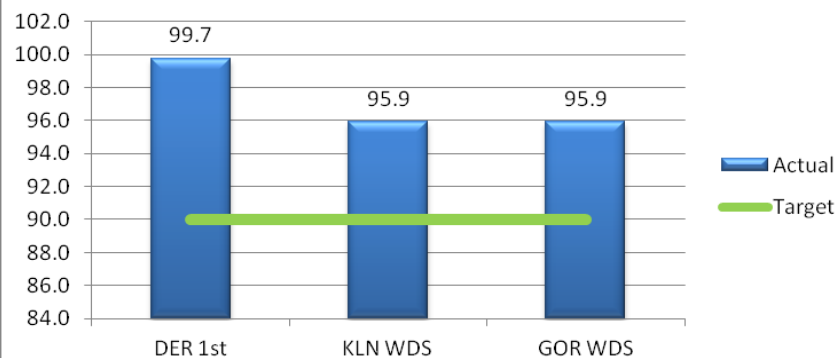
Station / Appliance Analysis:

The following graphs show the call profile, the percentage of time that the appliances affected by this option were available for emergency calls, the average turnout time, the number of incidents on the station grounds and the mobilisations by incident type for the appliances affected by this proposal:

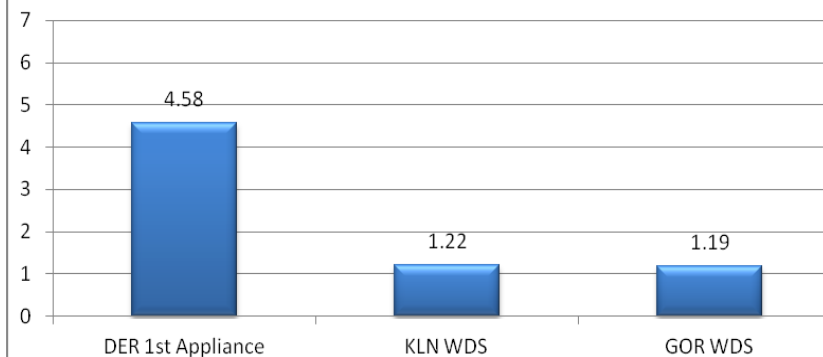




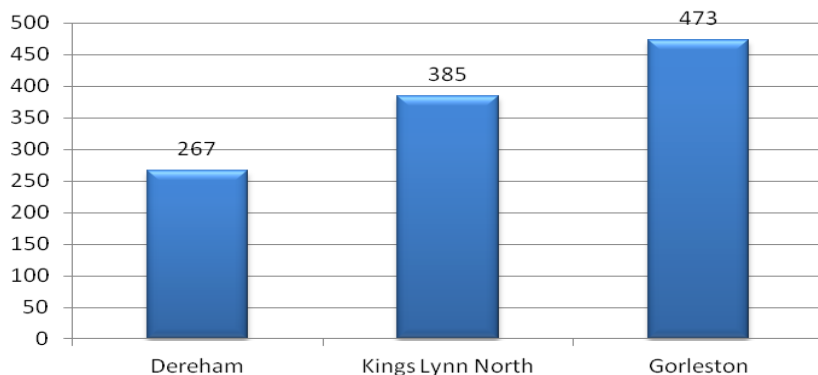
**% of Time Appliances Available
2014/15**



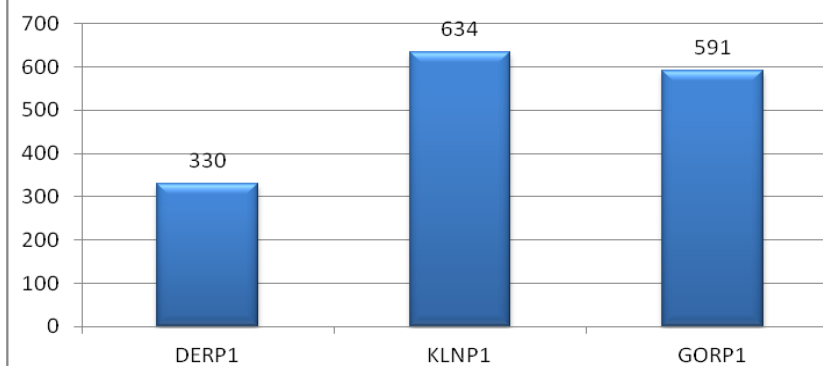
**Average Turnout Time in Minutes
2014/15**



