



# **Norfolk Fire and Rescue Service Service Delivery Plan 2018/19**

## **Our Priorities:**

- **Reduce fires, improve road, home and water safety**
- **Ensure operational readiness and firefighter safety**
- **Improve the availability and response times of our fire appliances**
- **Develop a diverse and high performing workforce**





## Foreword by Chief Fire Officer David Ashworth



Our annual Norfolk Fire and Rescue Service Plan for 2018/19 continues to build on the work we have completed during 2017 and continues to focus on our core role of preventing emergencies, protecting our communities and our emergency response. The plan takes into account the direction and expectations set by the communities we serve through Norfolk County Council and the Home Office.

The Workforce Plan is a critical document for the Service. Successful delivery of this medium term plan will ensure all staff are supported within role or prepared for progression. It will also support recruitment and development of all staff, Retained Crews, WDS, individuals and our Green Book staff. We will aim to develop the service to better reflect the communities we serve.

We have been successful in 2017 in providing support for physical and mental wellbeing. There is more to be delivered to ensure that there is a service wide appreciation of mental illness, the signs to look out for. We will continue to develop and align support mechanisms currently in place to ensure all NFRS staff have access to the best possible support.

There has been some excellent work delivered by collaborating with our partners we can build on in the year ahead. With our new control network, closer working with Norfolk County Council we will seek to identify opportunities to work smarter. We will continue to commit to working with Blue Light partners to share premises and improve the services we deliver to our communities.

With the ever increasing demand on public services, Norfolk Fire and Rescue Service has a key role in working with partners within Norfolk County Council, the District, City and Borough Councils, Public Health, the Police and local communities. There will be a shift in emphasis where Districts will be responsible for working more closely with partners with a community focus around risk reduction. The objective will be to enable communities to become more resilient and self – sustaining. In delivering this we will support residents living longer, healthier and safer within their own homes reducing the demand on local services. This will be outcome focused rather than which agency leads.

Operationally, we will continue to build on the work already completed to maintain our Retained establishment, capability and response. We will manage our wholetime establishment by recruiting at an appropriate point in the year. Our fire appliances will be updated with a rolling programme of vehicle and equipment replacement to ensure crews are able to respond with best effect.





## Our Service Vision

In 2020, Norfolk Fire and Rescue Service will be at the heart of community protection for Norfolk.

Its focus will be on saving lives, protecting property and the environment and safeguarding the local economy. Norfolk Fire and Rescue Service will deliver an all hazard emergency response service as well as providing public safety education to prevent emergencies and legal enforcement to reduce community risks.

We will collaborate with other emergency services and partners to find better ways to keep Norfolk safe. We will play a leading role in the multi-agency management of emergency incidents. Operational delivery will be joined up seamlessly with the partners we work with on the ground.

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

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.

## Norfolk County Council Strategy

As a service provided by Norfolk County Council we will be following the core principles of the *Norfolk Futures* strategy:

- Offering our help early to prevent and reduce demand for specialist services
- Joining up our work so that similar activities and services are easily accessible, done well and done once
- Being business like and making best use of digital technology to ensure value for money
- Using evidence and data to target our work where it can make the most difference.







## Reduce fires and improve road safety

Strategic Responsibility: Head of Community Safety

| What are we trying to achieve and how?  | Outcome Measures  | Delivery Measures   |
|---|---|---|
| <p><b>Reduce accidental dwelling fires</b></p> <p>We will use data and work with partners at the borough and district level to reduce community and individual vulnerability from fire and to build resilience</p> <p>We will promote the installation of smoke detectors.</p> <p>Depending on the evaluation of the Safe &amp; Well pilot, we will look to expand the service</p> <p>We will teach school children how to prevent fires and stay safe</p> <p>We will train domiciliary care companies to recognise fire hazards in the homes of their clients and how to mitigate them</p> | <p>0 fire deaths, less than 25 fire injuries</p> <p>Less than 400 accidental dwelling fires</p> <p>Reduction in the % of fires attended with no smoke detector fitted</p> | <p>4500 HFRCs</p> <p>50 year 1&amp;2 school visits</p> <p>7 crucial crew events</p> |
| <p><b>Reduce arson incidents</b></p> <p>We will work in partnerships with Norfolk Constabulary to reduce arson and support their priority of reducing rural crime. We will provide advice on how to reduce the risk of arson and undertake joint post fire 'Arson Reduction' visits.</p>  | <p>Less than 630 arson incidents</p>  | <p>25 arson reduction events</p>  |
| <p><b>Reduce accidental non-domestic premise fires</b></p> <p>We will provide advice and guidance to organisations on how to reduce the risk and impact from fire and assist them in complying with fire safety legislation.</p> <p>We will work with other enforcement agencies to share information on risk and to undertake joint visits and proportionate enforcement action</p>  | <p>Less than 181 accidental non domestic premises fires</p> <p>0 fire deaths, less than 5 injuries</p>  | <p>600 Fire safety audits</p> <p>50 Watch based Safety visits</p>                   |





|  |   |  |
|--|---|--|
| <p><b>Reduce dangerous driving and accidental drowning through education</b></p> <p>By working in partnership with other organisations we will use our educational programs to reduce the number of people killed and injured on our roads and in our waterways.</p> | <p>Reduction in the number of KSI on Norfolk's roads<br/>347</p> <p>0 deaths from accidental drowning</p> | <p>25 RTC reduction events</p> <p>25 Water safety education events</p> |
|--|---|--|

## Ensure operational readiness and firefighter safety

Strategic Responsibility: Deputy Chief Fire Officer

| What are we trying to achieve and how?  | Outcome Measures   | Delivery Measures   |
|---|--|---|
| <p><b>Ensure our fire crews are competent and well prepared to respond to emergencies</b></p> <p>We will produce externally quality assured development programmes for all operational and control room staff.</p> <p>We will produce maintenance of competency training programmes for all operational and control room staff.</p> <p>We will ensure all of our staff are supported in their role through internal quality assurance, competency audits and coaching.</p> <p>We will provide timely, relevant and accurate information and guidance to support incident commanders in resolving incidents.</p> <p>We will create a culture where learning from previous incidents is central to how we work.</p> <p>We will integrate our response with other responders through the Norfolk Local Resilience Forum.</p> | <p>Number of over 7 day RIDDOR events</p> <p>Audit and review findings</p> <p>All core skill training courses completed</p> <p>% of training rated as good/very good</p> | <p>MOC is up to date</p> <p>Equipment is present, clean and well maintained</p> <p>Risk files are completed on time</p> <p>% of operational reviews completed (OP25s)</p> |





## Improve the availability and attendance times of our fire appliances

Strategic Responsibility: Deputy Chief Fire Officer

| What are we trying to achieve and how?   | Measures   |
|--|--|
| <p><b>Improve the availability of our fire appliances and our attendance times (Improvement against 2017/18)</b></p> <p>We will ensure accurate workforce planning and the effective management of availability.</p> | <p>The number of days sickness absence per full time employee (including part time firefighters)</p> <p>% of 999 calls answered within 5 seconds</p> <p>% of time first fire engine availability of RDS stations (Target 90%)</p> <p>Attendance times at 'Fires where life may be at risk' (80% within 10 minutes)</p> <p>Attendance times at 'Other emergencies where life may be at risk' (80% within 13 minutes)</p> <p>Number of hours appliances unavailable due to mechanical faults/servicing</p> |







## Develop a diverse and high performing workforce

Strategic Responsibility: CFO Ashworth

| What are we trying to achieve and how?  | Measures   |
|---|--|
| <p><b>To build a diverse, skilled, safe and high performing workforce</b></p> <p>Strengthen leadership and line management to support organisational change and delivery for customers</p> <p>Developing cultural values and behaviours which make the fire and rescue service a great place to work</p> <p>Ways of working that respond to service model needs</p> <p>Provide excellent training and education to ensure continuous improvement of services to the public</p> <p>Strengthen our ability to provide good services by diversifying our staff and ensuring a fair and equal place to work.</p> <p>We will increase the number and diversity of RDS applications.</p> <p>Maximise the wellbeing of our workforce</p> | <p>% staff who are satisfied or highly satisfied about levels of employer engagement. (2014/15 staff survey benchmark)</p> <p>The number and diversity of RDS applications. (improvement on 2017/18)</p> <p>Workforce profile better reflecting community profile</p> <p>Number of level 2 customer complaints</p> |





## 2018/19 Strategic programme

- 2020/24 IRMP Development; Strategic lead CFO Ashworth
- Delivery of the Equality, Diversity and Wellbeing Action Plan; Strategic lead Deputy Chief Fire Officer
- Review the 2016/20 IRMP proposals to change wholtime firefighter shift patterns and to upgrade the fire cover in Thetford; Strategic lead Deputy Chief Fire Officer
- Review ICS provision to maximise geographic coverage and supervision; Strategic lead Deputy Chief Fire Officer
- Fire collaboration; Develop a work programme with other fire and rescue services that deliver intraoperability, release capacity and achieve cost savings; Strategic lead CFO Ashworth
- Embed the joint Police and Fire Control Room and East Coast (and Herts) connected control room project: Strategic lead Head of Service Delivery
- Purchase and deployment of 8 Type B fire appliances, 1 Aerial Ladder Platform for Norwich, 5 lightweight vehicles (for 2 pump stations), MDT replacement and the implementation of a new asset management system: Strategic lead Head of Service Support

## Our top service level risks

- **Competency:** Failure to assure standards of operational competency
- **Availability:** Failure to secure availability of operational individuals and crews

The control measures to reduce the likelihood and impact of these risks are captured in the priorities, performance measures and activities of this plan.







## Key strategic documents:

### **NCC Caring for our County: A Vision for Norfolk in 2021-22**

Norfolk Futures: The Council's Strategy for 2018-2021

Norfolk Fire and Rescue Service IRMP 2016-2020

Norfolk Fire and Rescue Community Safety Strategy 2018-20

Norfolk Community Risk Register 2018

Norfolk Fire and Rescue Strategic Training Needs Analysis 2018

Norfolk Fire and Rescue Service Workforce strategy 2018/20

