

Norfolk Fire and Rescue Authority Draft IRMP Options 2016/20

Introduction

The following paper contains four options for change:

- Option 1 – Operational Support Reductions and Redeployment of WDS Staff– **Page 5**
- Option 2 – 5.4% funding reduction, this option is compiled from optimum stacking of items picked from the following sub options:
 - Reducing RDS – **Page 13**
 - Further Reducing RDS – **Page 16**
 - Closing two RDS Stations – **Page 19**
 - Closing two different RDS stations – **Page 23**
 - Reducing WDS appliances and redeploying staff – **Page 27**
 - Reducing WDS appliances and not redeploying staff – **Page 33**
 - Relocating USAR to cover an WDS appliance – **Page 38**
- Option 3 – 16% funding reduction – **Page 43**
- Option 4 – 25% funding reduction – **Page 45**

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).

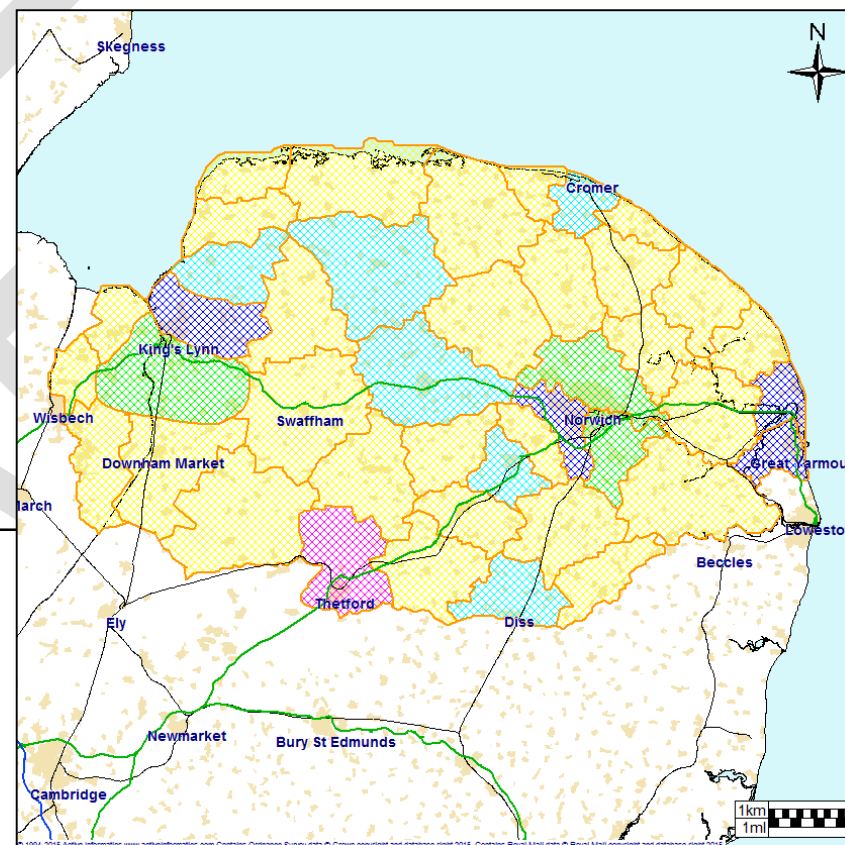
The following options use the data set of 1st April 2010 to 30th March 2015. Emergency Response Standard (ERS) performance results are as modelled by FSEC and may be different from actual. Current ERS will need to change dependant on the option implemented.

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

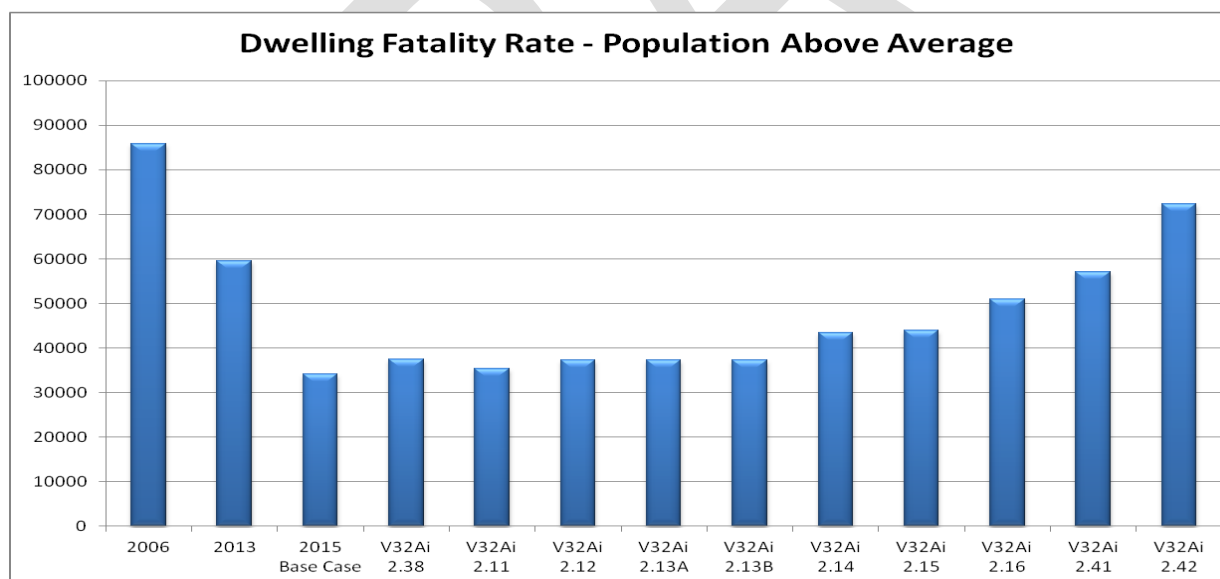
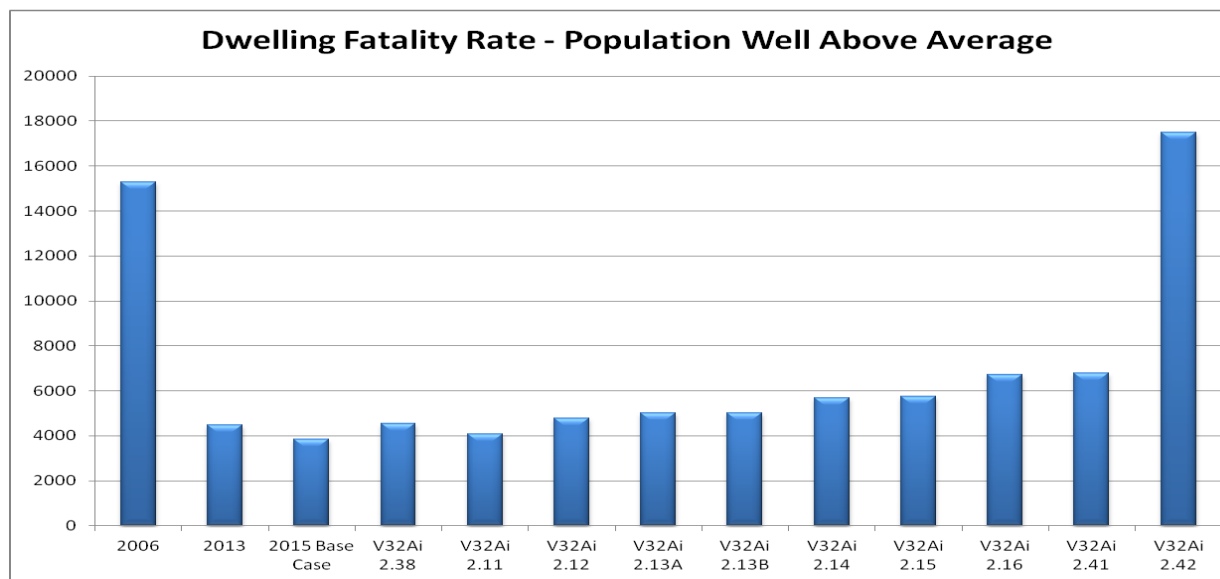


The potential savings identified in options this paper are based on the average earnings for a rider of a fire appliance on the specific stations affected, during the financial year of 2014/15. Due to the nature of the RDS system and earnings being directly related to incidents attended the potential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

The potential savings in the table below do not include potential savings included in option 1.
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		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	£682,505 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%
Option 3 -16% Funding Reduction		V32Ai 2.41	£2,070,187	6788	+75.8%	57072	+67.3%	2.99	122	£192,256,850	£4,616,373	-5.75%
Option 4 - 25% Funding Reduction		V32Ai 2.42	£4,193,595	17485	352.9%	72291	+111.9%	6.81	54	£199,926,830	£12,286,353	-28.85%

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 increase risks 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.

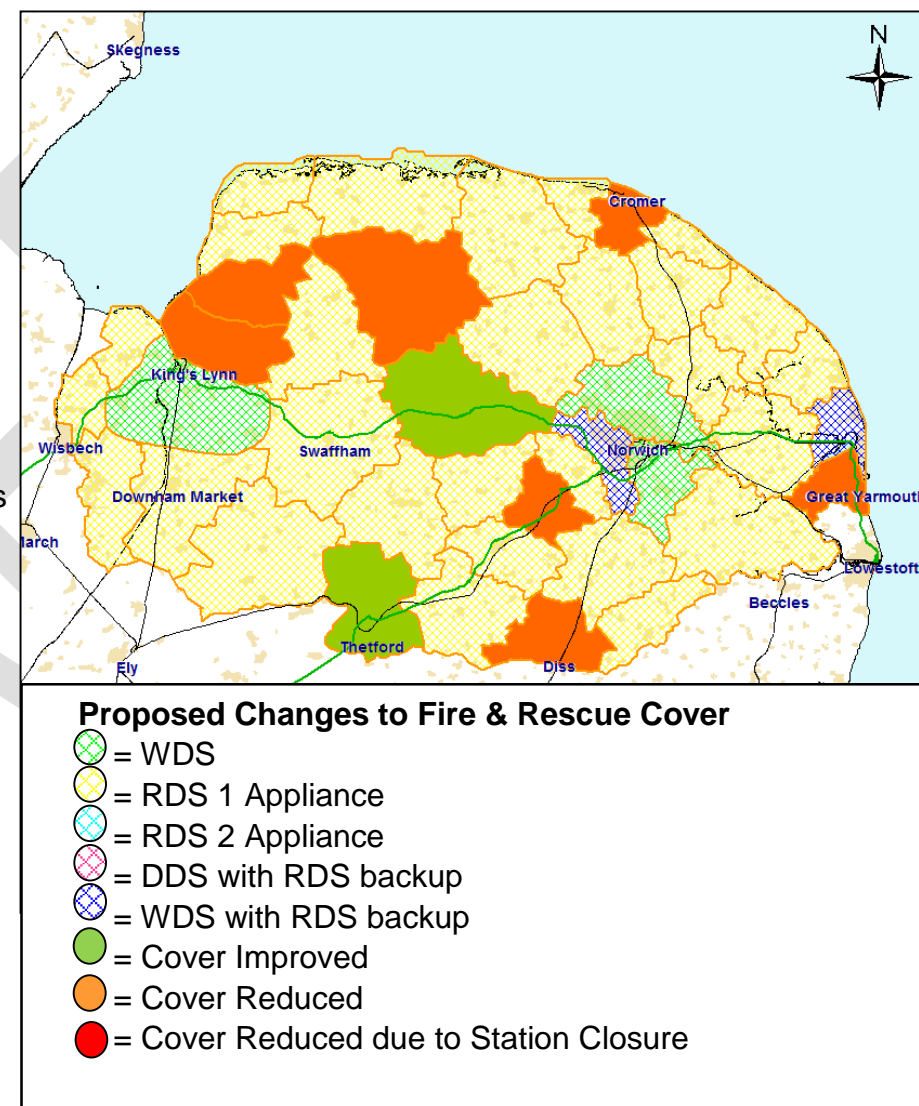
These proposed changes will reduce our internal resilience and change management capacity

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

Model - V32Ai 2.38

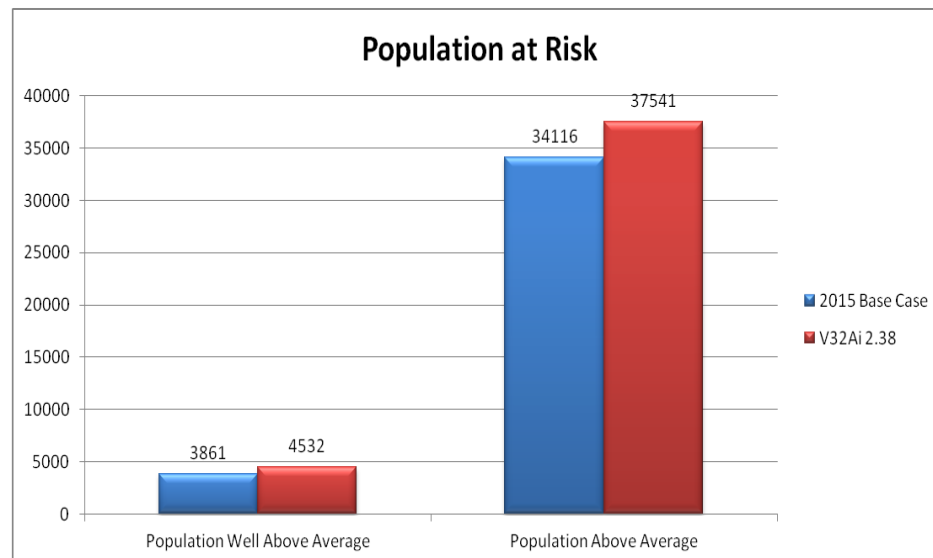
What We Propose:

- 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 wholtime 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)
- Reduce RDS staff to 12 at Great Yarmouth, Hethersett, Kings Lynn and Thetford in line with other one appliance RDS stations
- 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

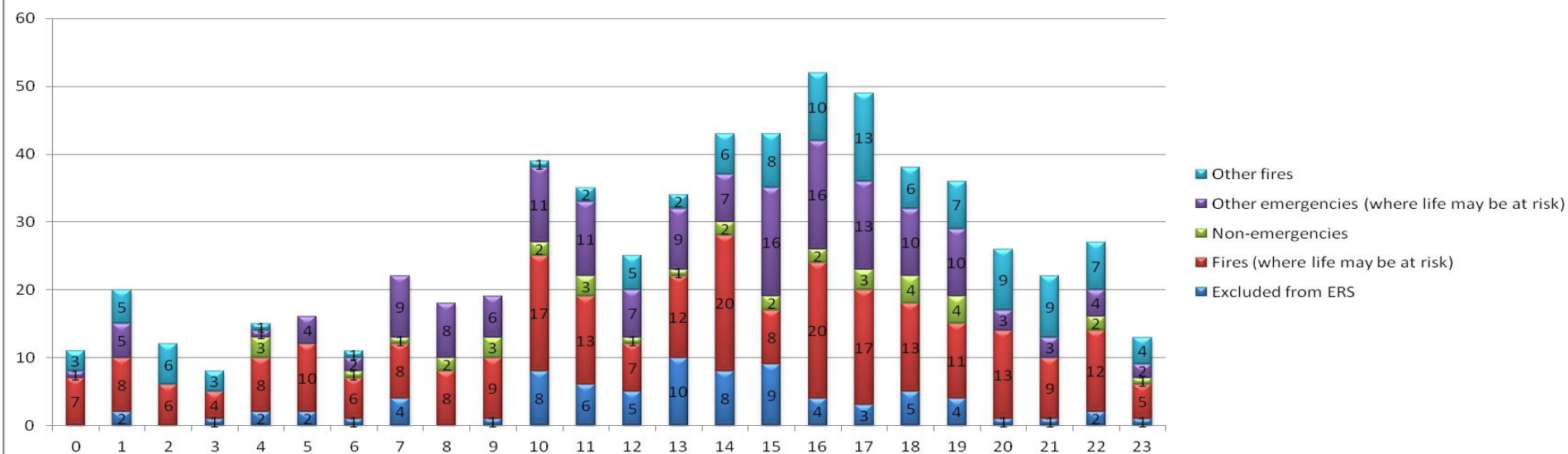
Risks:

- ERS would likely improve by 0.79%

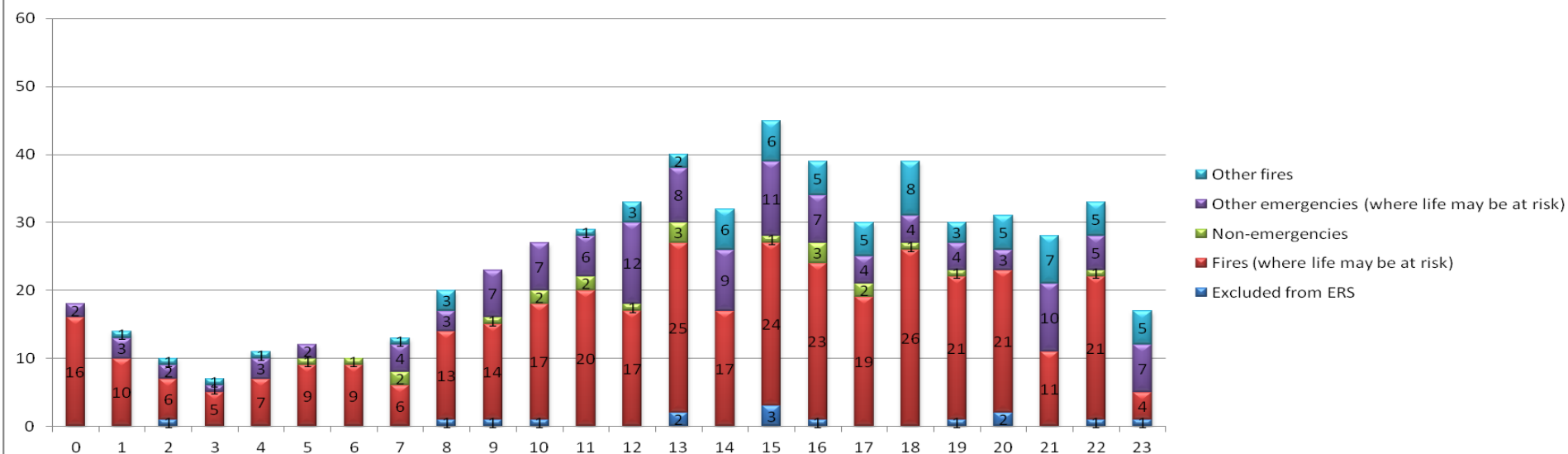
Station / Appliance Analysis:

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:

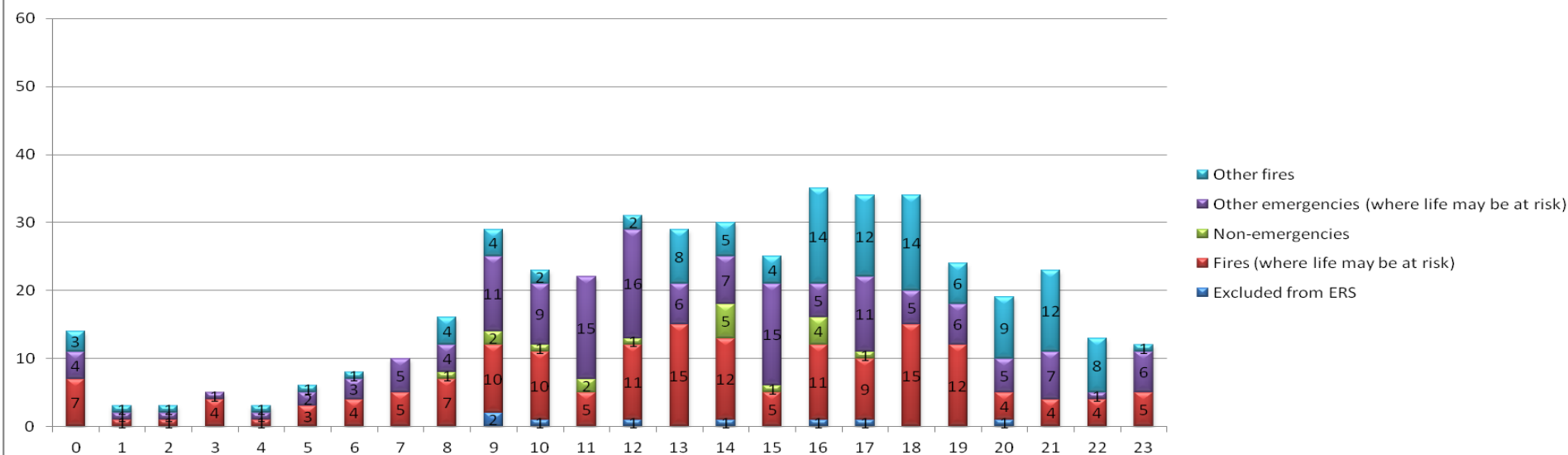
Kings Lynn North WDS Call Profile by Time of Day and ERS Category 2014/15



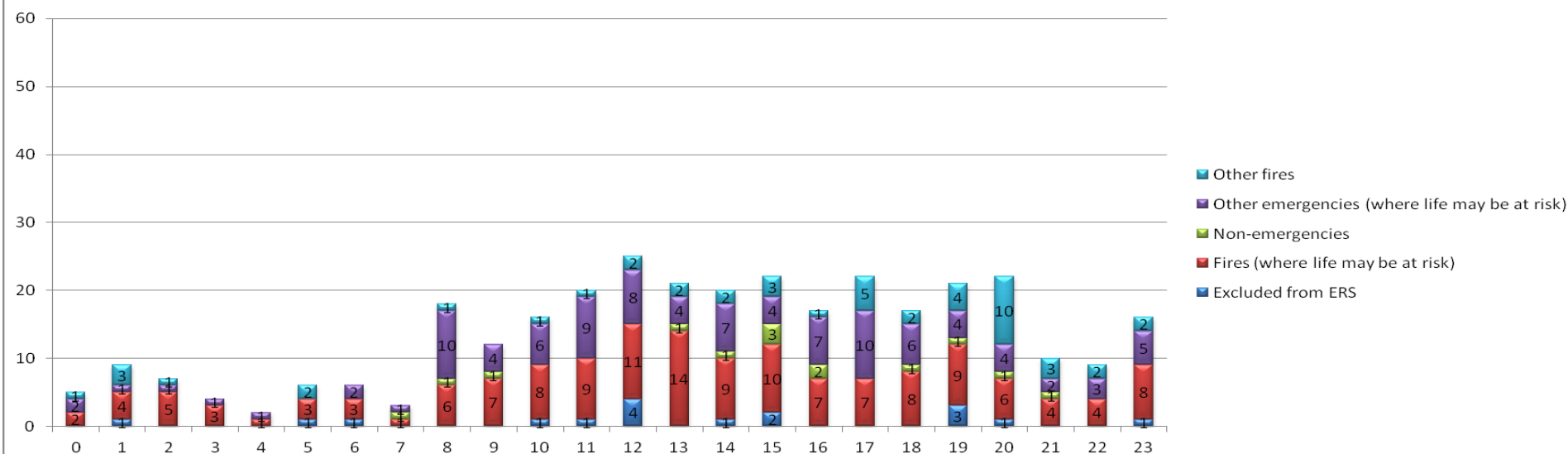
Gorleston WDS Call Profile by Time of Day and ERS Category 2014/15



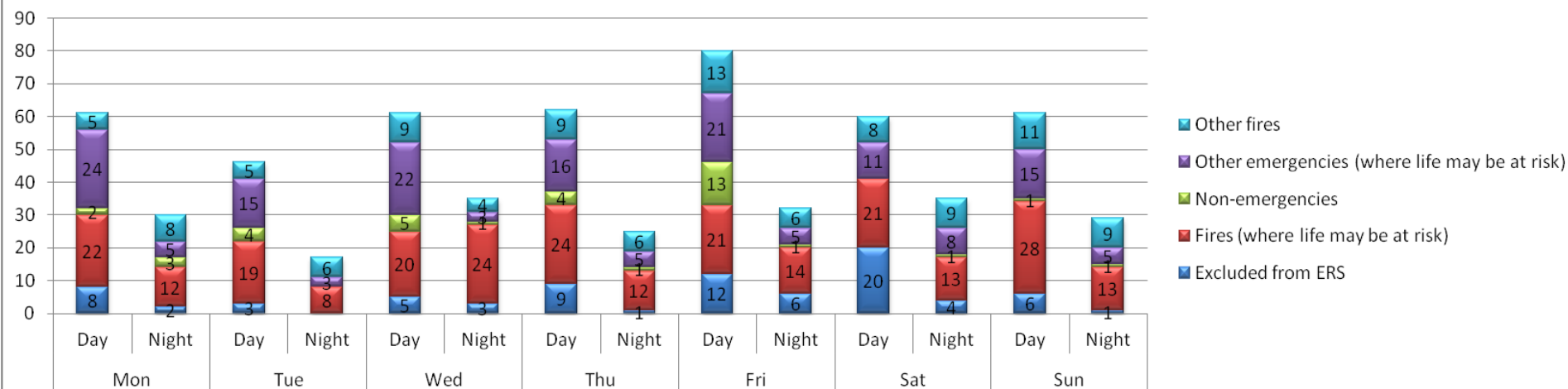
Thetford DDS Appliance Call Profile by Time of Day and ERS Category 2014/15



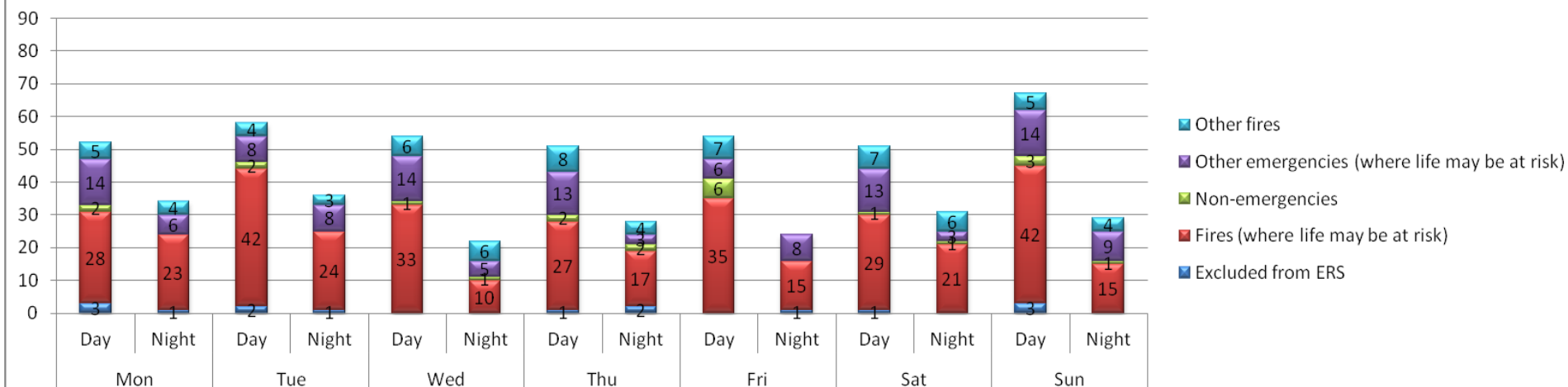
Dereham 1st Appliance Call Profile by Time of Day and ERS Category 2014/15



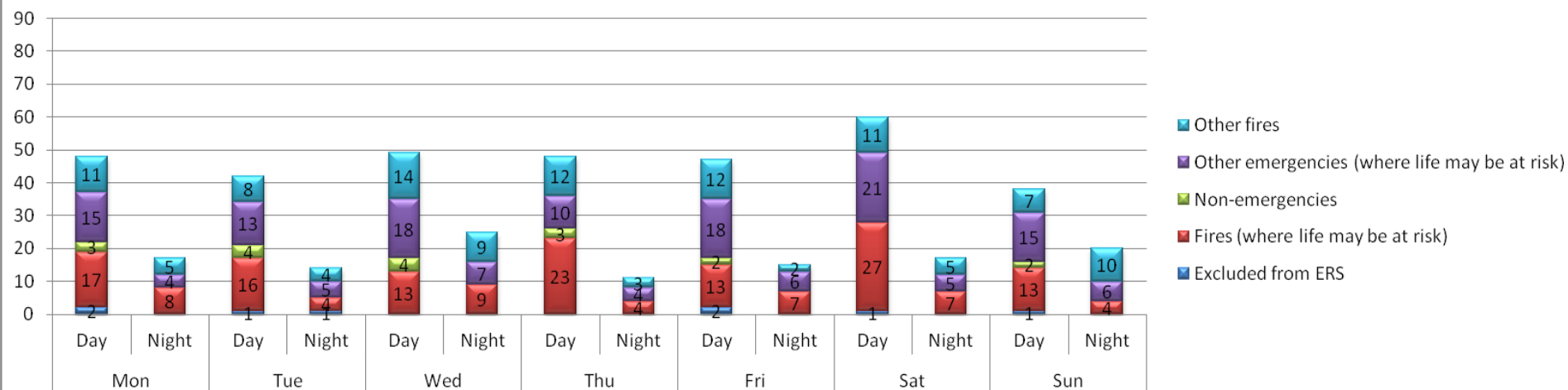
Mobilisations for KLNP1 by Day (08:00-20:00) and Night by ERS Category and Day of Week 2014/15



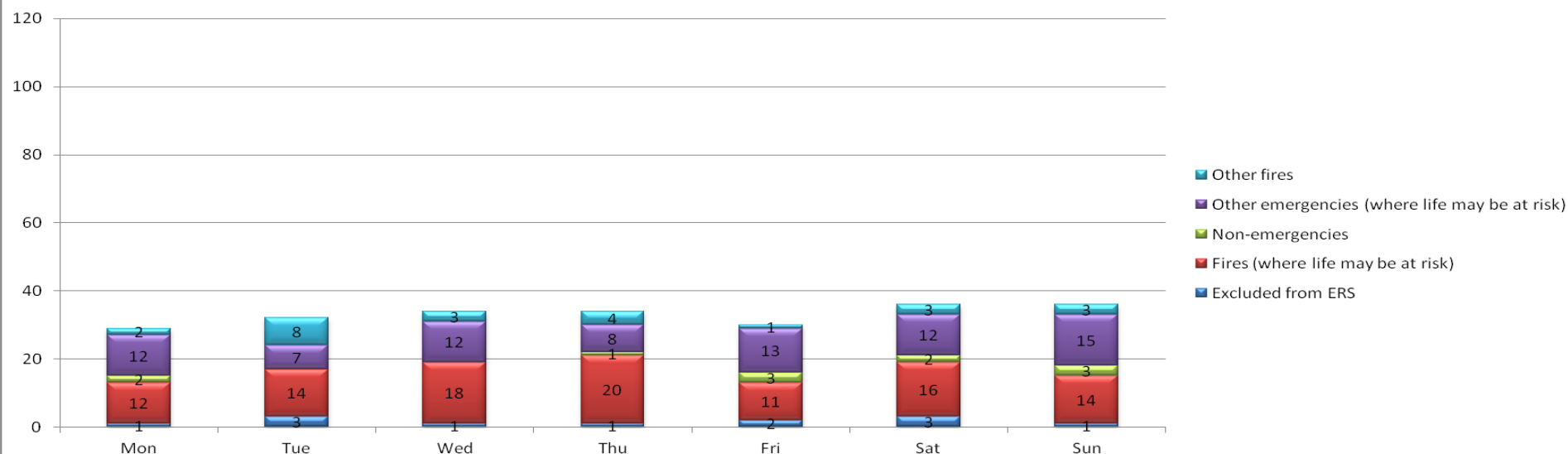
Mobilisations for GORP1 by Day (08:00-20:00) and Night by ERS Category and Day of Week 2014/15

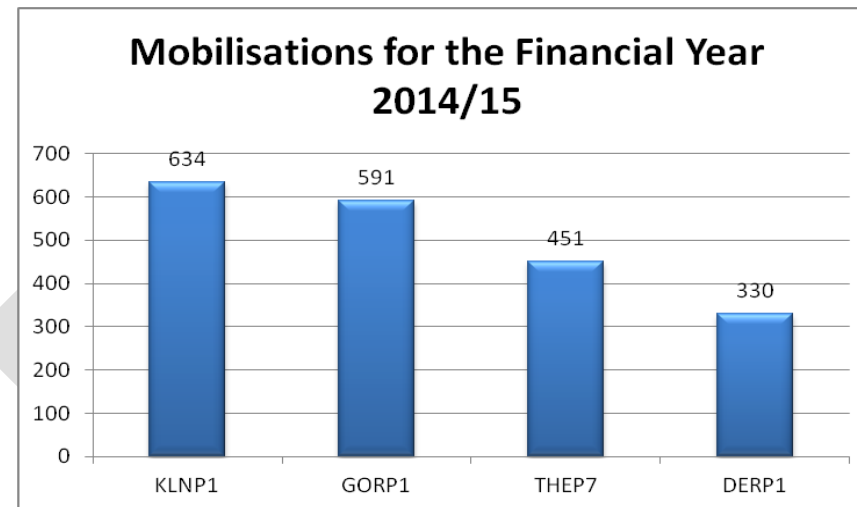
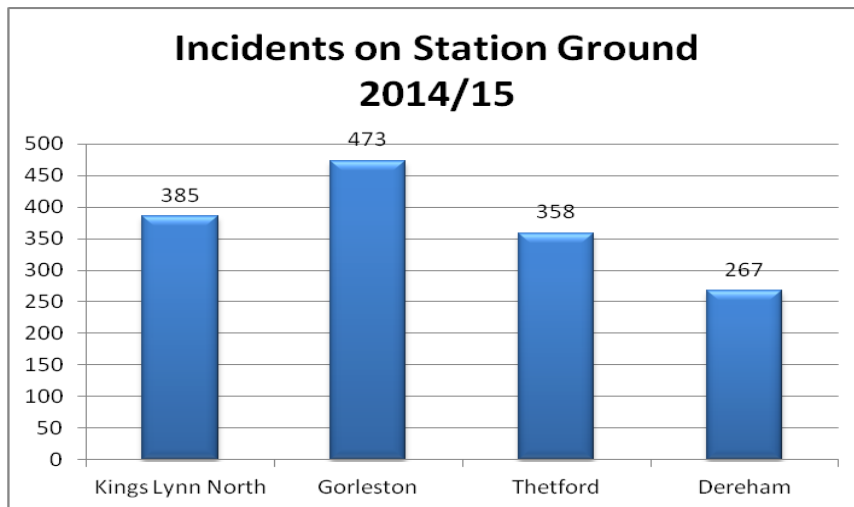