**Incidents on Station Ground
2014/15**



**Mobilisations for the Financial Year
2014/15**



Option 2 vii – Relocating USAR

Model - V32Ai 2.16

Budget Challenge Reference: 2.16

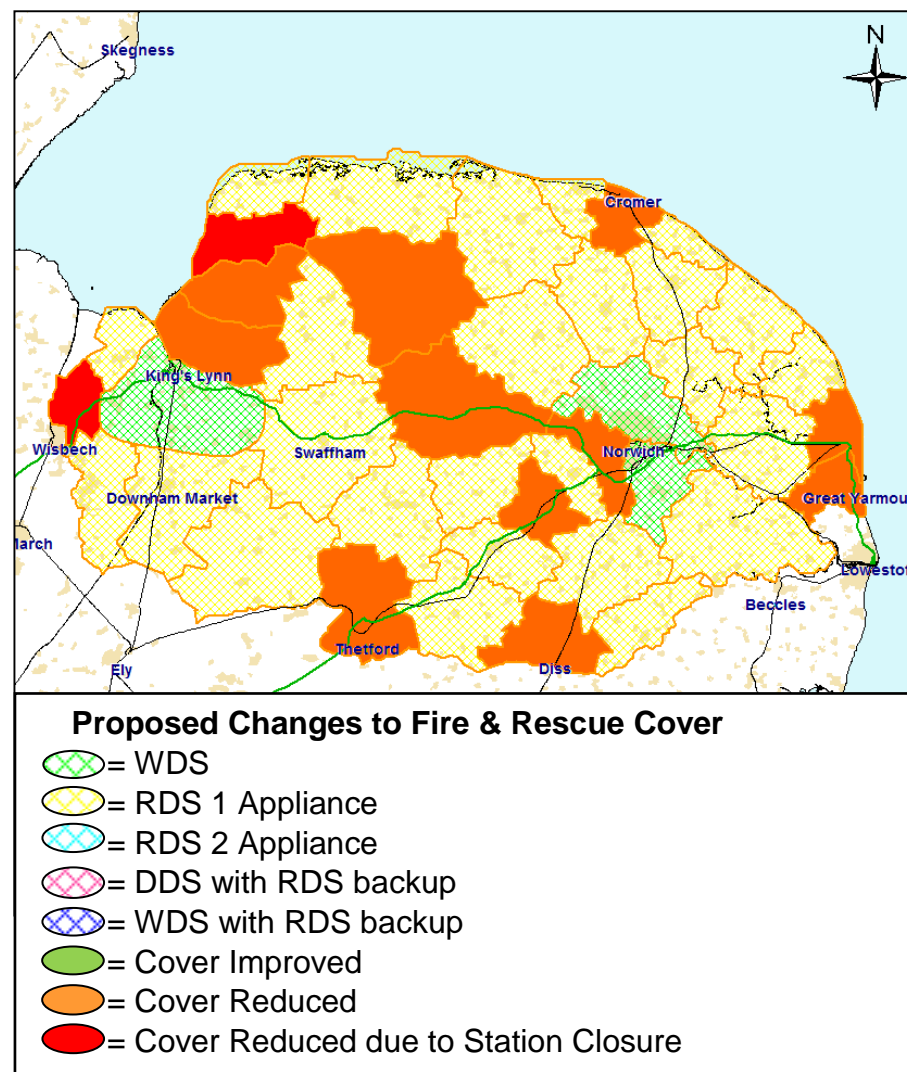
Saving: £325,350 or £1,165,850, when stacked with option 2-i, 2-ii, 2-iii and 2-vi