Mobilisations for THEP7 by Day (08:00-20:00) and Night by ERS Category and Day of Week 2014/15



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

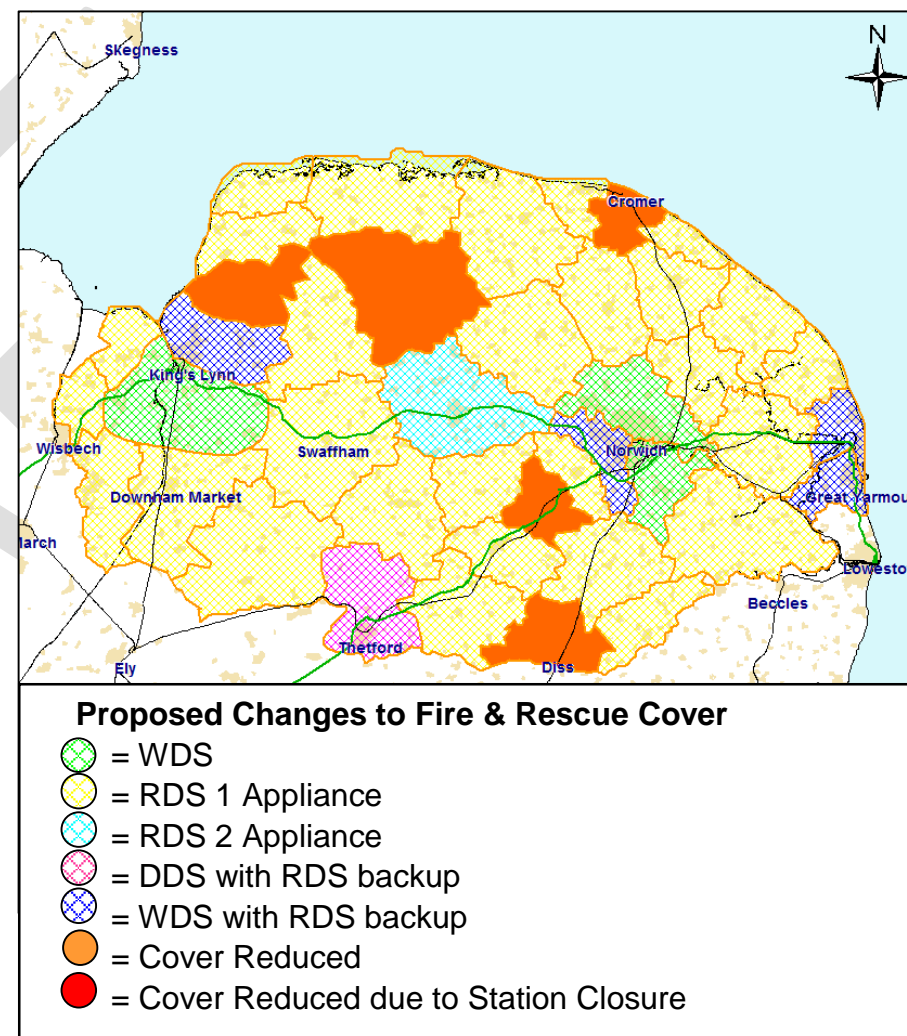
What We Propose:

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)

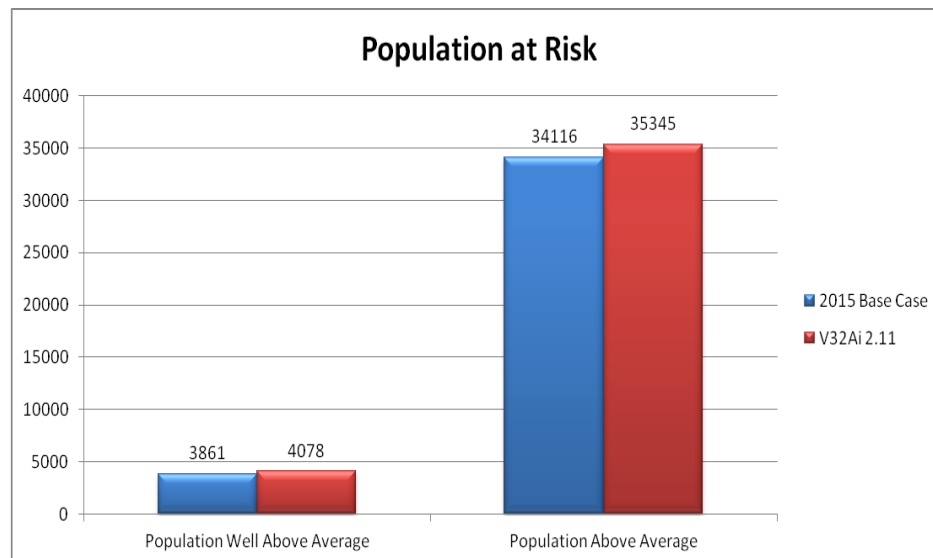
Thetford fire station reduces RDS establishment from 20 to 16. (4 RDS posts)

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

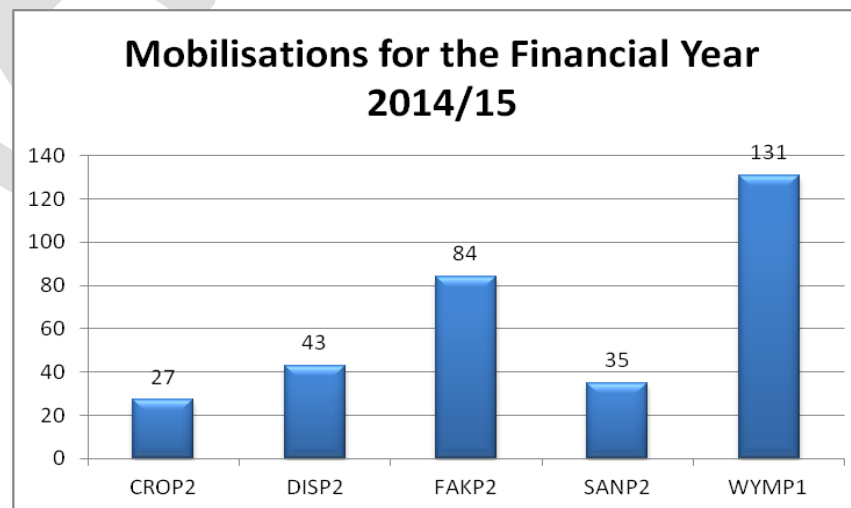
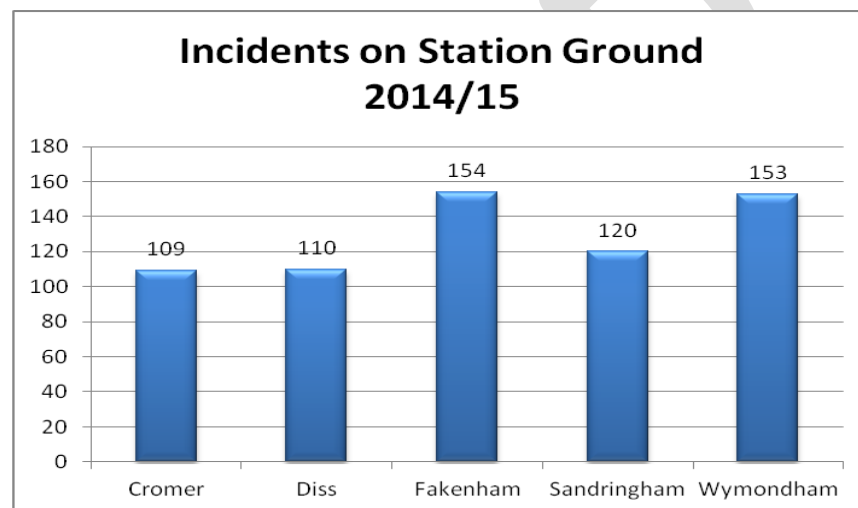
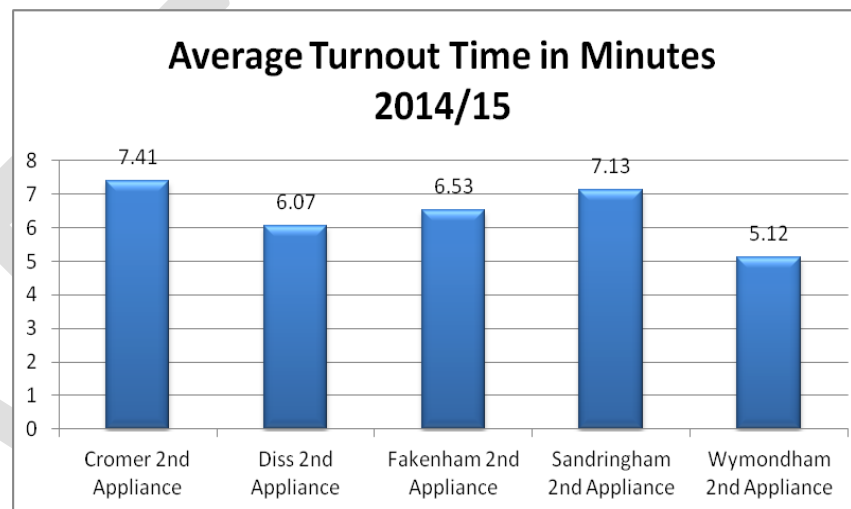
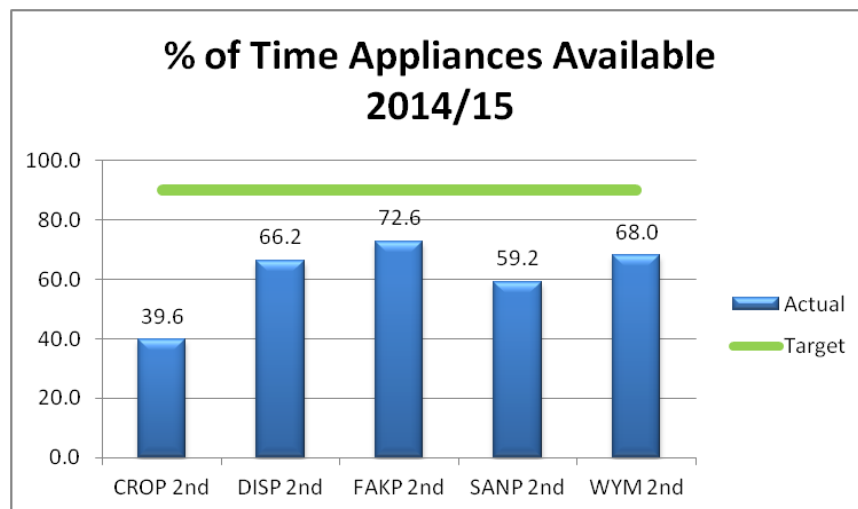
FSEC Predictions V32Ai 2.11				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Net Overall Cost Difference	Fire & Rescue Saving
0.25	148	£187,999,201	£358,723	-£197,348

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

Reference - V32Ai 2.12

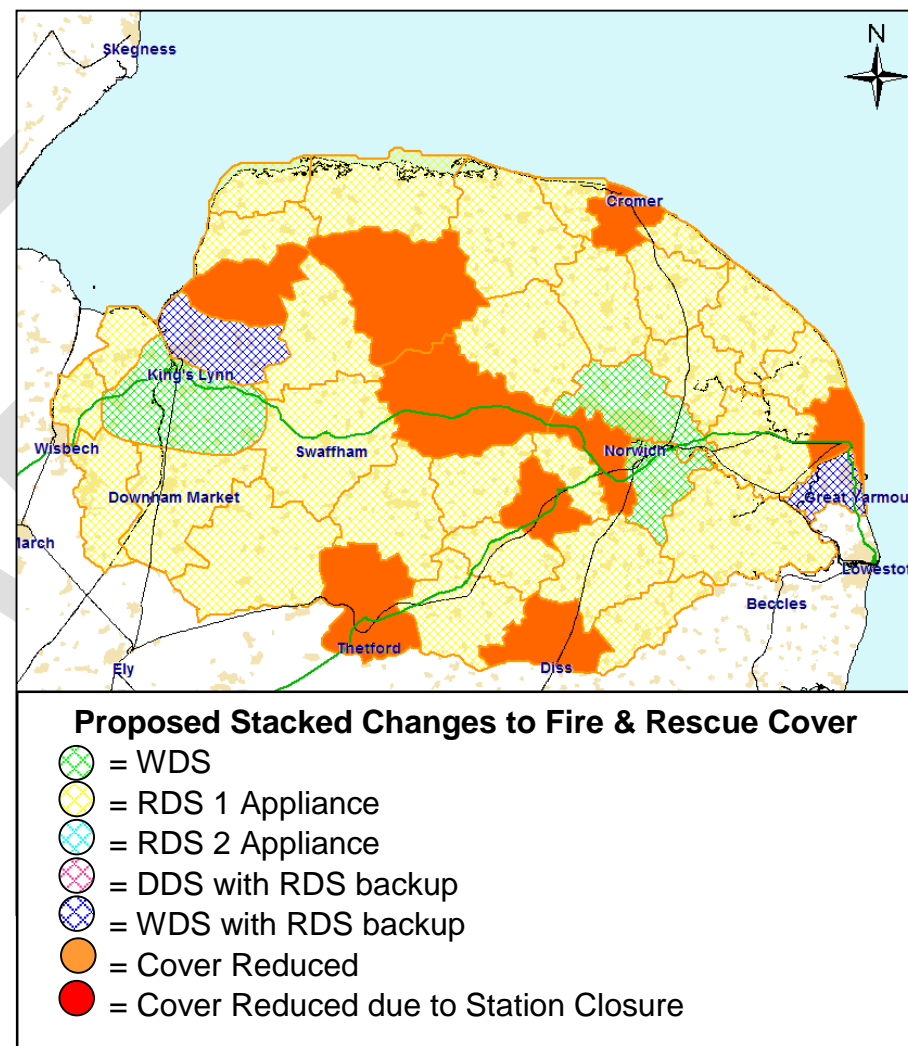
Budget Challenge Reference: 2.12

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

What We Propose:

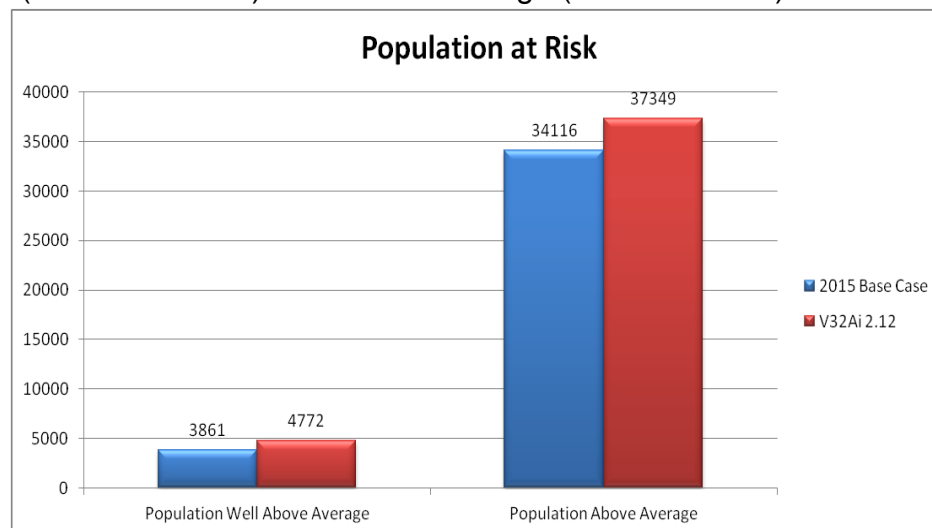
Further reduction in numbers of retained firefighters, by 32 posts, detailed as follows:

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

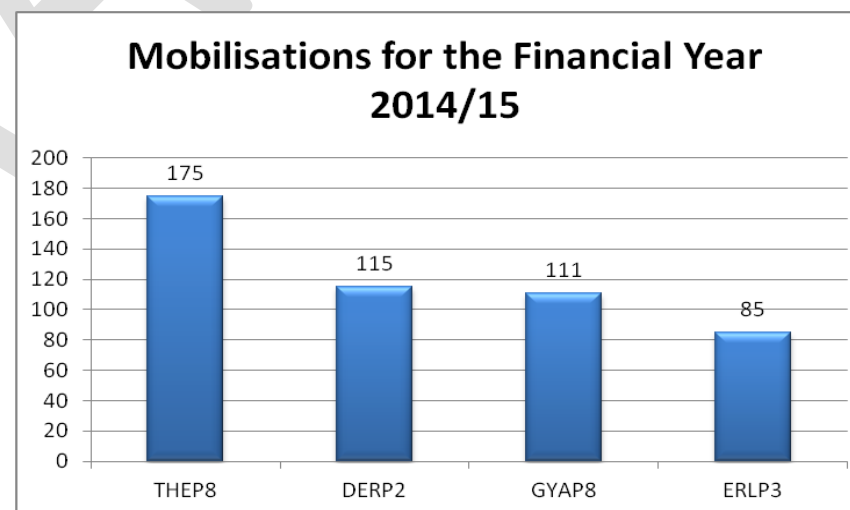
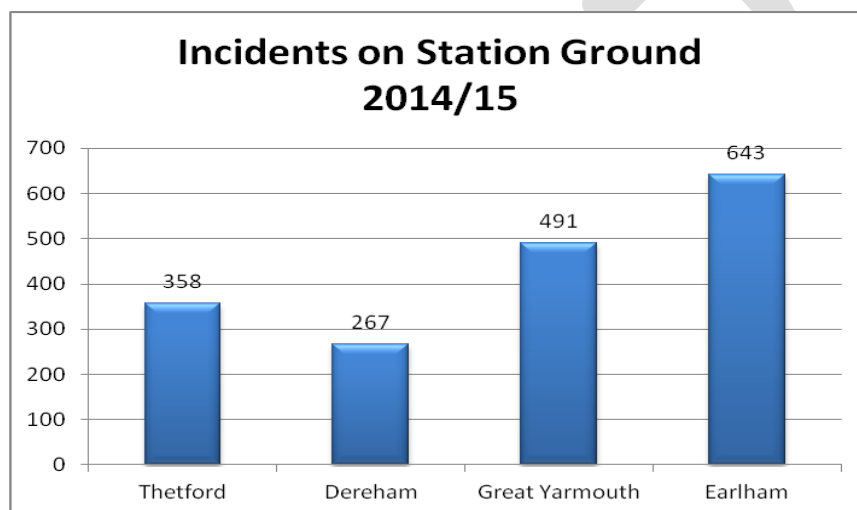
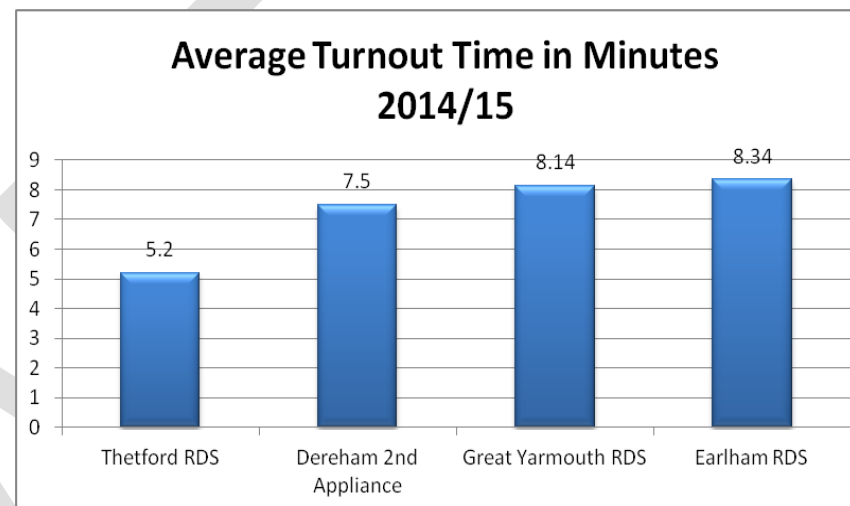
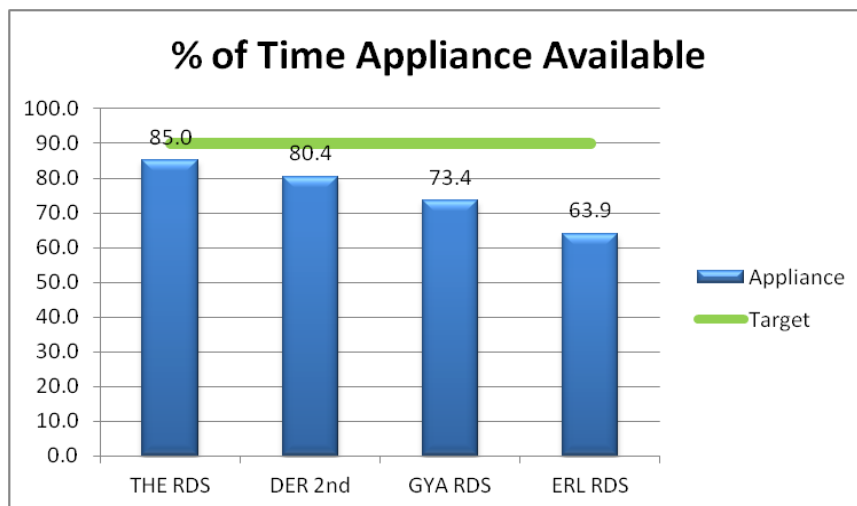
Risks:

- 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

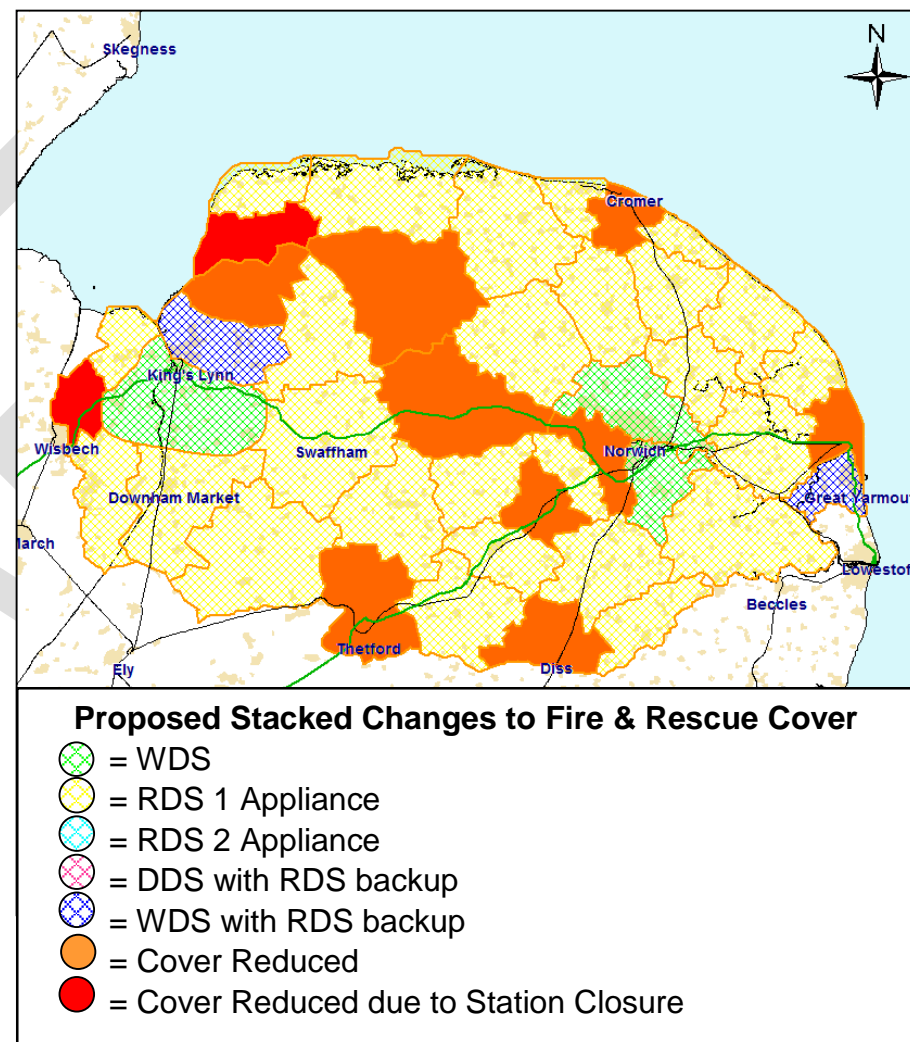
Budget Challenge Reference: 2.13A

Saving: £146,143 or £525,255 when stacked with option 2-i and 2-ii

What We Propose:

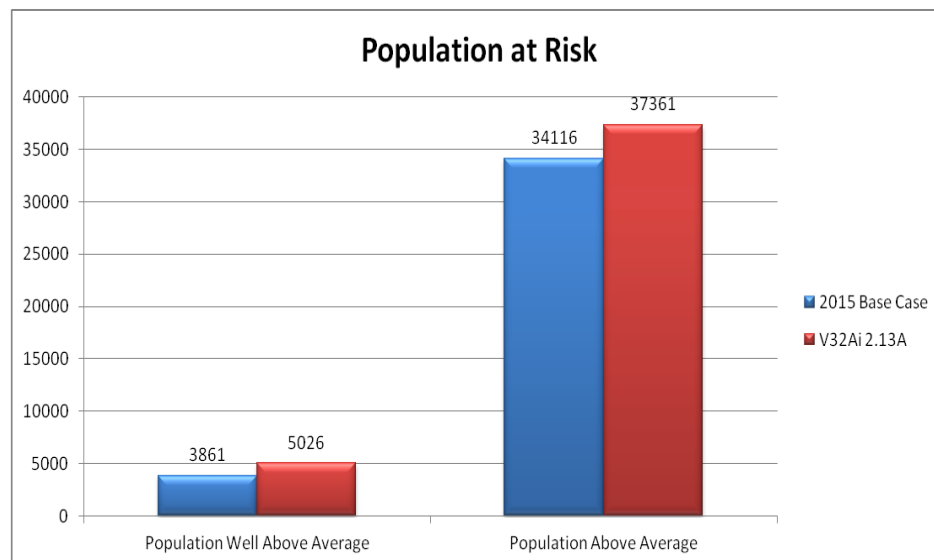
Closing the following retained fire stations:

- 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

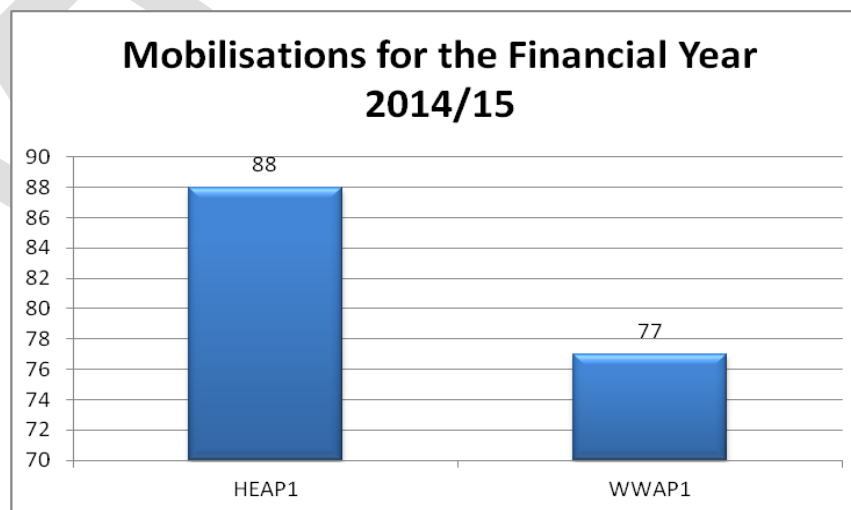
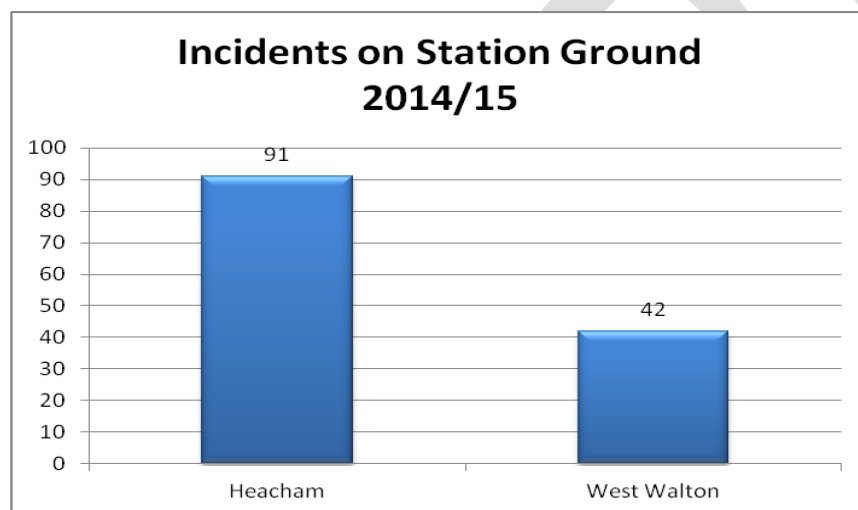
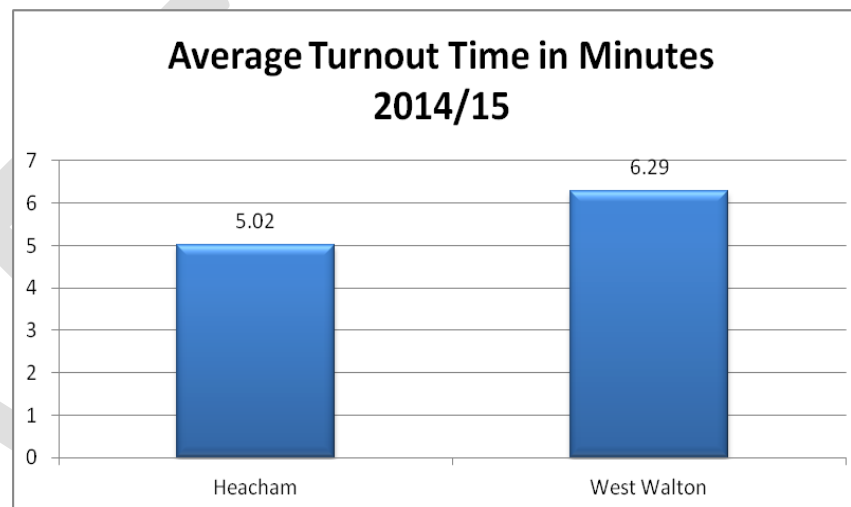
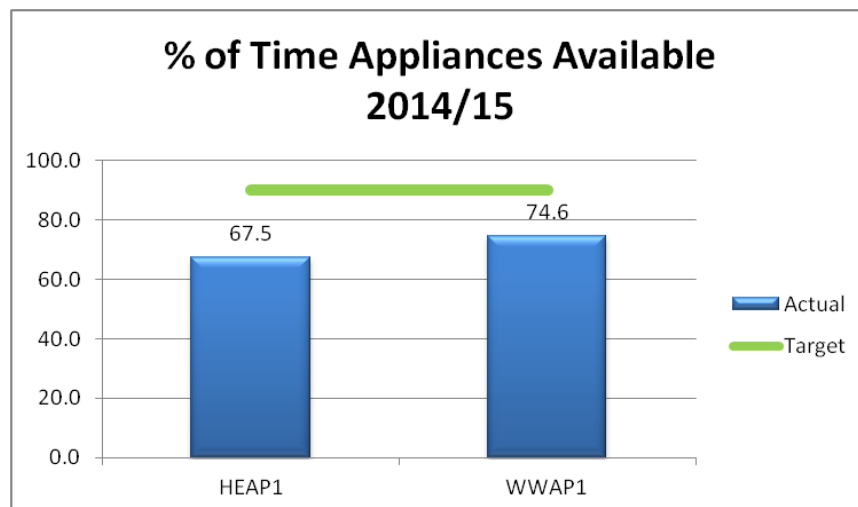
FSEC Predictions V32Ai 2.13A				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Net Overall Cost Difference	Fire & Rescue Saving
0.62	590	£188,551,858	£911,381	-£146,463 Or -£525,255 with Options 2-i & 2-ii

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

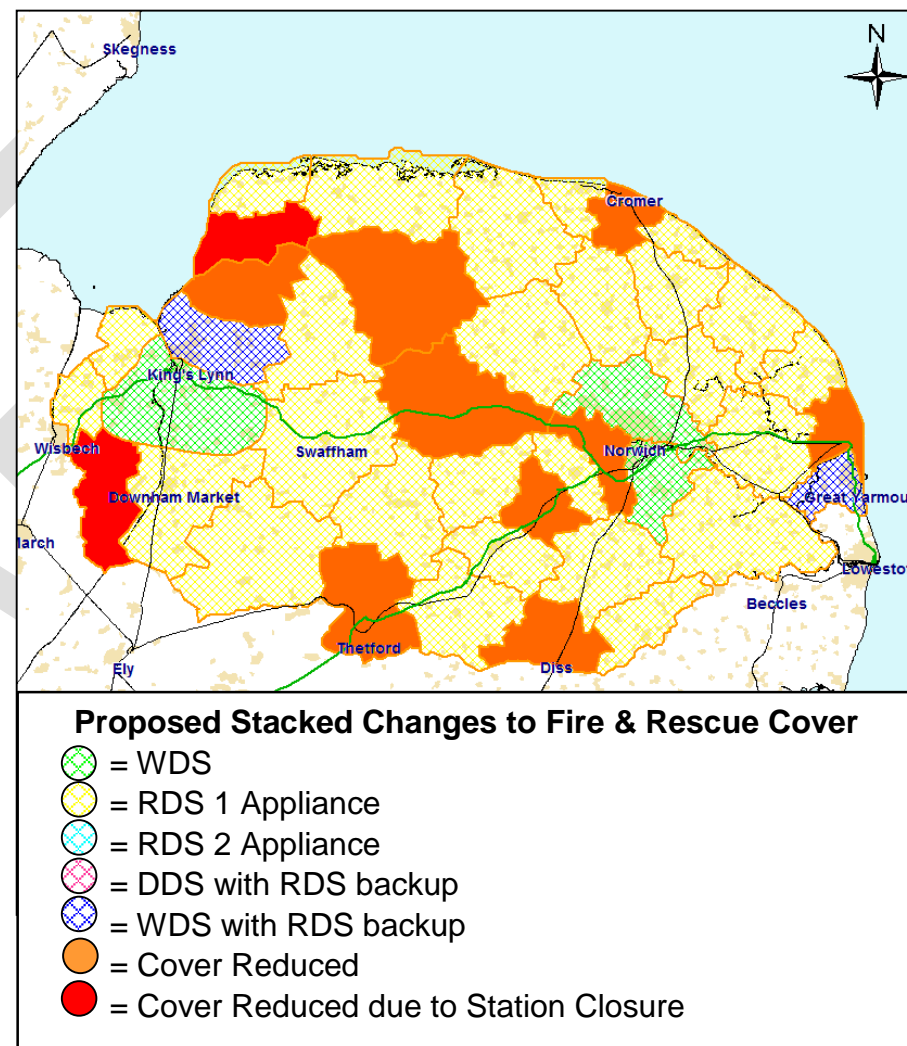
Budget Challenge Reference: 2.13B

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

What We Propose:

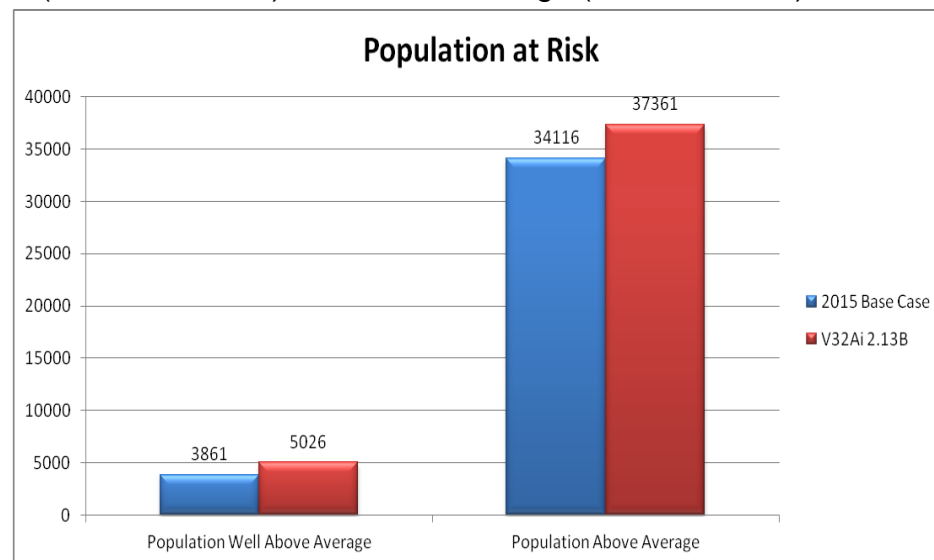
Closing the following retained fire stations:

- 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

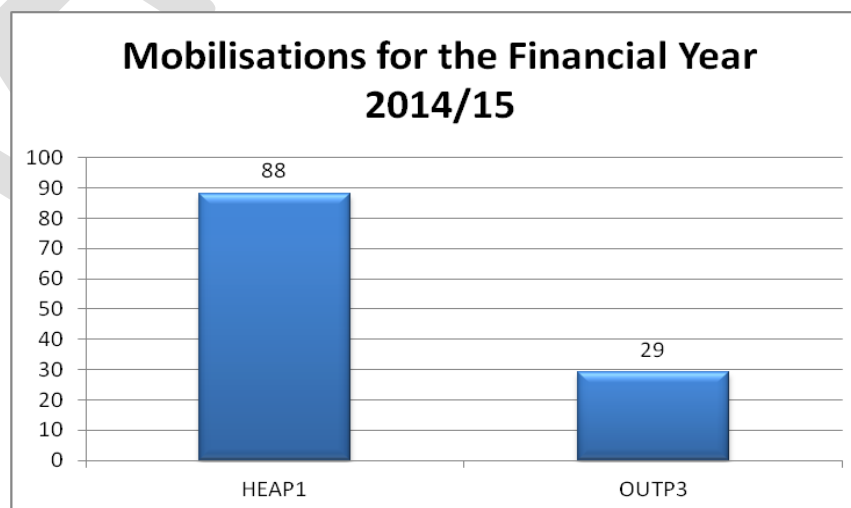
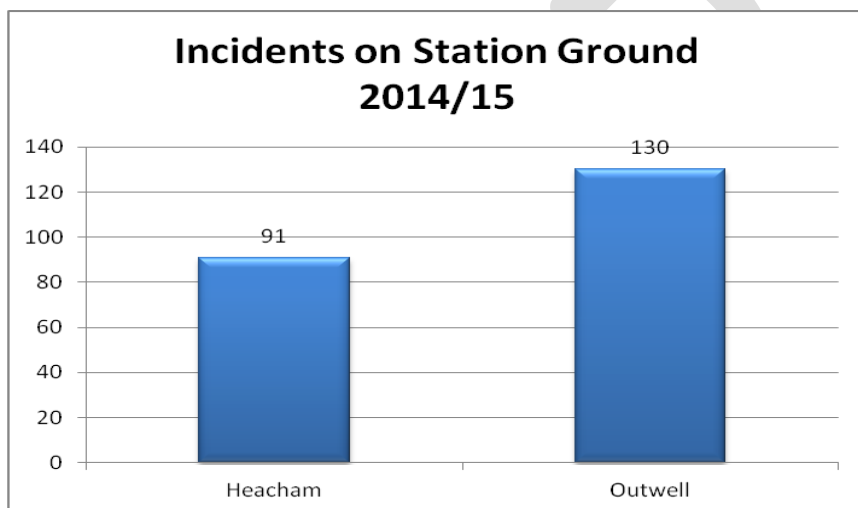
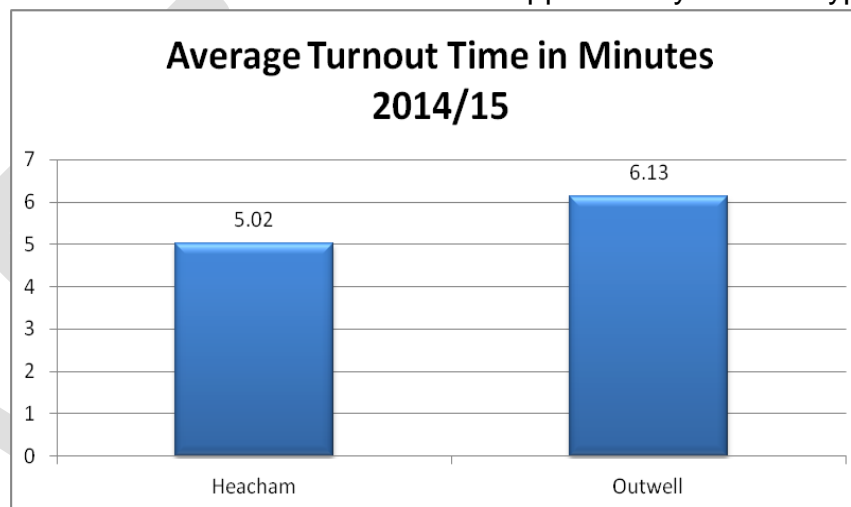
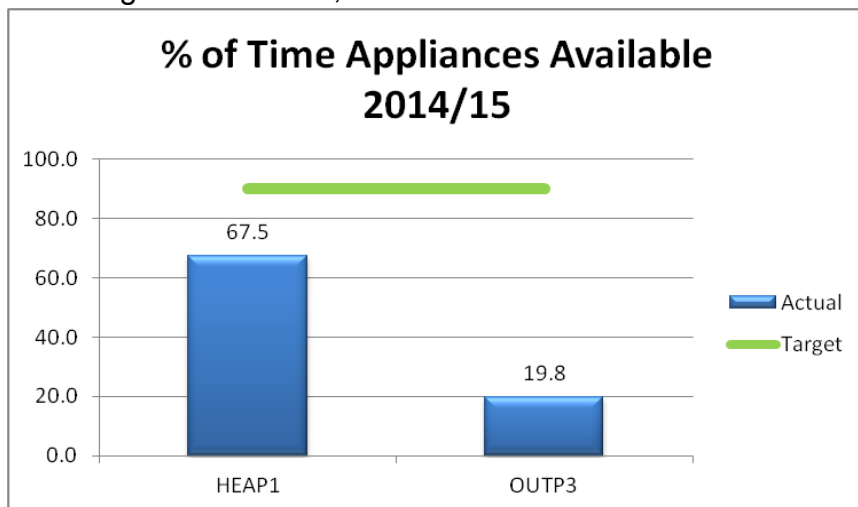
FSEC Predictions V32Ai 2.13B				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Overall Cost Difference	Fire & Rescue Saving
0.65	558	£188,637,754	£997,276	-£132,741 Or -£511,533 with Options 2-i & 2-ii

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

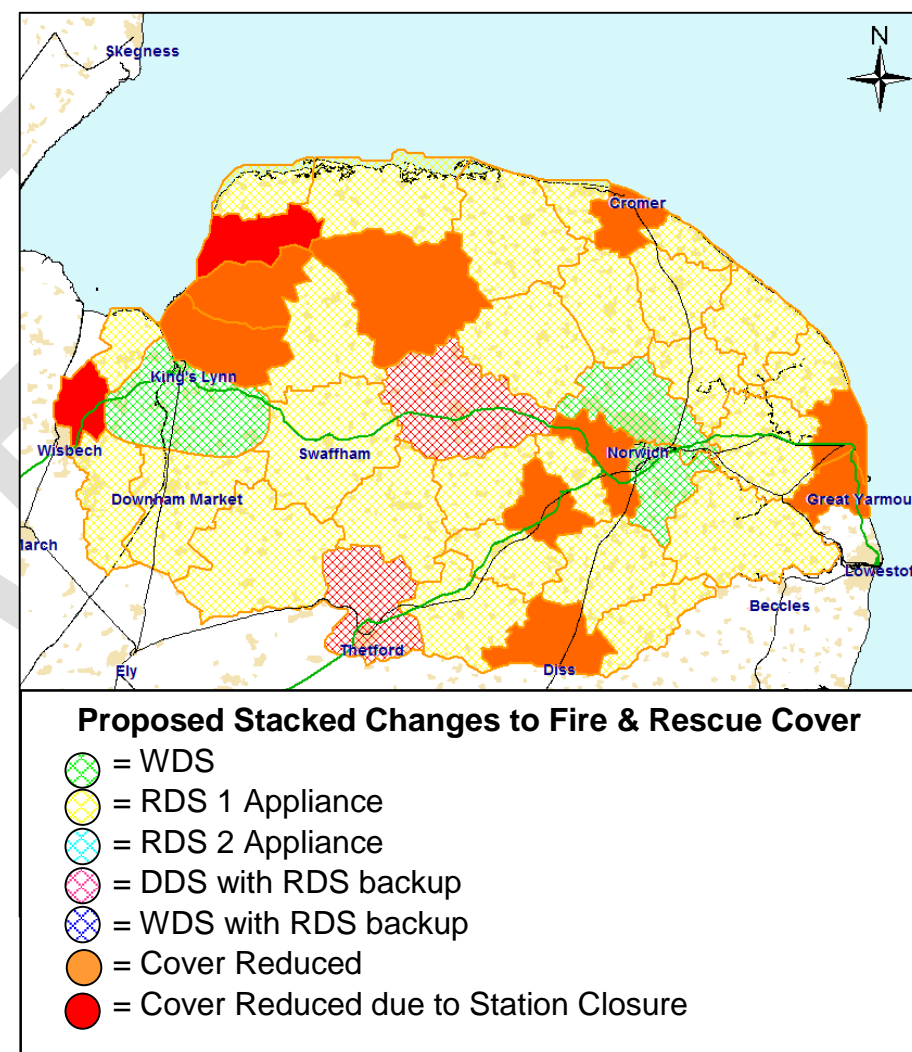
Model - V32Ai 2.14

Budget Challenge Reference: 2.14

Saving: £160,250 or £682,505 when stacked with option 2-i, 2-ii and 2-iii

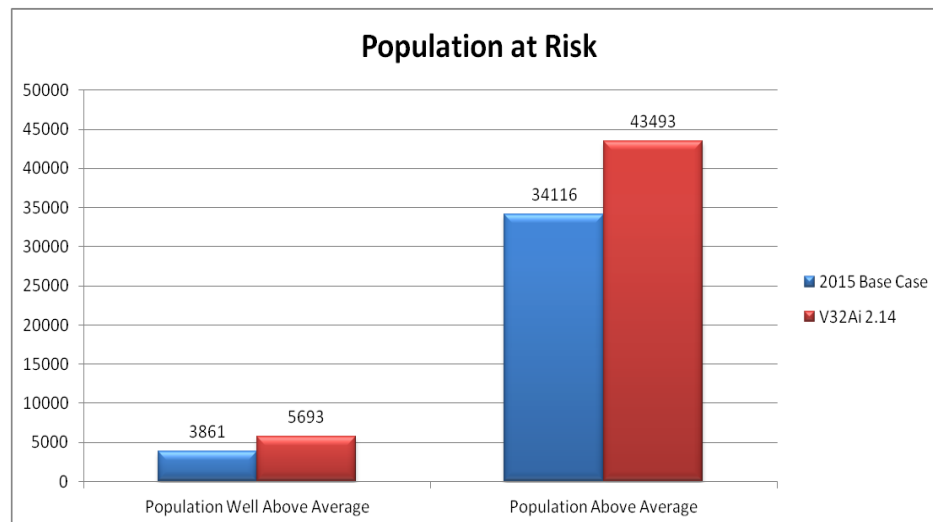
What We Propose:

- 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

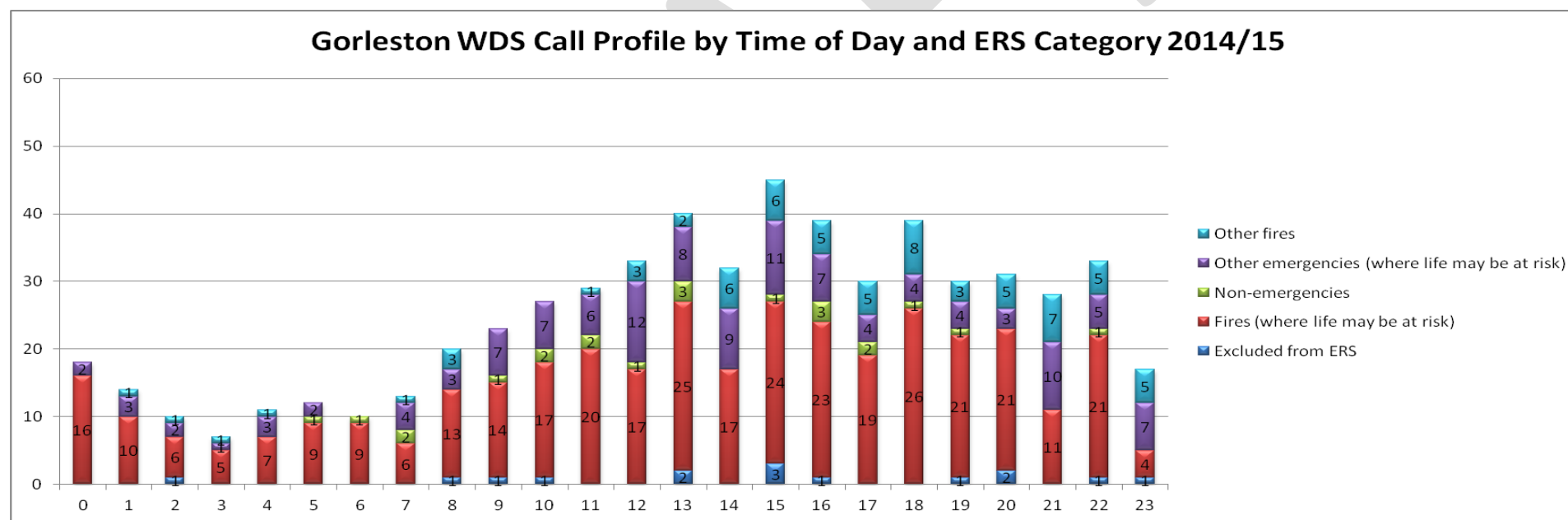
Risks:

**Or -£682,505 with
Options
2-i, 2-ii & 2-iii**

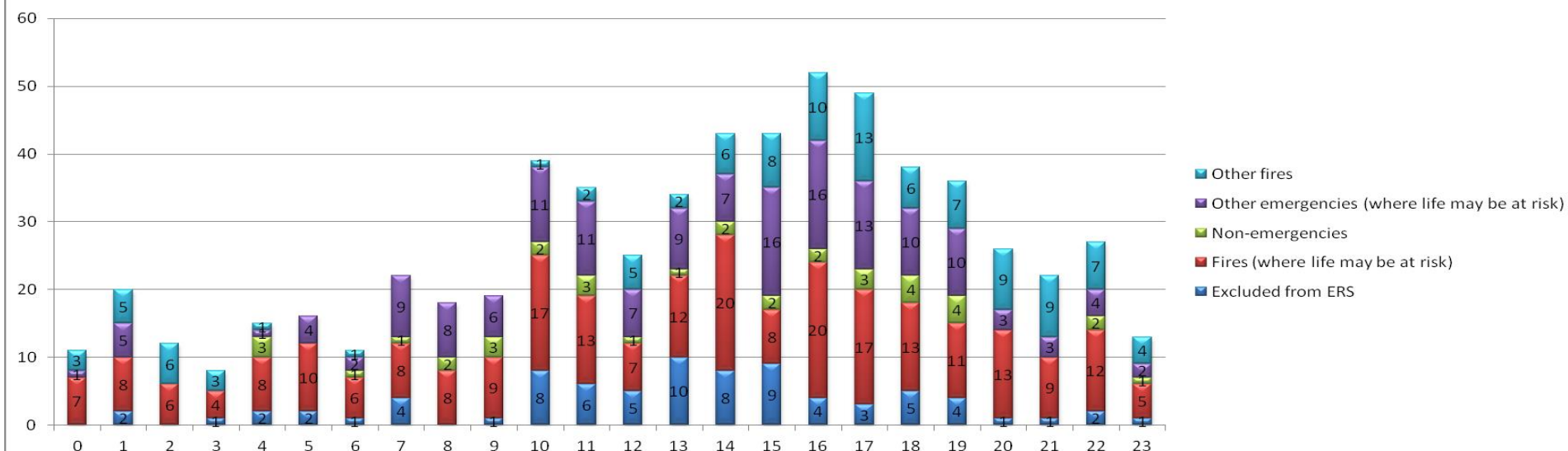
- This option (which includes the reduction in Option 2-i, 2-ii & 2-iii) will see a total reduction of 18.9% in front-line fire appliances during the day 08:00-20:00 and a further reduction at night to 22.6% which will have an impact in the resilience of fire and rescue cover across Norfolk especially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

Station / Appliance Analysis:

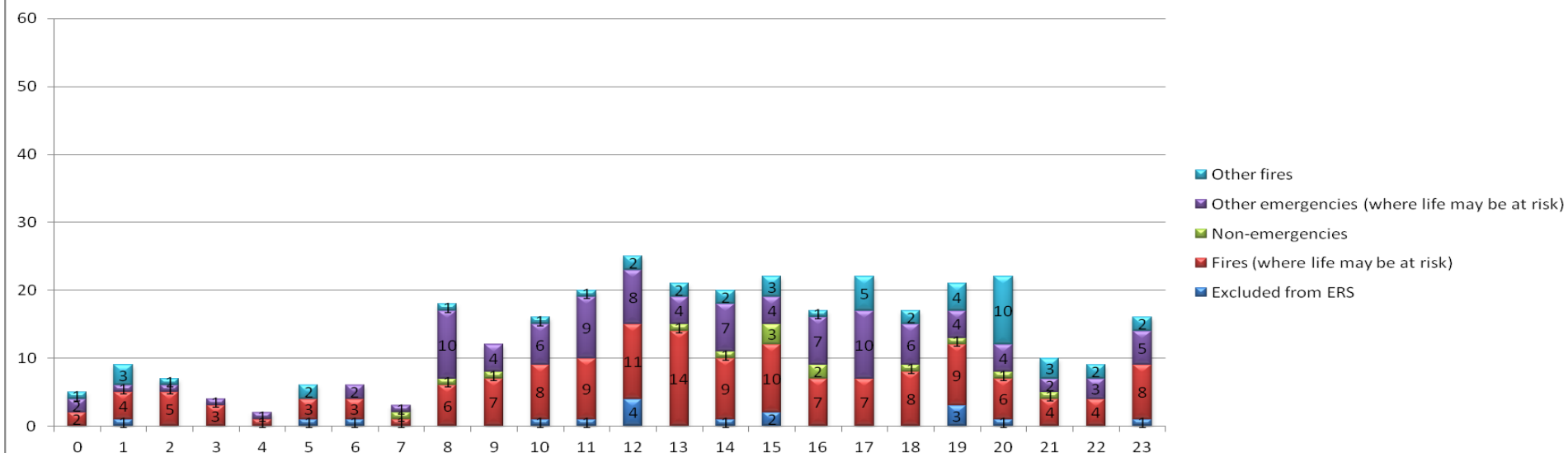
The following graphs show the call profile, the percentage of time that the appliances affected by this option were available for emergency calls, the average turnout time, the number of incidents on the station grounds and the mobilisations by incident type for the appliances affected by this proposal:

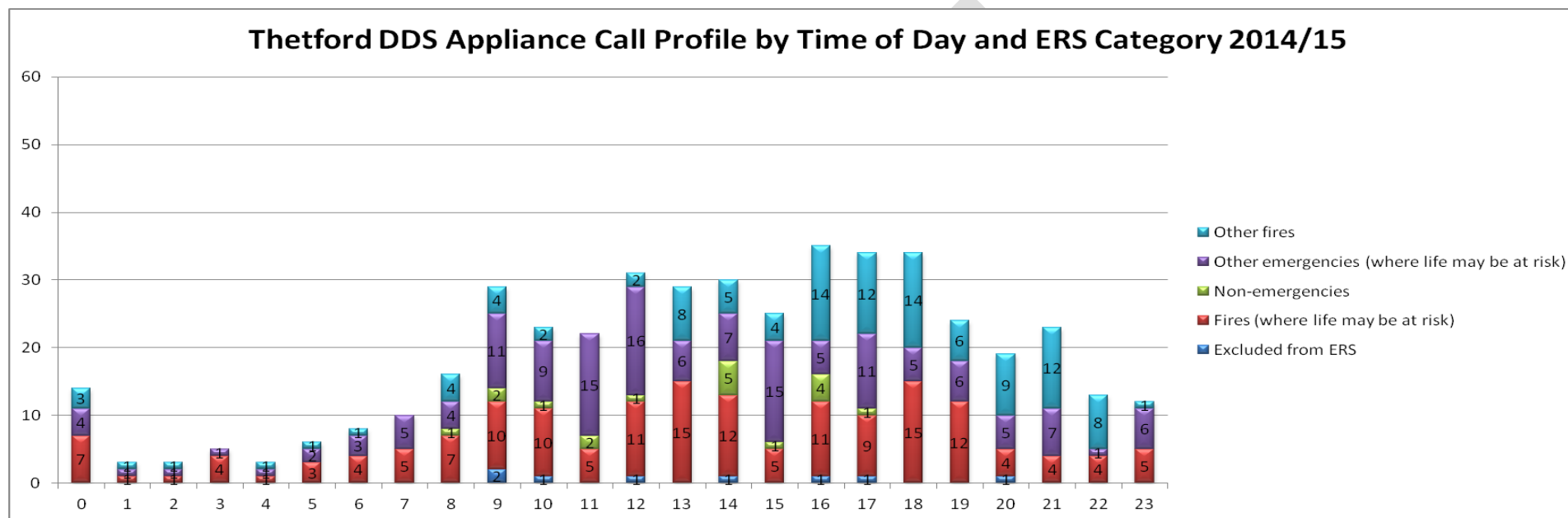


Kings Lynn North WDS Call Profile by Time of Day and ERS Category 2014/15

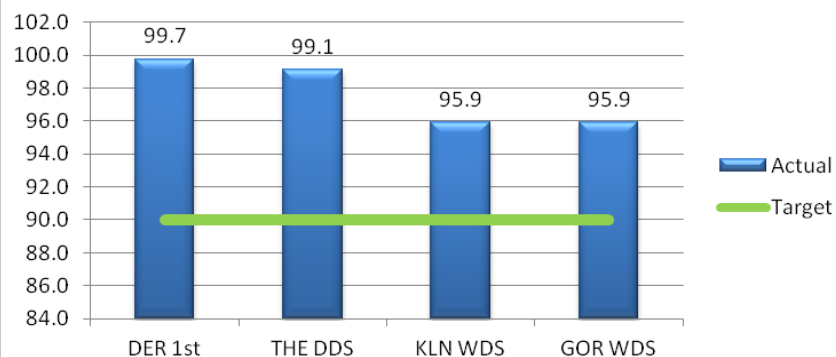


Dereham 1st Appliance Call Profile by Time of Day and ERS Category 2014/15

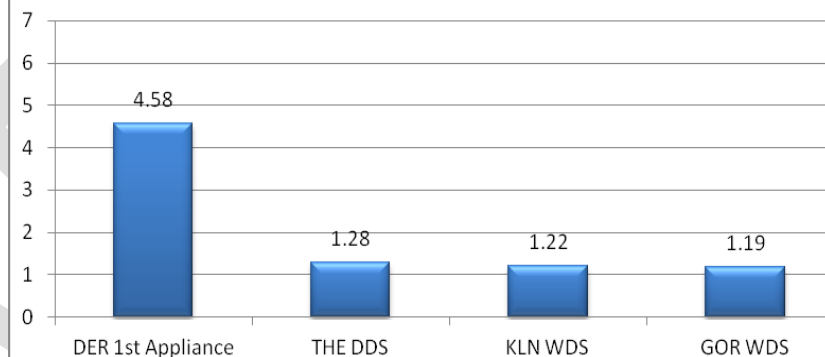




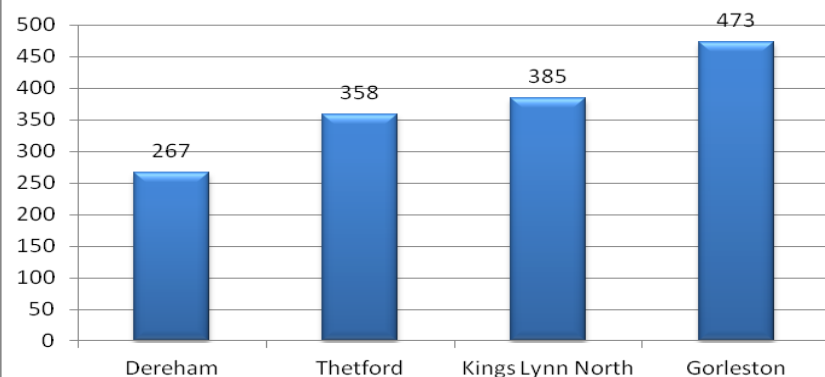
**% of Time Appliances Available
2014/15**



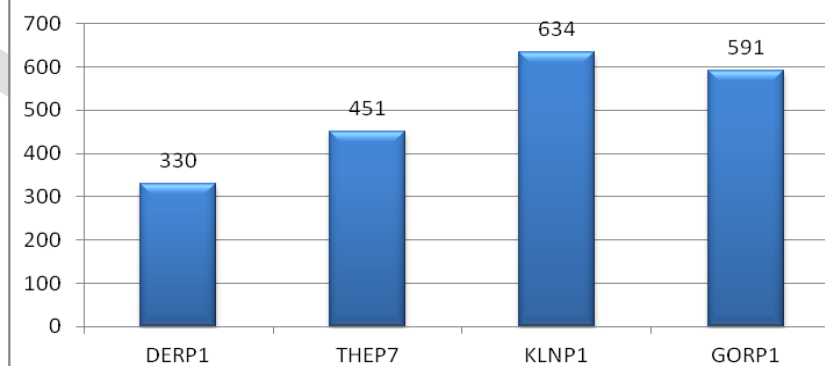
**Average Turnout Time in Minutes
2014/15**



**Incidents on Station Ground
2014/15**



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



Option 2 vi – Reducing Wholetime Fire Cover

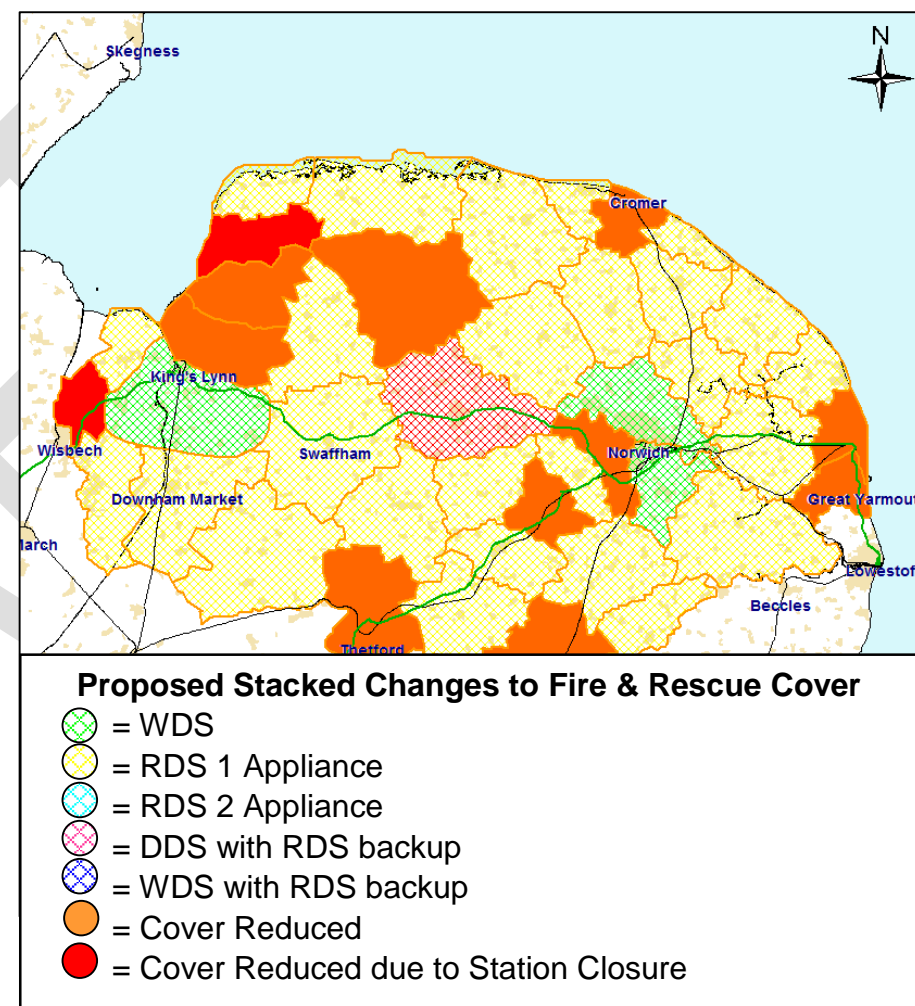
Model - V32Ai 2.15

Budget Challenge Reference: 2.15

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

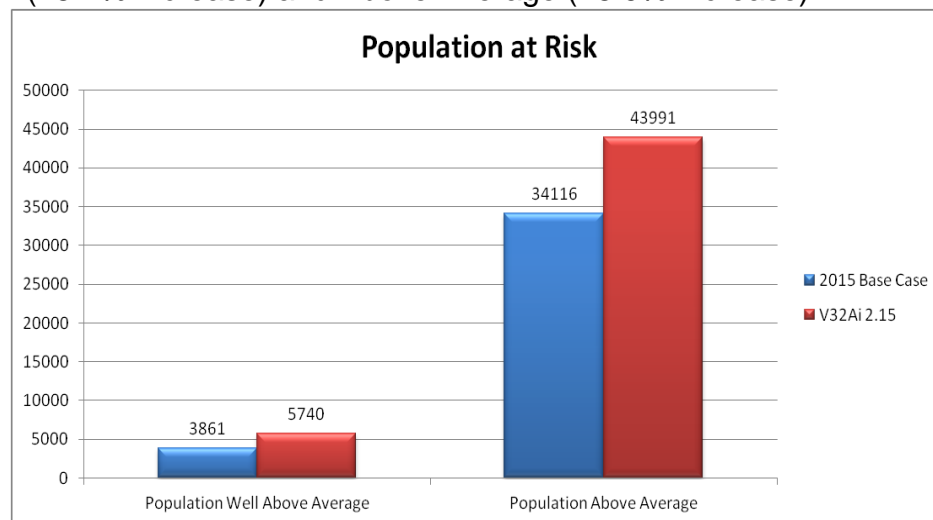
What We Propose:

- 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

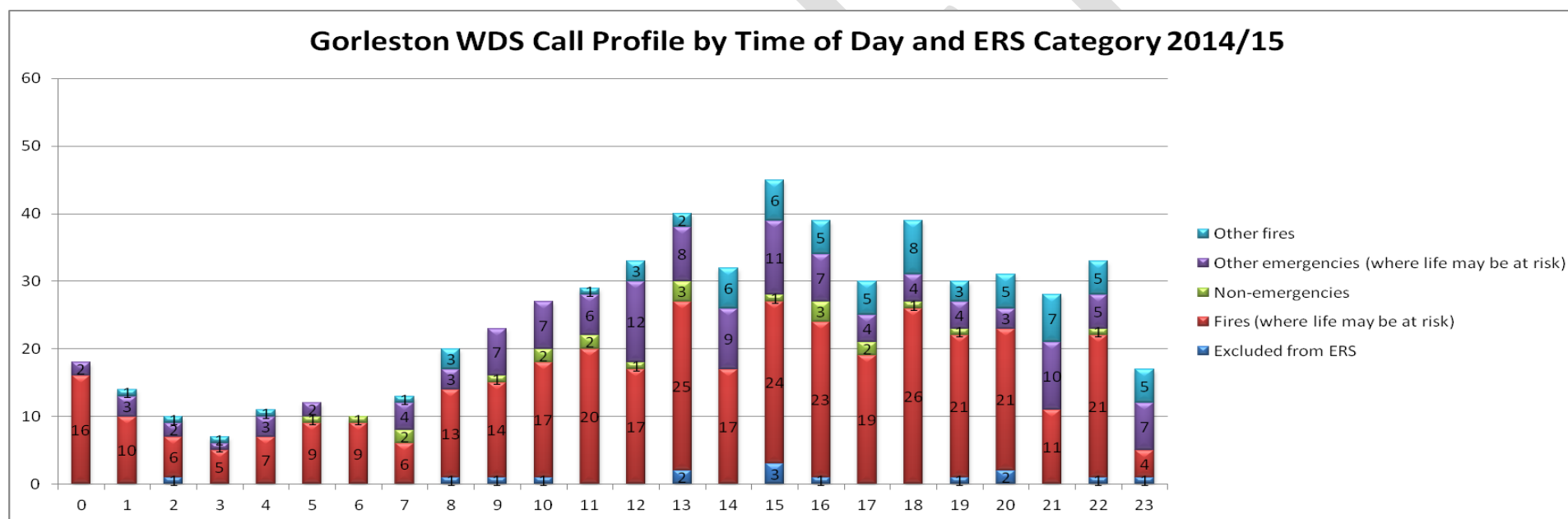
FSEC Predictions V32Ai 2.15				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Overall Cost Difference	Fire & Rescue Saving
1.14	321	£189,362,402	£11,721,925	-£315,245 Or -£840,500 with Options 2-i, 2-ii & 2-iii

Risks:

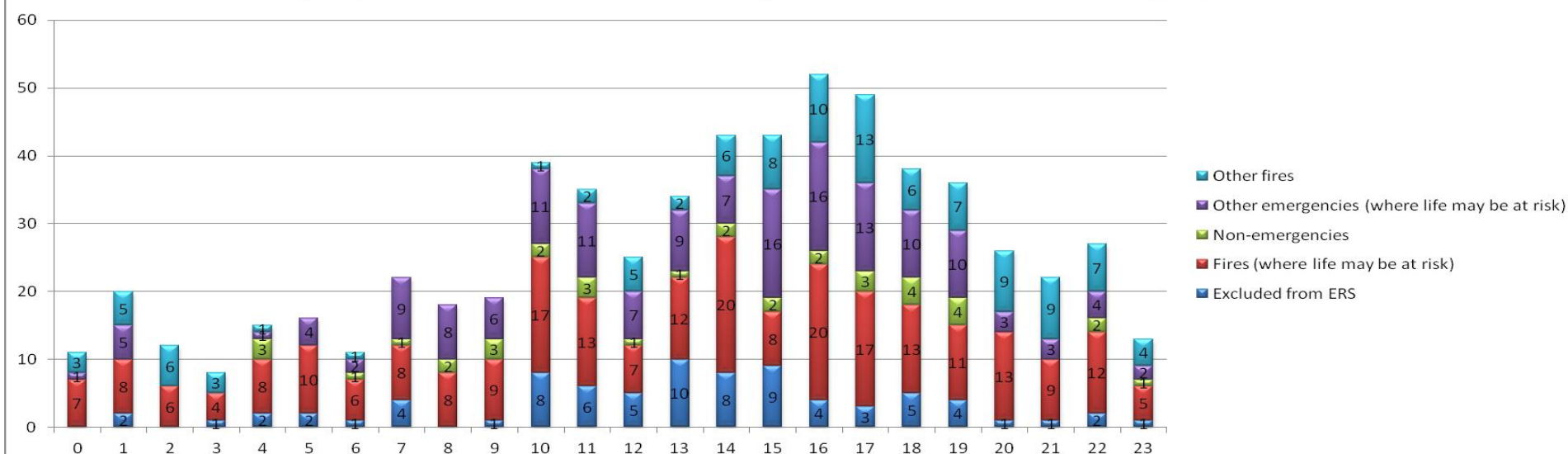
- This option (which includes the reduction in Option 2-i, 2-ii & 2-iii) will see a total reduction of 18.9% in front-line fire appliances during the day 08:00-20:00 and a further reduction at night to 22.6% which will have an impact in the resilience of fire and rescue cover across Norfolk especially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

Station / Appliance Analysis:

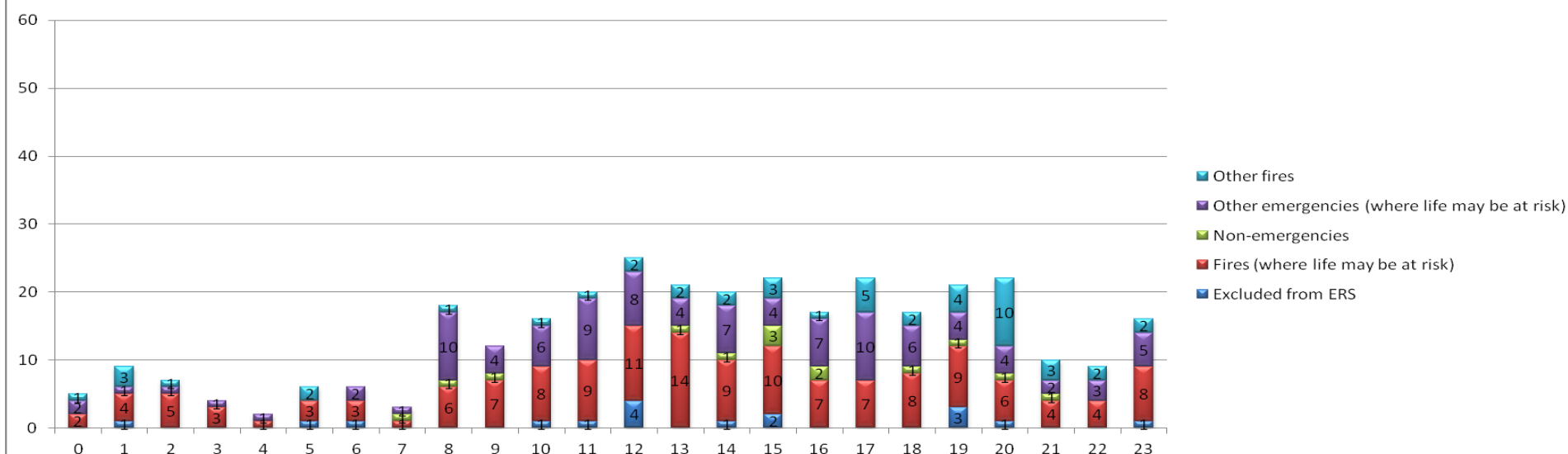
The following graphs show the call profile, the percentage of time that the appliances affected by this option were available for emergency calls, the average turnout time, the number of incidents on the station grounds and the mobilisations by incident type for the appliances affected by this proposal:



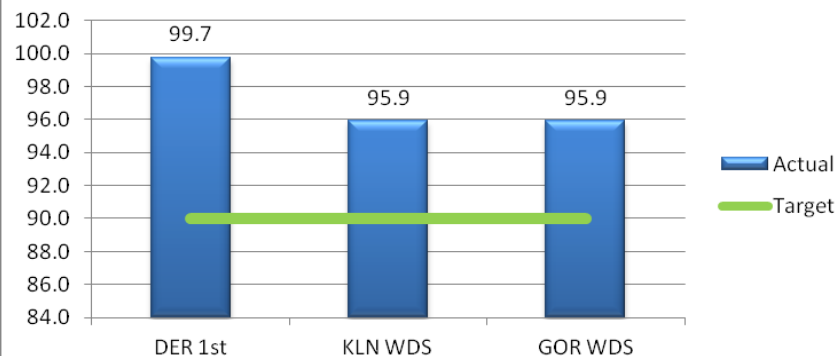
Kings Lynn North WDS Call Profile by Time of Day and ERS Category 2014/15



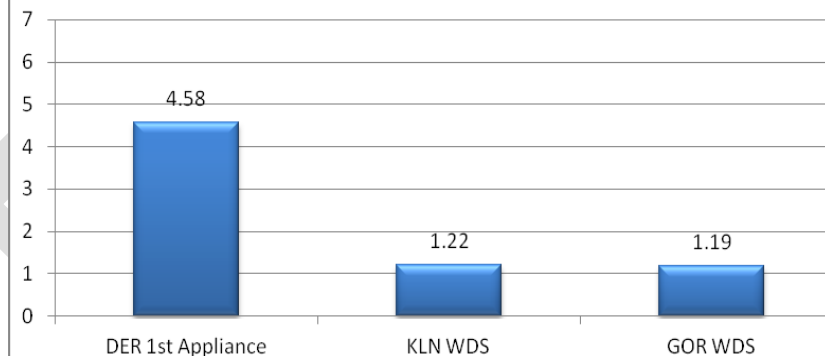
Dereham 1st Appliance Call Profile by Time of Day and ERS Category 2014/15



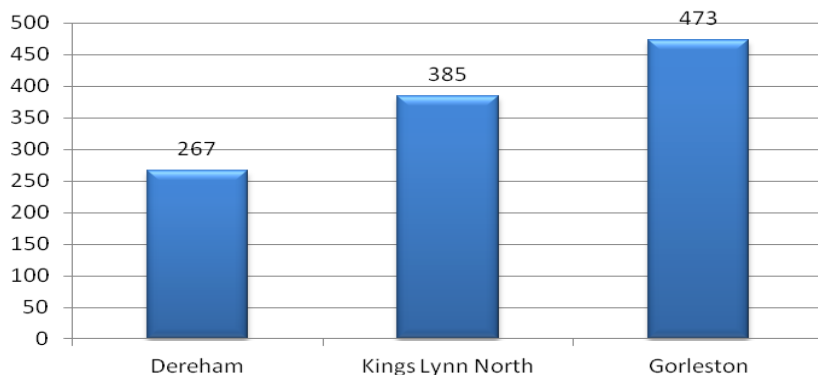
**% of Time Appliances Available
2014/15**



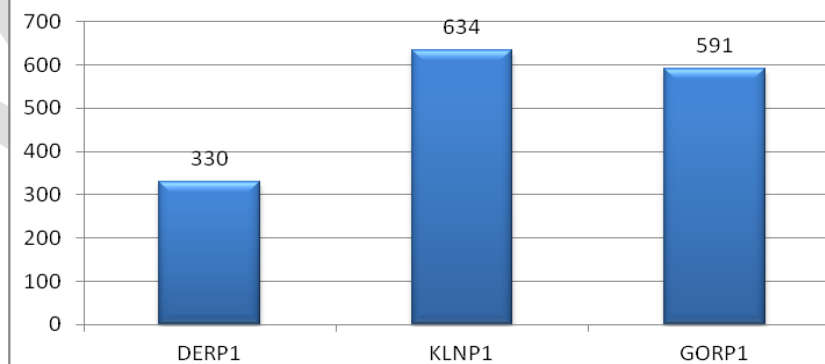
**Average Turnout Time in Minutes
2014/15**



**Incidents on Station Ground
2014/15**



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



Option 2 vii – Relocating USAR

Model - V32Ai 2.16

Budget Challenge Reference: 2.16

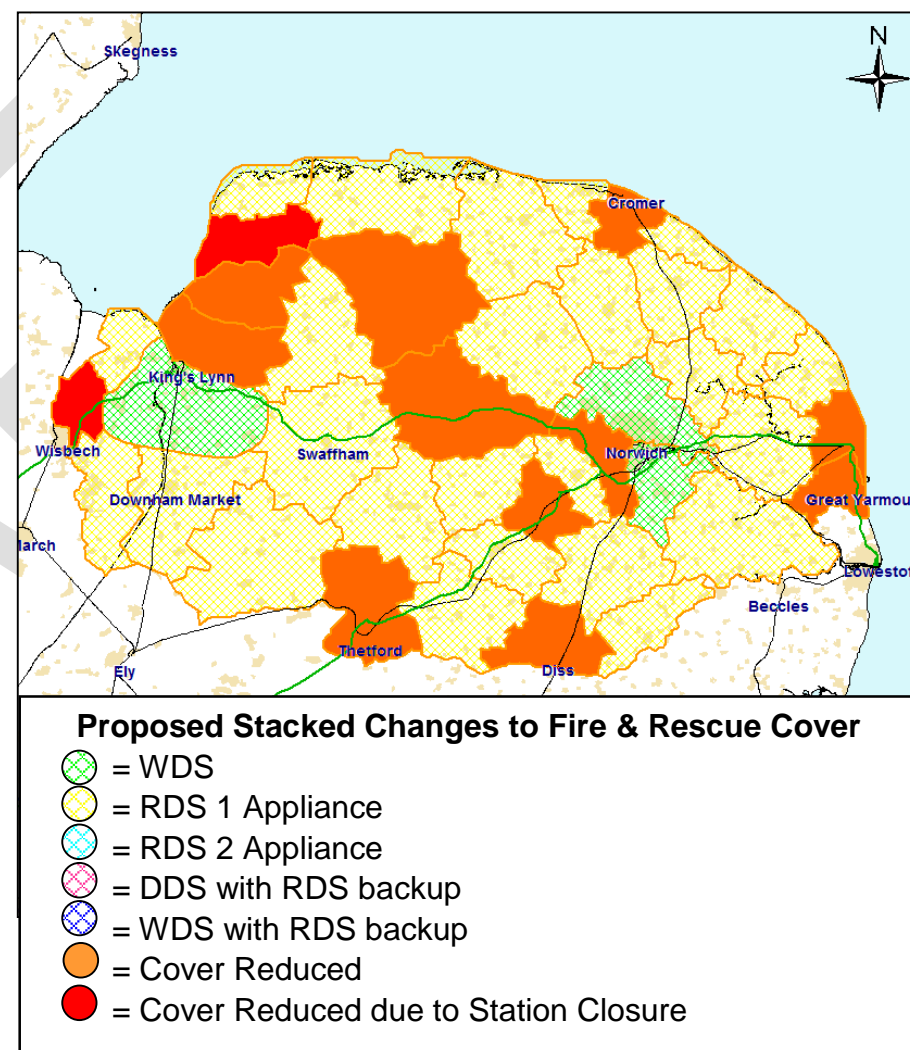
Saving: £360,000 or £1,165,850, when stacked with option 2-i, 2-ii, 2-iii and 2-vi

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

What We Propose:

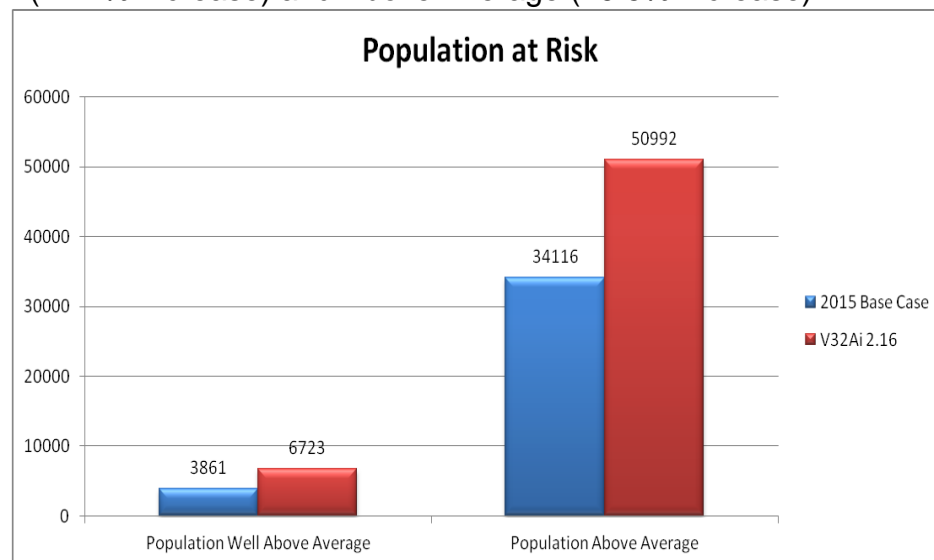
- Relocating the USAR team from Dereham to North Earlham and merging their role with the fire crew currently based there, replacing 12 firefighter posts funded by NCC with 12 USAR posts funded by DCLG grant
- Transferring all wholetime firefighters who currently provide retained USAR cover to North Earlham, 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	-£360,000

Risks:



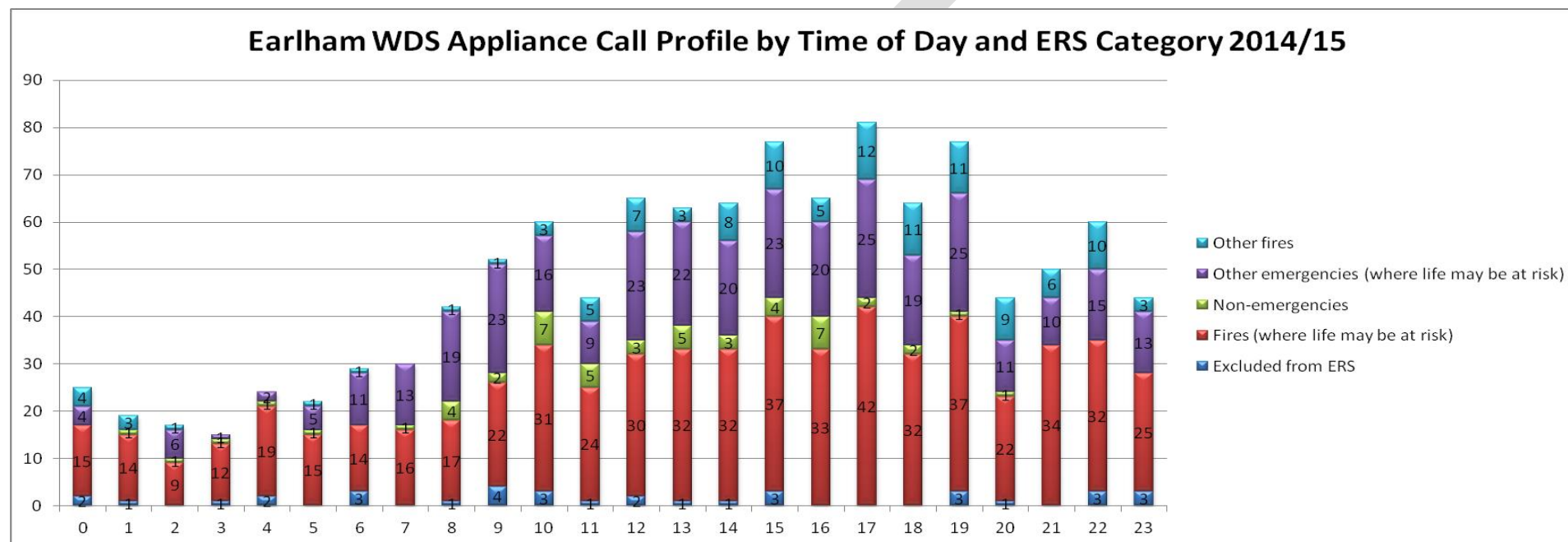
				Or -£1,165,850 with Options 2-i, 2-ii, 2-iii & 2-vi
--	--	--	--	---

- 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%

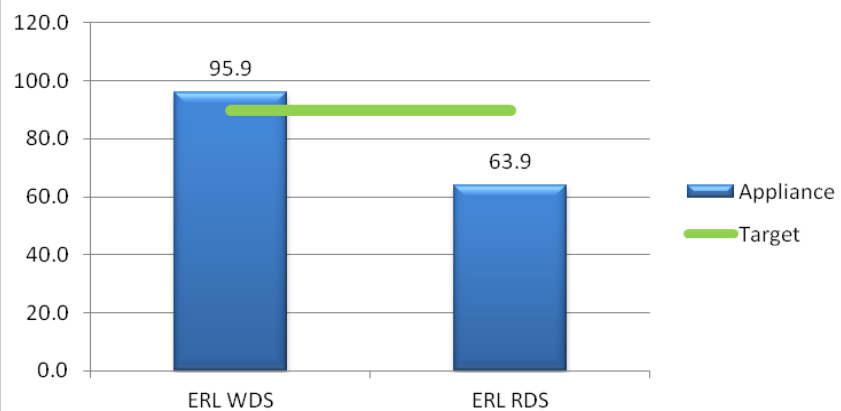
DRAFT

Station / Appliance Analysis:

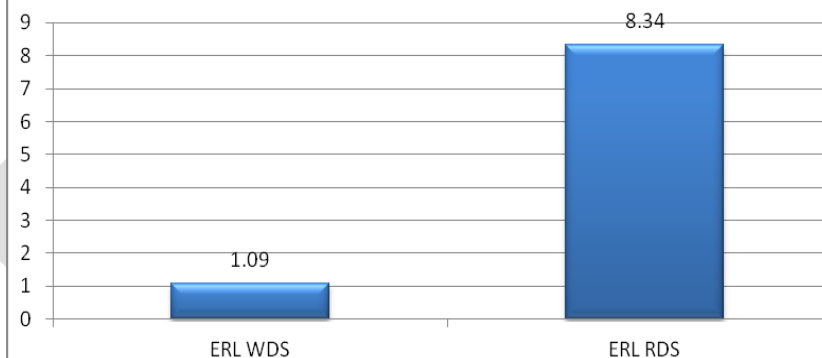
The following graphs show the call profile, the percentage of time that the appliances affected by this option were available for emergency calls, the average turnout time, the number of incidents on the station grounds and the mobilisations by incident type for the appliances affected by this proposal:



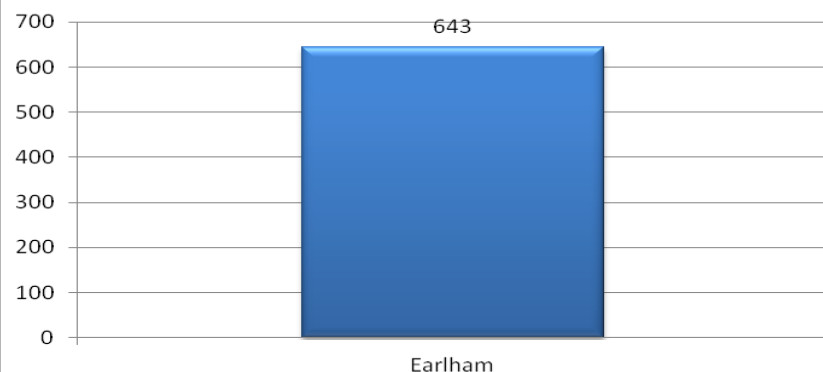
% of Time Appliance Available



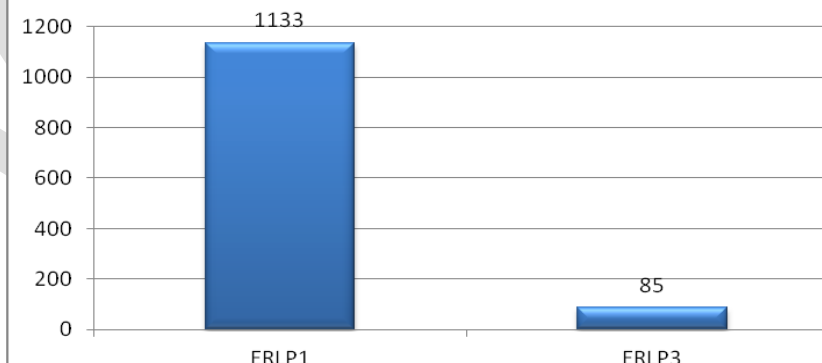
**Average Turnout Time in Minutes
2014/15**



**Incidents on Station Ground
2014/15**



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



Option 3– 16% Funding Reduction

Model - V32Ai 2.41

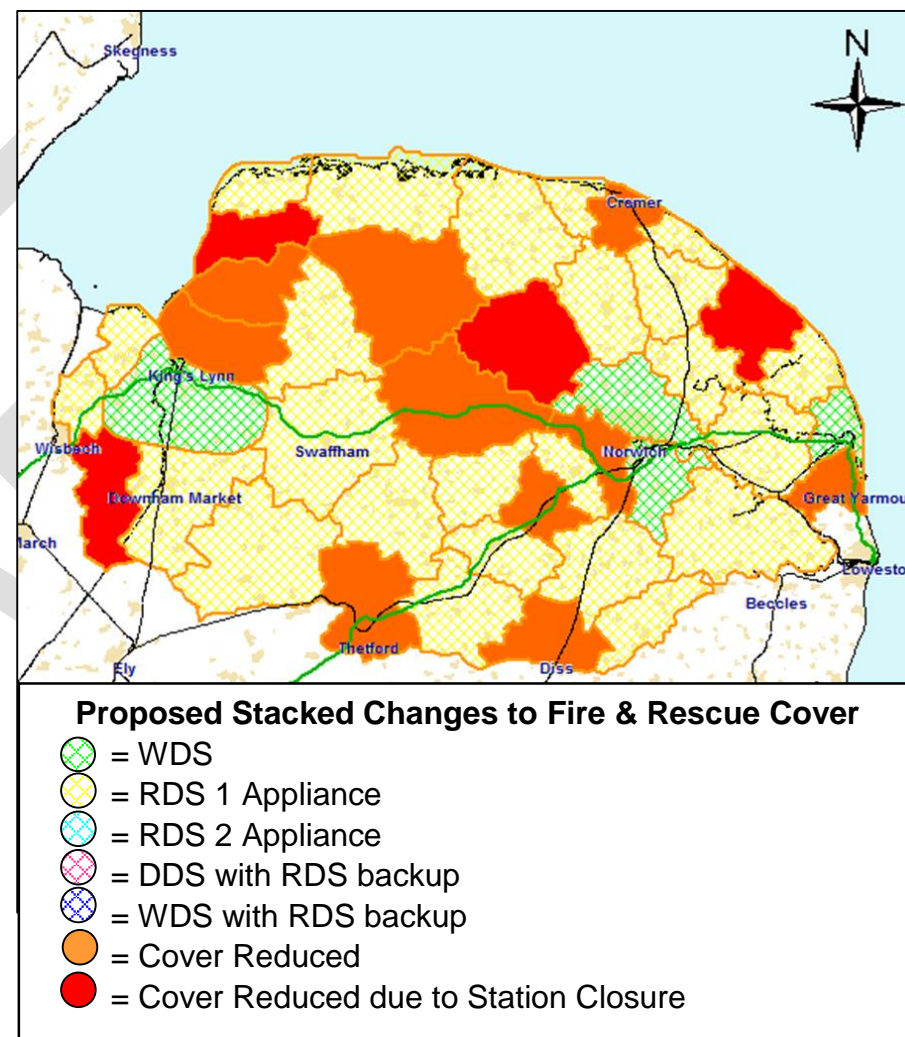
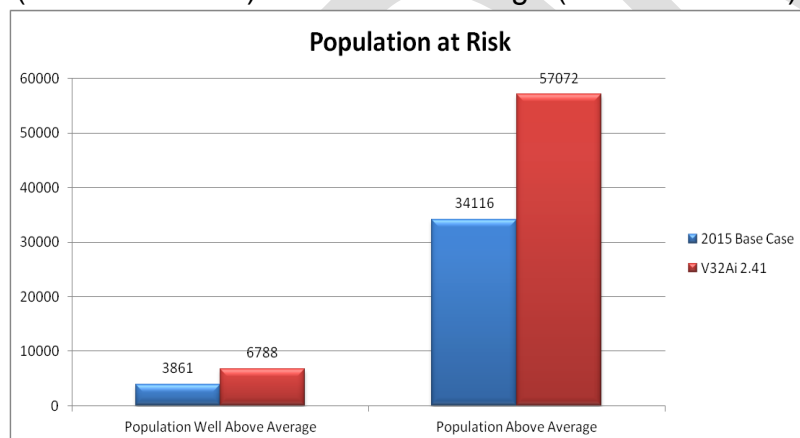
Saving: £2,070,187

What We Propose:

- Removing 2 WDS appliances from Gorleston and Kings Lynn North and leaving one RDS appliance at each station
- Changing 1 WDS appliance to a DDS appliance by redeploying the USAR team from Dereham to North Earlham and merging their USAR role with a firefighting role and replacing the fire crew currently based there
- Removal of 1 DDS appliance from Thetford
- Removal of 6 2nd RDS appliances
- Closing 4 RDS stations by the removal of their appliance from Heacham, Outwell, Reepham and Stalham

Impacts:

- The chart below shows the total change to the number of people at risk in output areas classed as Well Above Average (75.8% increase) and Above Average (67.3% 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).
- The table below shows the potential increase in lives lost and the overall impact on economic cost to Norfolk

FSEC Predictions V32Ai 2.41				
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
2.99	122	£192,256,850	£4,616,373	-£2,070,187

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
- This option will see a reduction of 24.5% 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 5.75%
- **This option is likely to require redundancies of firefighters**

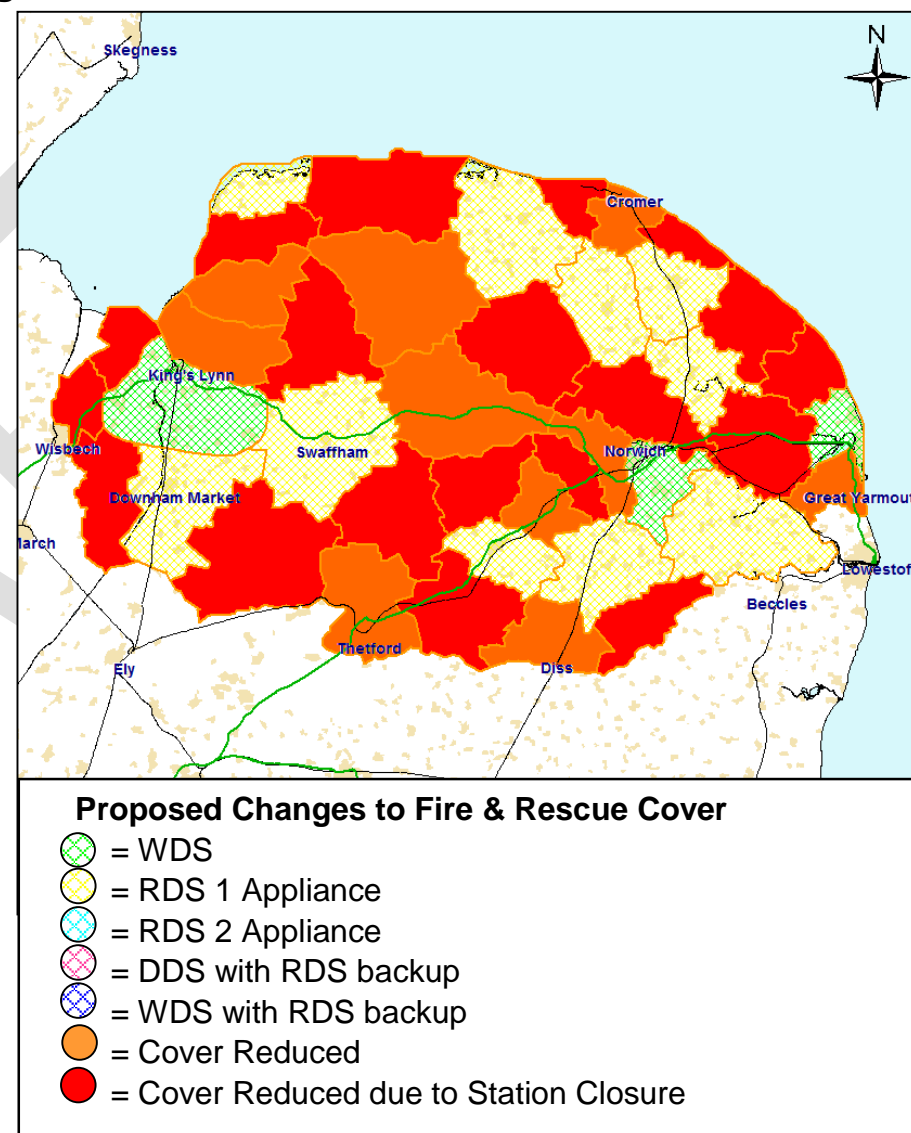
Option 4 – 25% Funding Reduction

Model - V32Ai 2.42

Saving: £4,193,595

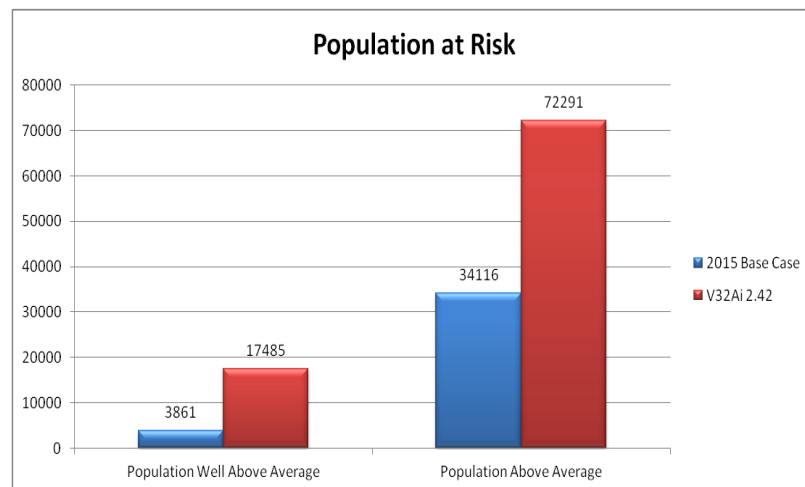
What We Propose:

- Removing 2 WDS appliances from Gorleston, Kings Lynn North and leaving one RDS appliance at each station
- Closing 1 WDS station at Sprowston
- Changing 1 WDS appliance to a DDS appliance by redeploying the USAR team from Dereham to North Earlham and merging their USAR role with a firefighting role and replacing the fire crew currently based there
- Removal of 1 DDS appliance from Thetford
- Removal of 6 2nd RDS appliances
- Closing 18 RDS stations by the removal of their appliance from Acle, East Harling, Harleston, Heacham, Hethersett, Hingham, Martham, Massingham, Methwold, Mundesley, Outwell, Reepham, Sheringham, Stalham, Terrington, Watton, Wells and 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 (352.9% increase) and Above Average (111.9% increase)



- The table below shows the potential increase in lives lost and the overall impact on economic cost to Norfolk

FSEC Predictions V32Ai 2.42				
Number of Additional Lives Lost	Number of Days per Extra Life Lost	Overall Cost to the Economy (£187,640,477)	Overall Cost Difference	Potential Fire & Rescue Saving
6.81	54	£199,926,830	£12,286,353	£4,193,595

Risks:

- 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 to emergency service responders attending incidents in the areas with reduced or no fire and rescue cover, as the incident may be of a greater magnitude due to a delay in responding to and managing the circumstances
- This option will see a total reduction of 54.7% 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 28.85%
- This proposal will almost certainly require compulsory redundancies of fire-fighters**