- Requires capital investment (£150k) for vehicle shelters

What We Propose:

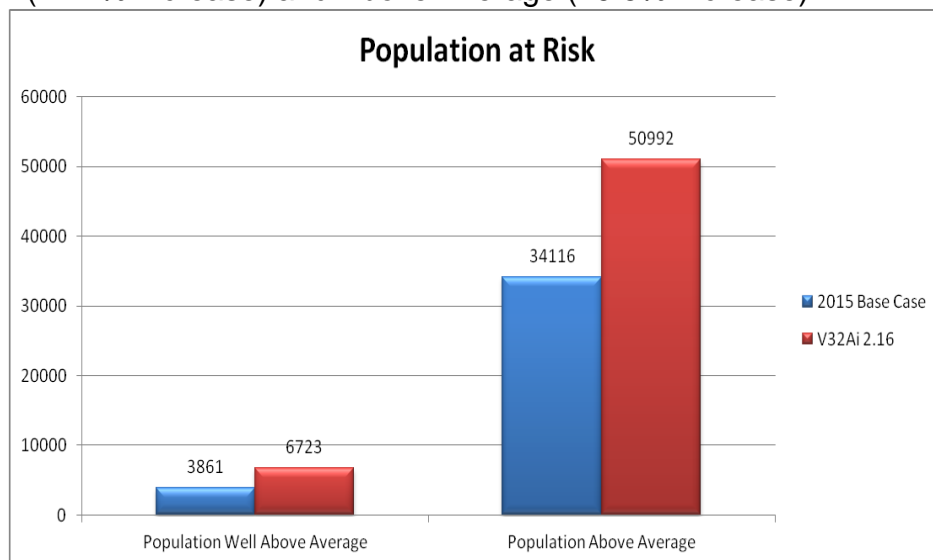
- Relocating the USAR team from Dereham to North Earlham and merging their role with the fire crew currently based there, replacing 12 firefighter posts funded by NCC with USAR posts funded by DCLG grant
- Transferring all wholetime firefighters who currently provide retained USAR cover to North Earlham, to ensure USAR capability is available across all 4 watches, 24/7

This proposal is mutually incompatible with option 2-v to upgrade cover at Dereham.



Impacts:

- The chart below shows the total change to the number of people at risk in output areas classed as Well Above Average (74.1% increase) and Above Average (49.5% increase)



- North Earlham is the 2nd busiest fire engine in Norfolk
- When the USAR team are deployed, the fire engine will not be available. On current workloads, this will affect 10-15% of fire calls for North Earlham (c.100-150 calls per annum). Other Norwich based fire engines will have to pick up these calls, this area has the densest coverage of fire engines in the county, so a gap here can be filled more easily than anywhere else
- The table below shows the potential increase in lives lost and the overall impact on economic cost to Norfolk, as a cumulative combined effect of adding these changes to Options 2-i, 2-ii, 2-iii and 2-vi set out above

FSEC Predictions V32Ai 2.16				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Overall Cost Difference	Fire & Rescue Saving
1.81	201	£190,553,586	£2,913,109	-£325,350 Or -£1,165,850 with Options 2-i, 2-ii, 2-iii & 2-vi

Risks:

- USAR have commitments that mean they would be unavailable to attend emergency calls with the Earlham fire appliance for approximately 500 hours per annum
- Reliance on neighbouring stations for fire cover during USAR deployments
- Savings are dependent on the longevity of the DCLG grant, which was reduced last year by 11.2%. If the grant ceases, the saving disappears
- We do not own North Earlham, and are locked into a disadvantageous contract with the site owner (NELM). We have no control over the rent charged for our occupancy
- ERS for Norfolk predicted to drop by approximately 2.58%

Station / Appliance Analysis:

The following graphs show the call profile, the percentage of time that the appliances affected by this option were available for emergency calls, the average turnout time, the number of incidents on the station grounds and the mobilisations by incident type for the appliances affected by this proposal:

