

Appendix B:

Details and findings of public consultation on the draft Norfolk Fire and Rescue IRMP 2020-2023

A: About the public consultation

Once the draft IRMP document was prepared and approved by Cabinet members in October 2019, we launched a public consultation.

This ran for almost six weeks and was hosted by Norfolk County Council's online Consultation Hub. In addition to the online option, paper copies, large print copies and Easy Read versions were made available. We also made copies available for people to request via email or telephone.

The aim of the consultation was to get feedback on five specific proposals within the Draft IRMP 2020-2023 and also seek views on the wider document. The consultation also allowed for people to raise any community safety concerns.

Promotion of public consultation

In order to ensure that as many residents and organisations could take part in the consultation, it was promoted intensively across the county. Channels of promotion included the following;

- **Media release** announcing the launch of the consultation and how people could take part. This received coverage including on television (BBC Look East) and in print media (Eastern Daily Press, Lynn News). It also received localised radio coverage. (KL:FM)
- **Social media promotion** on Twitter and Facebook. This included general posts encouraging response to the consultation as well as posts specifically around encouraging engagement in each of the five proposals. Those engaging with NFRS on these channels were encouraged to formally share their views by filling in the online consultation document. The cover and header photos on the social media channels for both Norfolk County Council and Norfolk Fire & Rescue Service were also changed to promote the consultation link throughout the consultation period.
- **Online.** Information placed on Norfolk County Council's website, including carousel images on the home page and NFRS page which included clickable buttons to take users straight through to the consultation.

- **Internal communications.** Information on the staff intranet for NFRS employees and in an email from the Chief Fire Officer, the CES bulletin and in NCC's Friday Takeaway staff weekly e-bulletin.
- **E-consultation.** Emails were sent to all 1,500+ members of NCC's Your Voice online consultation panel.
- **Letters** were sent to all NCC elected members, parish, town and district councils in Norfolk. They were also sent to other key partners and stakeholders including, but not limited to, the Norfolk's Police and Crime Commissioner, Norfolk Constabulary, National Fire Chiefs' Council and Norfolk Resilience Forum. Letters were also sent to a number of disability organisations in Norfolk (including Break, Nansa, Equal Lives and Opening Doors) inviting them to take part and welcoming face to face meetings with service users.
- **NCC print news.** The consultation featured in Your Norfolk, the resident magazine which reaches more than 418,000 households in Norfolk.
- **NCC online news.** The consultation link was sent to more than 4,500 people signed up to receive Your Norfolk Extra, the news e-bulletin produced by NCC.
- **Marketing materials.** 10,000 leaflets were printed detailing the consultation proposals and featuring the online link showing how to participate. 200 posters were produced promoting the consultation. These were distributed via all Norfolk libraries (including the mobile library service), as well as by NFRS firefighting crews and community safety staff in their day to day engagement work with local communities.

Note: A general election period was announced at the end of October, resulting in a period of purdah for NCC from Wednesday 6 November. This did have some impact on how we were able to promote the online consultation.

Public Engagement Events

As well as the above methods of reaching the public, we hosted a number of public engagement events at main libraries across Norfolk. The events were promoted via media and targeted social media adverts specific to location.

These events allowed residents the opportunity to discuss the IRMP proposals with NFRS staff, consisting of operational crews and community safety staff, supported by the NCC communications and engagement team.

Events were held in Wymondham, Cromer, Norwich, Great Yarmouth, Thetford and King's Lynn.

As well as general and targeted social media posts, libraries displayed posters advertising the events in advance.

Engagement sessions were timed to coincide with library events often attended by vulnerable groups of residents. While using the library venues as a base, during the events NFRS staff also went out onto the streets of the towns to reach more people in each local area.

During the public consultation events we spoke to around 800 members of the public.

Staff Engagement

A series of staff sessions were held so NFRS employees could discuss the proposals face-to-face with Norfolk's Assistant Chief Fire Officers. These were held at fire station venues in Great Yarmouth, Norwich, Thetford, King's Lynn and Dereham with all staff invited to attend. A total of 58 staff went along.

Stakeholder Engagement

Our Assistant Chief Fire Officer hosted meetings with some of our stakeholders to discuss the proposals in more detail. Letters sent to all stakeholder bodies encouraged them to contact the fire service if they wanted more details on the consultation and to have discussions around the IRMP proposals.

These also included meeting with our representative bodies; the FBU, FRSA and Unison.

B: Consultation Feedback

Respondent Numbers

There were 95 responses received for this proposal: of these, 59 people (almost two-thirds) replied as individuals and sixteen replied as NFR employees. One response from a significant partner was received after the consultation closed bringing the total to 96: analysis of the late response has been included in this document and number of comments incorporated into the overall total of comments for each proposal. However, please note that as the late response was not entered through NCC's online consultation tool, all numerical totals are calculated for 95 responses.

An individual / member of the public	59	62.1%
On behalf of a voluntary or community group	0	
On behalf of a statutory organisation	8	8.4%
On behalf of a business	1	1.0%
A Norfolk County Councillor	0	
A district or borough councillor	0	
A town or parish councillor	8	8.4%
A Norfolk Fire and Rescue Service employee	16	16.8%
Not Answered	3	3.2%
Total (may not total 100% due to rounding)	95	99.9%

How we received the responses

Of the 95 responses received, the majority (78) were online submissions to the consultation. One additional late response was received in addition.

Online submission	78	82.1%
Email	4	4.2%
Paper feedback form	13	13.7%
Total	95	100.0%

Responses by groups, organisations and businesses

Sixteen respondents told us they were responding on *behalf* of a group, organisation or business. The organisations cited were:

- Barford and Wrampingham Parish Council

- Borough Council Of King's Lynn & West Norfolk
- Corpusty & Saxthorpe Parish Council
- Deopham & Hackford Parish Council
- FBU (Fire Brigade Union)
- FRSA (Fire and Rescue Services Association)
- Hingham Town Council
- Holme-next-the-Sea Parish Council
- Hoveton Parish Council
- King's Head, Cromer
- Norfolk Constabulary
- Norfolk Resilience Forum
- North Norfolk District Council
- Overstrand Parish Council
- Surlingham Parish Council
- Tivetshall Parish Council

A response was received from Weston Longville Parish Council but the option of responding on behalf of a group, organisation or business was not selected.

Summary of findings

- Respondents are in general agreement with the proposals: there was very little disagreement possibly because the proposals are mainly a continuation/strengthening of existing policies, exploratory, or concerning service improvements. Many ideas and suggestions in relation to each proposal, but also concerning more general themes, were provided.
- Proposal 1: Strengthen our community fire protection services was supported in 46 out of 74 responses
- Proposal 2: Develop a new concept of operations was supported in 43 out of 71 responses
- Proposal 3: Explore the potential to undertake co-responding was supported in 66 out of 81 responses
- Proposal 4: Maintain our specialist water rescue capability was supported in 51 out of 79 responses
- Proposal 5: Change the way we measure performance against our emergency response standards was supported in 42 out of 71 responses
- The majority of respondents said they feel very or fairly well informed about NFR and (perhaps as a result of feeling so informed) levels of concern about risk of fire in the home, workplace and community are relatively low.
- Some respondents commented (negatively) on the IRMP document specifically the level of information provided.

<p>Proposal 1: Strengthen our community fire protection services</p> <p>(Tables 1 and 2)</p>	<p>Proposal 1 was supported (46/74).</p> <p>Respondents said they support the proposal because it will keep their communities safer for everyone but investment in strengthening community fire protection services - referred to a 'key' or essential service by nine people - should not be at the expense of other parts of the services ("taking from Peter to pay Paul"). The value of activities described in Proposal 1 to prevent harm and support vulnerable people was noted. Respondents agreed that investing in community fire prevention services (including recruitment, retention and training of staff) was important and that additional revenue should be raised so that money was not diverted from other parts of the service; some asked if developers and businesses could meet or contribute to some of the costs. The importance of the advice and education provided by NFR was also noted.</p> <p>It should be noted that there were six comments in which the role of businesses to take responsibility for their own fire safety (as far as possible) was noted, eg. "It is businesses responsibility to learn this [fire safety] and protect their business! Information can be provided on line! Public money should NOT be spent on businesses." / "Include fire safety advice to businesses through the council tax/business rates</p>
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process, including their responsibilities to produce a written fire risk assessment where applicable, fire safety arrangements and a fire strategy to keep their employees safe.” There were a further six comments about the need for buildings to be inspected and findings to be enforced.

Ideas and suggestions - In addition to suggestions about NFR providing advice and carrying out inspections, there were further comments about additional support NFR might provide. Ideas relating to supporting businesses to ensure their buildings are safe include:

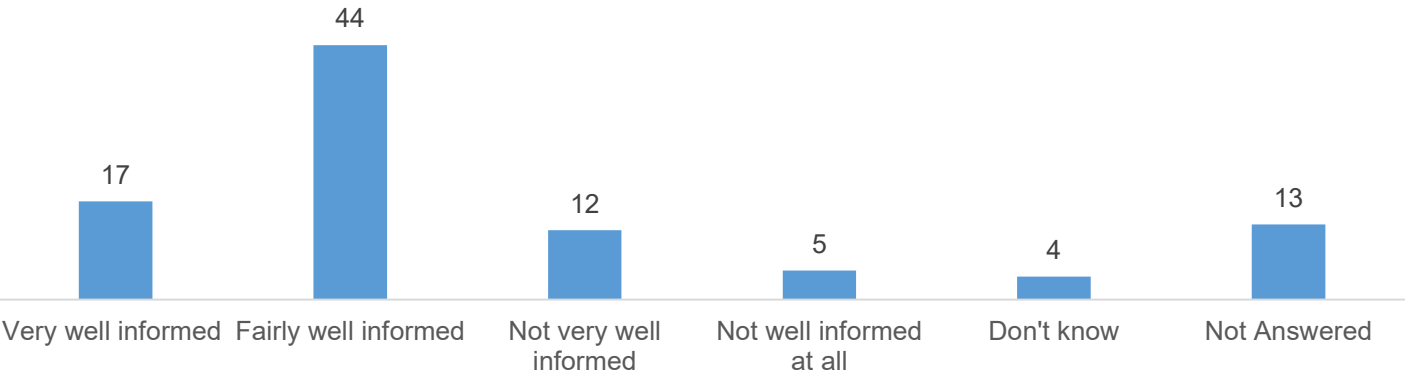
- NFR to maintain/be included in a council-run change of business use database so that the current useage of buildings is understood and accurate information given to fire fighters.
- Carry out annual fire drills.
- Create online resources to allow businesses to self check and for the checking to be linked to their insurance.
- Establish a fire safety champion among local shop keepers or their association to share fire safety advice.
- Establish a helpline for employees to call if they are concerned that their working conditions are unsafe with regards to fire safety.
- Offer an annual seminar/webinar for businesses where safety advice is offered and key findings from different fire investigations that affect the industry are shared.
- Attend business networking events to promote safety message.
- Review the use of firefighters to undertake business engagement and refer issues to trained fire safety advisors.
- “Firstly ensure that the current applicable legislation is enforced on a regular basis. Then provide guidance and advice that can demonstrate how to comply at reasonable cost. Currently some of these people are reliant on 'safety' providers who prey on the fear of compliance and then charge high prices for the services. If the fire service provided that service either free or at cost then that might help to encourage business to ask for help and comply. This could then almost be a self funding service.”

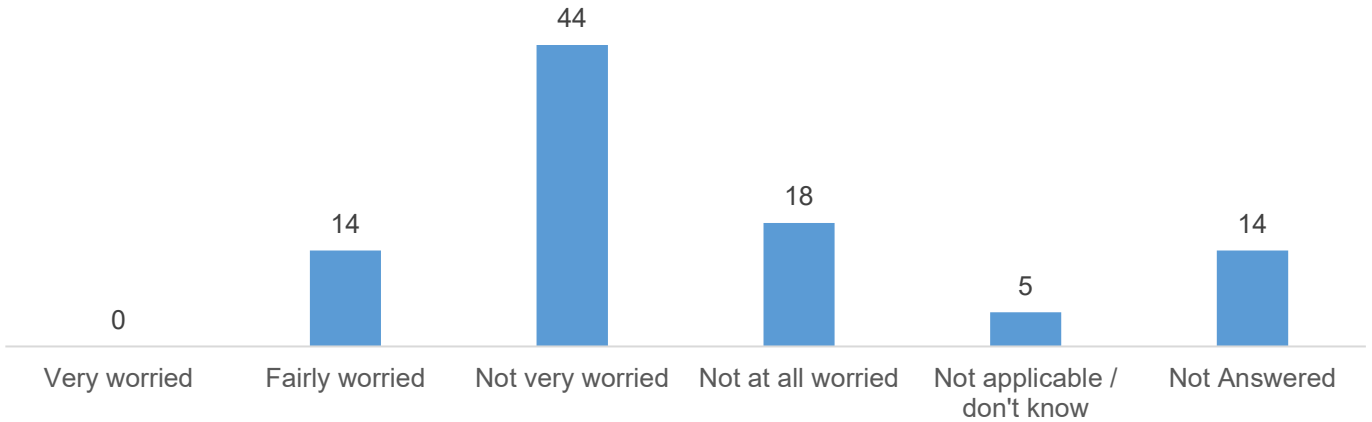
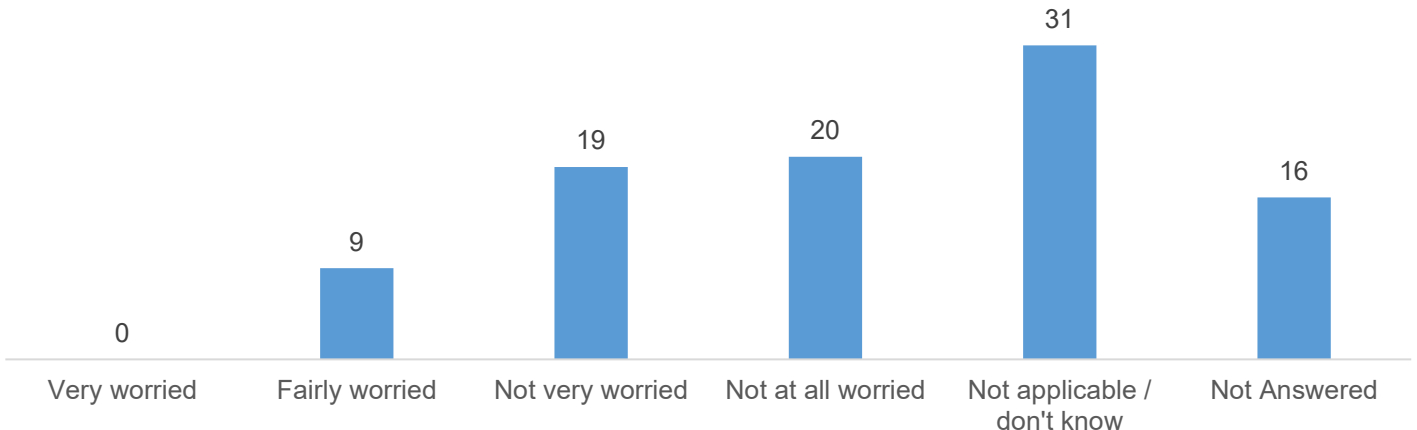
In response to the supplementary question, ‘What more, if anything, do you think we could do to support businesses to help them ensure their buildings are safe?’ respondents said NFR should provide advice, guidance and support through a variety of online, printed and face to face methods and should carry out regular inspections of business premises: however, the role of businesses to take responsibility for the safety of their buildings, staff and customers was noted. The importance of having up to date information about the current use of a building was stated. (50 comments)

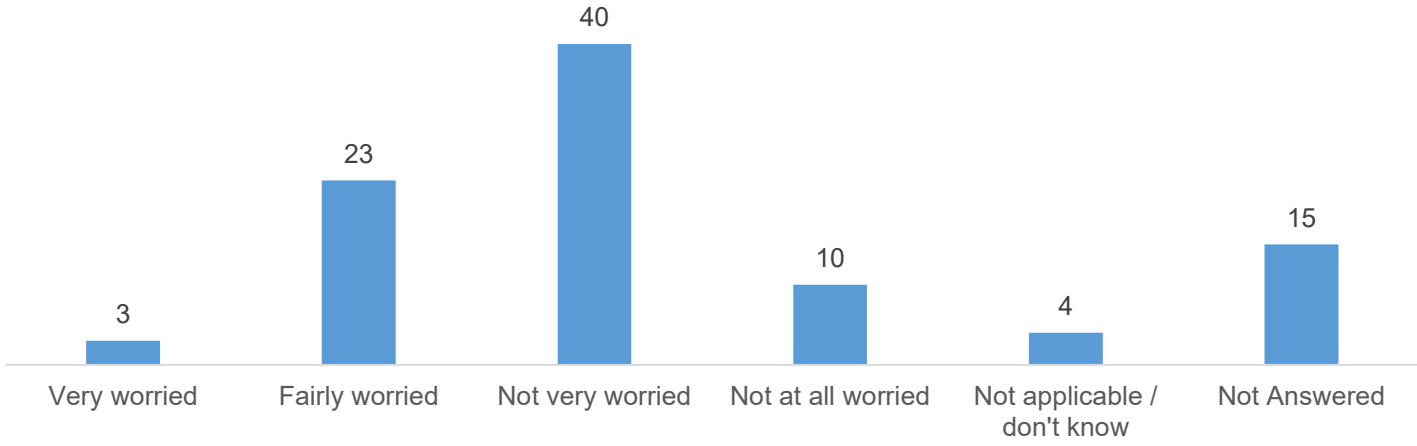
<p>Proposal 2: Develop a new concept of operations</p> <p>(Tables 3 and 4)</p>	<p>Proposal 2 was supported (43/71).</p> <p>Respondents said they support the development of a new concept of operations because NFR operates in a rapidly changing world and so needs to be flexible and learn from best practice elsewhere: they support the proposal because it seems a sensible approach. There were 15 comments about the use of new technology including learning from other Fire and Rescue services and moving some services online and seven comments about NFR's approach to partnership working both within and outside the county. Concerns about potential loss of staff were expressed, as were fears that agreement with Proposal 2 would give a 'blank canvas for change' to changes affecting staff which should be consulted about. Funding (the potential to save money, a need to invest further, and NCC's role is securing appropriate resource) was referenced.</p> <p>Ideas and suggestions - In addition to comments about technology and approaches to working, some respondents suggested other ideas for NFR to consider in their new concept of operations including:</p> <ul style="list-style-type: none"> • "I think FF clothing should be looked at to make it easier for Firefighter to do their job. Also have emigration factor, are you aware if anyone on fire crew can interpret - a language barrier may hinder rescue operations. This must be looked at to see what technology can help." • "Increase the fire dogs to identify cause." • Fine people for making deliberate malicious call outs • "...It makes sense to allow bigger fire & rescue services to trial new technology firstly, and then use their experiences as a case study for whether the technology would be effective for use in our County. It would also seem logical to consider what technologies other emergency services, such as the constabulary and the ambulance trust, are using in Norfolk and what there experiences have been, as well as whether any of this can be utilised by the fire & rescue service." • "What if an on-call fire stations have only a crew of two or three, wouldn't it be in the communities interest to send either an under crewed fire engine or rapid response vehicle to an incident? They could support those in need, deal with anything small or wait for support to arrive for bigger incidents, this would be better than the inferred expectation on the public to act." <p>In response to the supplementary question which invited further thoughts 'if there is anything you would like to tell us that would help us with our review, please [tell us]' comments tended to focus on wider improvements and included ideas about processes, equipment and vehicles. (25 comments)</p>
<p>Proposal 3: Explore the potential to</p>	<p>Proposal 3 was supported (66/81).</p>

<p>undertake co-responding</p> <p>(Table 5)</p>	<p>Respondents said they support the proposal because it makes sense (is commonsense, is logical, sensible, a good idea, a ‘must-do’) and faster response times could save lives (46 comments). There were 20 comments which, although expressing broad agreement with Proposal 3, also stated a proviso concerning training, staff welfare, prioritising need and conflict around core services. There were seven comments which expressed disagreement with Proposal 3; most disagreement was focused on the risk of merging the functions of various emergency services and losing service-specific expertise.</p> <p>The impact of Proposal 3 on staff, including the risk of potential negative impact on individual’s wellbeing (23 comments) and work with partners, including relationships between (and the relative roles of) other emergency services (22 comments) were also mentioned. Respondents also discussed the necessity of adequately funding Proposal 3, including a consideration of additional payments for staff undertaking co-responding duties. There were six comments in which services in Proposal 3 were described as key services (essential, vital, a ‘must’ etc).</p> <p>Ideas and suggestions - Respondents suggested the following:</p> <ul style="list-style-type: none"> • Wider provision of defibrillators at sites of high footfall which would enable the public to become more familiar with their use. • Inclusion of firefighters into the GoodSamApp used by EEAST (“It’s rare to have a call out on this app and only used for confirmed cardiac arrests but in rural areas like Hingham where retained staff are on standby it would be a huge help to have hands on a patient performing early CPR”). • Closer monitoring of staff wellbeing, including giving crews the option of rotating the role, taking a break from it or opting out all together might help them feel less trapped by the idea of this considerable responsibility • Consider a single manned fast response vehicle (possibly an area officer in service car). • Consider equipping OSO’s and Flexi-duty with defibrillators in their vehicles to increase the ability to respond. • Sharing of premises [with East of England Ambulance Service] in rural areas so ambulances could be readily available in the rural areas where they know they have coverage problems. • “It might be better to support first responders in a training role or accommodation role rather than use your own crews for this task.”
<p>Proposal 4: Maintain our specialist water rescue capability</p>	<p>Proposal 4 was supported (52/79).</p> <p>Respondents said they agree with the proposal because many areas of Norfolk are at risk of flooding, there is increased risk of flooding in the future, and it is a key service which should be maintained.</p>

(Table 6)	<p>Some respondents linked predicted rise in flooding events with climate change. There were 33 comments in which the services in Proposal 4 were described as key services (essential, vital, a 'must' etc). There was agreement that water rescue services should be funded and although most people who commented about paying for the service through Council Tax were happy to do so, the role of Central Government to fund such services was noted and suggestions made that its decision to withdraw the funding be challenged. Matters relating to staff (training and location) were also mentioned.</p> <p>Ideas and suggestions - Respondents suggested the following:</p> <ul style="list-style-type: none"> • Divert funds from Norfolk County Council Emergency or Resilience budget if such exists. • Introduce boat [role unspecified] for Norfolk Broads (instead of unit in Thetford). • Move water/animal rescue resources from Thetford to Great Yarmouth for better availability and resource distribution (five comments) • Ensure that continuity of training/competence and replacement of equipment received adequate funding. • Further investment in training additional crews in swift water Rescue • Expand specialist water rescue capacity • Introduce specialist teams to more stations. • "Given the significant water risks in Norfolk, NFRS should improve it's ability to rescue people from water. In the absence of national funding, NFRS should focus on preparing crews for local incidents rather than spending money on training and equipping them to respond to national deployment incidents." • "We rely on other services and NGO's to bolster the flooding response in our County and this should be reciprocated with us providing teams compliant with team typing for response to national resilience events." • "It might be worth considering exercising with/support for other organisations with flood rescue capability in the county. For example Mundesley Volunteer Inshore Lifeboat Ltd which, as per their Flood Rescue Operations Working Statement, has 'up to 8 Fully Equipped Flood Rescue Personnel – certified trained to water awareness and water entry level - plus up to 10 equipped certified DEFRA Module 3 Swiftwater Rescue Technicians."
Proposal 5: Change the way we measure performance against our emergency response standards	<p>Proposal 5 was supported (42/71).</p> <p>Respondents said they agree with the proposal because it seems a fair and consistent approach which standardises performance and enables comparisons (and possibly improvements) to be made. There were fifteen comments about how emergency response times should be calculated: some</p>

<p>(Tables 7 and 8)</p>	<p>respondents noted accessibility to stations, or whether they are staffed 24/7 or retained would affect response times. Fifteen comments were received which queried the rationale, usefulness, or feasibility of measuring emergency response times and adopting a nationwide approach, or of performance measure more generally. Five respondents disagreed with the general concept of performance measurement.</p> <p>In response to the supplementary question which invited further comments about measuring NFR performance in general, respondents said that staff carrying out performance measurement must be suitably qualified and independent from NFR and measuring performance should be used for improvement purposes with due regard to maintaining staff morale. (25 comments)</p>														
<p>How well informed do you feel about Norfolk Fire and Rescue Service?</p>	<p>The majority of people (61/95 or 64%) feel very or fairly well informed about Norfolk Fire and Rescue Service.</p>  <table border="1"> <thead> <tr> <th>Response Category</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Very well informed</td> <td>17</td> </tr> <tr> <td>Fairly well informed</td> <td>44</td> </tr> <tr> <td>Not very well informed</td> <td>12</td> </tr> <tr> <td>Not well informed at all</td> <td>5</td> </tr> <tr> <td>Don't know</td> <td>4</td> </tr> <tr> <td>Not Answered</td> <td>13</td> </tr> </tbody> </table>	Response Category	Count	Very well informed	17	Fairly well informed	44	Not very well informed	12	Not well informed at all	5	Don't know	4	Not Answered	13
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<p>Overall, how worried are you about the risk of fire in your home?</p>	<p>Although the majority of people (62/95 or 65%) are not very or not at all worried by the risk of fire in their home, 14 people are fairly worried.</p>  <table border="1"> <thead> <tr> <th>Worry Level</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Very worried</td> <td>0</td> </tr> <tr> <td>Fairly worried</td> <td>14</td> </tr> <tr> <td>Not very worried</td> <td>44</td> </tr> <tr> <td>Not at all worried</td> <td>18</td> </tr> <tr> <td>Not applicable / don't know</td> <td>5</td> </tr> <tr> <td>Not Answered</td> <td>14</td> </tr> </tbody> </table>	Worry Level	Count	Very worried	0	Fairly worried	14	Not very worried	44	Not at all worried	18	Not applicable / don't know	5	Not Answered	14
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<p>Overall, how worried are you about the risk of fire in your workplace?</p>	<p>A large group of people (39/95 or 41%) are not very or not at all worried by the risk of fire in their workplace. The issue is not applicable to 31 respondents and this may reflect the views of people who are not currently in the workplace.</p>  <table border="1"> <thead> <tr> <th>Worry Level</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Very worried</td> <td>0</td> </tr> <tr> <td>Fairly worried</td> <td>9</td> </tr> <tr> <td>Not very worried</td> <td>19</td> </tr> <tr> <td>Not at all worried</td> <td>20</td> </tr> <tr> <td>Not applicable / don't know</td> <td>31</td> </tr> <tr> <td>Not Answered</td> <td>16</td> </tr> </tbody> </table>	Worry Level	Count	Very worried	0	Fairly worried	9	Not very worried	19	Not at all worried	20	Not applicable / don't know	31	Not Answered	16
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<p>Overall, how worried are you about the risk of fire in your community?</p>	<p>Although the majority of people (50/95 or 52%) are not very or not at all worried by the risk of fire in their community, 23 people are fairly worried.</p>  <table border="1"> <thead> <tr> <th>Worry Level</th> <th>Number of People</th> </tr> </thead> <tbody> <tr> <td>Very worried</td> <td>3</td> </tr> <tr> <td>Fairly worried</td> <td>23</td> </tr> <tr> <td>Not very worried</td> <td>40</td> </tr> <tr> <td>Not at all worried</td> <td>10</td> </tr> <tr> <td>Not applicable / don't know</td> <td>4</td> </tr> <tr> <td>Not Answered</td> <td>15</td> </tr> </tbody> </table>	Worry Level	Number of People	Very worried	3	Fairly worried	23	Not very worried	40	Not at all worried	10	Not applicable / don't know	4	Not Answered	15
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<p>If you are fairly or very worried please tell us why. (Table 9)</p>	<p>There were 36 comments: respondents who said they feel fairly or very worried about risk of fire in their home, workplace or community attribute their fears to:</p> <ul style="list-style-type: none"> • personal experiences of fire • their personal circumstances (such as housing) • concern about their ability to keep vulnerable people safe • other people's unawareness of the risks and lack of knowledge about fire prevention • de-regulation of building and planning standards which creates a less safe environment. 														
<p>Is there is anything else you would like to tell us about our draft IRMP, Norfolk Fire and Rescue Service in general or any concerns you have about risks in your community?</p>	<p>No consistent themes emerged and all individual additional comments have been read and considered in the redrafting of the final document. (49 comments)</p>														

Appendix 1: Summary of evidence (all comments are direct quotations).

Table 1: Proposal 1 - Strengthen our community fire protection services (74 responses)

Theme	Issues	Number of times mentioned	Comments
Support and agreement.	<p>Proposal 1 was supported.</p> <p>Respondents said they support the proposal because it will keep their communities safer for everyone.</p> <p>Some respondents (8) who support Proposal 1 do so with a proviso (eg. investment in strengthening community fire protection services should not be at the expense of other parts of the services - "taking from Peter to pay Paul").</p>	46	<p>It would help to keep my community safer which has to be good thing.</p> <p>A focus on Community Fire prevention is supported.</p> <p>Ensuring that the environment is as safe as possible is essential so fire safety inspections of businesses and hotels are very necessary.</p> <p>Community safety is so important and education, re-visits to check on properties essential.</p> <p>Smoke alarm's save lives and to be able to provide these as part of an HFRC is a must.</p> <p>I support this because I think this will benefit norfolk in the future, young and old. This will affect me because I live in an old peoples complex. Schools and nurseries need to be made safe.</p> <p>Good idea to do this - especially after Grenfell.</p> <p>As the saying goes, "Prevention is always better than cure" but this cannot be at the expense of personnel on the ground to deal with incidents when they occur.</p>
Prevention	There were 21 comments about the potential of Proposal 1 to prevent harm including loss of life	21	Prevention is an important aspect and therefore I think that these plans are sound. If you can prevent incidents by "plugging the gap", or provide individuals and businesses with the necessary advice and guidance needed to help them operate more safely, in time this can actually save the service money, because it should result in less incidents.

	and/or to prevent additional spend.		<p>Fire prevention measures are vital in public buildings such as community halls, libraries, sports centres etc. Any increase in fire alarms, revising what materials have been used and better training of staff are all important.</p> <p>I agree and think that prevention should take priority and the additional spend will reduce the overall numbers of fires in the long run.</p> <p>I think it is important to prevent any repeat of a Grenfell incident locally, and if the Fire Service has identified in detail how the extra monies will be used to prevent this, then the increase should be granted.</p> <p>Sensible and worthwhile. Prevention and education are always the best option.</p>
Funding	<p>There were nineteen comments about the cost of Proposal 1. Respondents agreed that investing in community fire prevention services was important, that additional revenue should be raised so that money was not diverted from other parts of the service; some asked if developers and businesses could meet some of the costs.</p>	19	<p>These are small sums of money in relation to the value of property and the costs in terms of (potential) loss of life.</p> <p>I think the proposal is fine. You cannot keep a community safe on the cheap, so the amounts you are requesting are more than reasonable.</p> <p>Shouldn't businesses pay for advice, after all they have to pay for insurance, their fire extinguishers etc.</p> <p>I think more fire service funding is needed.</p> <p>I think £230,000 is too little and this vital department should be funded properly by increasing the budget for this department by £500,000 and provide enough inspecting officers for the counties Risk profile.</p> <p>Where will any funding from "existing resources" come from? how will you be spending this? how many inspectors will you get for £230,000 a year? What are you going to do with them? the proposal is very vague.</p> <p>... There must be a clear improvement plan to demonstrate that the investment will be used effectively. We also do not want to see investment in CFP and</p>

			reduction in operational capabilities. ... [NCC to allocate] enough resources to a prioritised risk based inspection programme.
Vulnerability	There were fifteen comments about how Proposal 1 could help vulnerable people, especially older people and families.	15	<p>I think having more money for your service is a good idea, especially as the population of Norfolk increases and also the number of elderly & vulnerable people increases - meaning you have to help more people.</p> <p>Services for the vulnerable, this is something I support fully but would like to see more done to encourage families to check to reduce fire service reliance ensuring the fire service have more time to engage with the most vulnerable who may not have that support network</p> <p>Given the number of fires relating to elderly people living alone. Is there a case for working with parish councils in rural areas to alert this particular group to potential hazards?</p> <p>I agree that it is important to focus on community fire risk. In particular, I am pleased to see the focus on fire prevention and vulnerable people.</p>
Staff	There were ten comments about staff: specifically concerning training of staff, the need for more inspectors, and recruitment.	10	<p>The current wage structure for community fire safety does nothing to encourage loyalty and NFRS will continue to spend their meagre resources training new staff only for them to move to more gainful employment with their free training. If the remuneration reflected the knowledge base required to efficiently perform the role, there would be a reduction in the budget required for continually training new inspectors.</p> <p>It is good to focus on prevention but (speaking as operational crew) there is a lot of pressure on watches to meet targets, making the job feel very corporate and number-focussed. With teams that were specifically tasked with carrying out these additional duties it would take pressure of watches and increase the time that personnel spend with members of their community due to not being called away from homes if a fire call comes in.</p> <p>There should be at least 4 full time inspectors in each district plus a suitable number of other officers/ admin/ support staff to ensure a decent large team is in place and is regularly developed.</p>

Advice	There were nine comments about the importance of education and advice provided by NFR.	9	<p>I think this is a good idea as I work in a doctors surgery and I have vulnerable patients at work so it would be good to get support and advice on fire safety.</p> <p>Sensible and worthwhile. Prevention and education are always the best option.</p> <p>I think people are generally complacent and need suppress [?] and awareness raising.</p> <p>Community safety is so important and education, re-visits to check on properties essential</p>
Key service	There were seven comments in which services in Proposal 1 were described as key services (essential, vital, a 'must' etc).	7	<p>This appears essential.</p> <p>Smoke alarm's save lives and to be able to provide these as part of an HFRC is a must.</p> <p>Fire prevention measures are vital in public buildings such as community halls, libraries, sports centres etc.</p>
Inspections	There were six comments about the need for building inspections.	6	<p>Ensuring that the environment is as safe as possible is essential so fire safety inspections of businesses and hotels are very necessary.</p> <p>I understand prior to the RRFSo (2005) that the Fire Service used to employ Fire Safety staff to meet the community risk. Now, with less staff, you undertake a risk-based approach and only audit premises where people are most at risk - such as care homes. Who checks the fire safety in other premises that are out of scope? For the last 14 years NFRS, like other FRS services around the country, have seen a 40% reduction in fire safety visits. Considering Norfolk is attracting more business at a time when its population is increasing and ageing (living longer) I am concerned that many premises are not being inspected and this poses a greater risk to the community.</p>
Corporate responsibility	There were six comments about the responsibilities of businesses to keep their premises safe.	6	<p>Businesses should have self verification per the oil industry, with trained individuals given this responsibility pls additional skills. The Fire service should only spot check businesses with heavy fines for non compliance or insurance premium consequences.</p>

Table 2: Proposal 1 (Supplementary Question) - What more, if anything, do you think we could do to support businesses to help them ensure their buildings are safe? (50 responses)

Theme	Issues	Number of times mentioned	Quotes
Advice	Respondents said NFR should provide advice, guidance and support through a variety of online, printed and face to face methods.	19	<p>Clear guidelines for what they can do to meet your standards.</p> <p>Give them advice on fire protection. Staff training and awareness of dangerous substances and advice on certain storage particulars. Also on fire equipment, such as extinguishers, emergency lighting and doors to be kept clear.</p> <p>Include fire safety advice to businesses through the council tax/business rates process, including their responsibilities to produce a written fire risk assessment where applicable, fire safety arrangements and a fire strategy to keep their employees safe.</p> <p>Perhaps leaflets circulated to make businesses more aware of what they should be checking themselves and a requirement for them to perform fire risk assessments regularly.</p> <p>How about a seminar/webinar maybe once a year which businesses are invited to attend/view and where safety advice is provided as well as any key findings from different fire investigations that affect the industry?</p> <p>Are you to provide free advice for Business premises after an advisory inspection?</p> <p>Businesses should get a free assessment of potential dangers, although they should pick up the costs where problems identified.</p> <p>Current legislation puts the responsibility on business and organisations to provide for staff and public safety while on their premises. While larger companies have the financial and access to professional assistance, smaller</p>

			companies may not be aware, confident or financial ability to seek professional assistance. A single point of contact for further advice would be helpful rather than reliance on advice on the web - easily accessible though it is.
Inspection	Respondents said that NFR should carry out regular inspections of business premises.	15	<p>Additional inspections of premises to ensure that they are not only meeting minimum requirements, but doing all they can to ensure the safety and security of their staff, customers and property.</p> <p>Providing more inspectors to check for fire risks is a major step and I feel that if that is accomplished it will be a great start.</p> <p>Businesses should get a free assessment of potential dangers, although they should pick up the costs where problems identified. Also, REGULAR checks are needed as management often get complacent on safety if it is not brought up the agenda.</p> <p>Enforced site visits and compliance.</p> <p>I think with businesses perhaps they need fire safety checks & inspections to reduce risk. Especially if they are businesses where there might be more risk of problems. Maybe you could charge different rates for this for different sized businesses - ie less for charities & small businesses and more for bigger ones. To cover some of the costs of providing the service.</p> <p>Maybe due to cost, inconvenience or incompetence, businesses that really need support are often the type that have a disregard to Fire Safety in general. Unfortunately, most of these premises currently are not inspected due to the scope of the risk-based inspection program. With more staff the scope of the RBIP should be widened to capture all premises. A full data gathering exercise to identify ALL the businesses in Norfolk. This should be updated regularly</p>

Table 3: Proposal 2 - Develop a new concept of operations (71 responses)

Theme	Issues	Number of times mentioned	Quotes
Support and agreement	<p>Proposal 2 was supported.</p> <p>Respondents noted that NFR operates in a rapidly changing world and so needs to be flexible and learn from best practice elsewhere: they support the proposal because it seems a sensible approach.</p> <p>Some respondents (7) who support Proposal 2 do with a proviso (eg. approaches must be 'tried and tested' and not at the cost of a poorer service).</p>	43	<p>You must keep up with changes and take full advantage of new developments that have the potential to improve the service we provide.</p> <p>The risks and challenges Norfolk faces change all the time so I agree that this area needs to be reviewed. It seems very sensible to look at what new technologies can offer and I am happy for NFRS to explore these.</p> <p>Agree that advantage should be taken of latest technological advances etc. I am surprised that the Fire Service doesn't already have systems in place to consult other fire and rescue services re best practice improvements etc. This should be a priority.</p> <p>I think incorporating new technologies and exploring how other services do this is very important and should be supported. One day I might need these services, and the most efficient systems would be there to help me.</p> <p>I think it is a very good idea to talk to other fire and rescue services, not just about what changes they have made that work, but also to ask them about changes they have made that haven't worked. We are better learning and growing from the mistakes of others instead of making the same ones again.</p> <p>It sounds as though you are embracing change. This can only be a good thing.</p> <p>Innovation is essential for response. Software and hardware is always changing. The fire crews deserve the best equipment to save lives and be safe. I like this idea.</p>
Technology	<p>There were 15 comments about the use of new technology including learning from</p>	15	<p>I think this is good as most people use the internet and the police has now moved to online queries from the public so maybe the fire service could aswell.</p> <p>Drones and social media might be the way to go for the future.</p>

	other Fire and Rescue services and moving some services online.		<p>If NCC would like NFRS to become technologically competent, they might like to invest in modern technology for the personnel working within; Working on PCs with Windows 7 and Office 2010 is not conducive to staying relevant, we can't even open many documents sent by clients because our systems aren't compatible. How can we be expected to best serve our public, working with equipment handed down by Noah?</p> <p>Keeping up to date with technological developments is important.</p> <p>It makes sense, but at this time there is very little to go on. What I would say is that in my mind it makes sense to allow bigger fire & rescue services to trial new technology firstly, and then use their experiences as a case study for whether the technology would be effective for use in our County.</p>
Staff	There were nine comments about staff, particularly concerning fear of job losses.	9	<p>There is very little detail with this proposal. I am therefore concerned that supporting this proposal will allow discussions to commence around staff savings that will lead to an erosion of firefighter and public safety. I say this with consideration to the 2011 Concept of Operations that sanctioned Fire Appliances to be crewed with 4 FF's instead of the recommended 5. Will this Concept of Operations look to go further and adopt a similar front line to Suffolk Fire and Rescue Service and allow appliances to be crewed with 3 FF's? Will it look at closing fire stations?</p> <p>It is fine to explore new approaches but I hope this is not an excuse to close fire stations and sack people.</p> <p>The current race to the bottom to see how few staff we can get on a fire appliance must stop. The minimum staffing must be 5 and we urge NFRS managers to not consider looking to reduce this further.</p>
Funding	There were nine comments about funding including potential to save money.	9	<p>As a matter of course all brigades should be sharing information about good and bad practices. You are a public service and are not in competition with each other. However I think you should be careful of altering your services just because of a potential reduced budget.</p>

			<p>Efficiency and cost-saving should never come at the expense of safety - both of the public and of fire crews.</p> <p>Communication with other services to learn and adapt is vital. If equipment/personnel can be shared between Counties then massive saving can be made.</p> <p>Invest in the service not reduce.</p>
Working with partners	There were seven comments about NFR's approach to partnership working both within and outside the county.	7	<p>It is essential that the service is constantly looking at new technologies and adapting to these. Communication with other services to learn and adapt is vital. If equipment/personnel can be shared between Counties then massive saving can be made. This is why the Service should not be County concentric but National so resources can be best allocated and shared. All the Counties that border Norfolk have the same challenges and demographic so why look at Norfolk in isolation?</p> <p>I think it is a very good idea to talk to other fire and rescue services, not just about what changes they have made that work, but also to ask them about changes they have made that haven't worked. We are better learning and growing from the mistakes of others instead of making the same ones again.</p> <p>I think an integrated service like Australia would work.</p> <p>It would also seem logical to consider what technologies other emergency services, such as the constabulary and the ambulance trust, are using in Norfolk and what there experiences have been, as well as whether any of this can be utilised by the fire & rescue service.</p>

Table 4: Proposal 2 (Supplementary Question) – Anything else to help with review (25 responses)

No additional consistent themes emerged that were not present in the first part of the question. Additional comments tended to focus on wider improvements to the service. Comments included:

- Reviews to be carried out by suitably qualified staff, changes evaluated and monitored.
- Ensure that call out times in rural areas are maintained by keeping stations open and a suitable range of appliances available.
- More small stations instead of fewer large ones.
- Replace large vehicles with smaller ones for urban areas.
- Educate schools pupils about fire safety.
- Learn from fire and rescue services in other countries.
- Create a separate rapid response force which precedes the turnout of larger/more vehicles.
- Increase number of inflatable boats for water rescues.
- Body worn cameras for staff.
- Carry out an independent review done.
- Work with planning to look at where housing is growing
- Offer a rates concession to local employers with staff who are retained fire-fighters.
- Trail different ways of working (eg. crewing appliances with varying numbers of staff and responding to incidents in different ways) during period of IRMP.
- Carry out exercises with/support for other organisations in the county, eg. those with flood rescue capability.
- Adopt UK Power Network system for contacting people via text messaging and keeping them updated at times of emergency / power cut.

Table 5: Proposal 3 - Explore the potential to undertake co-responding (81 responses)

Theme	Issues	Number of times mentioned	Quotes
Support and agreement	<p>Proposal 3 was supported.</p> <p>Respondents said they agreed with the proposal because it makes sense (is commonsense, is logical, sensible, a good idea, a 'must-do') and faster response times could save lives.</p>	46	<p>It's a brilliant idea where seconds matter. CPR needs to be started as soon as possible by anyone who is at hand.</p> <p>I 100% agree with this. If a crew can get to a patient quicker than the ambulance trust or constabulary and are not already on a job, then of course it is totally logical for them to respond. If doing so saves just one life, it's all worth it.</p> <p>I am all for co responding. I joined to save life and I see this as an extension of what we do.</p> <p>This is a good proposal. Training fire fighters with more first aid skills will surely bring benefits across the service and could also support fire responders. In more rural areas such as our community this may also help residents get help quicker.</p> <p>This sounds like an excellent idea and I have heard of it working well in other countries. For people either living on their own or in isolated areas it can only be seen as beneficial and extra funding for this would be perfectly justifiable.</p> <p>I think it seems like a logical use of resources with potential to save lives.</p> <p>This method of responding to people in need of life saving intervention was demonstrated to be of significant value to the communities of Norfolk during a trial conducted by NFRS in the last few years.</p>
Staff	<p>There were 23 comments about staff (mainly concerning training and their wellbeing) in regards to Proposal 3.</p>	23	<p>Co-responding will be good, but the crews must be given additional training & protection to allow them to carry out the role effectively.</p> <p>The potential for early life-saving intervention is incredibly attractive. However, it is important that this proposal takes into account the views of your crews. Many will consider this adjustment to their role likely to negatively impact their mental</p>

			<p>well-being (due to the nature of the calls) and adequate support must be in place to address this.</p> <p>Main caveat has to be ensuring the mental welfare of responding personnel is fully supported throughout.</p> <p>The conversation has been opened up for the re-introduction of co-responding for cardiac arrest calls. Whilst IEC is a brilliant course, it is impossible to prepare crews for the emotional and psychological impact of death and fatalities in the space of a few days, a reality that is integrated within education for healthcare professionals over their 2-6year training period. Whilst the individual's view on co-responding may differ, I think we all are in agreement that it is this impact that is going to have another very negative effect on continuity of service with the reintroduction of co-responding. Perhaps what also needs to be added to the conversation is the increasing and improvement of wellbeing services, as well as the right to advocate for one's own psychological welfare should the impact of traumatic responses prove detrimental. Giving crews the option of rotating the role, taking a break from it or opting out all together might help them feel less trapped by the idea of taking on this considerable responsibility. The conversation about mental health is one that also needs to be opened up if we are to start talking about cardiac arrest responses. Discussing co-responding without the wider picture reduces it down to a very simple and trivial matter that the public may not understand when answering this question. Of course they are in favour of co-responding. But, are they in favour of traumatised firefighters and an exponential increase in sickness rates, which ultimately affects their safety?</p> <p>Very good idea to train your crews to deal with cardiac arrest. At my advanced age this would be particularly reassuring.</p>
Working with partners	There were 22 comments about working with partners (Police, ambulance service) and the relationship between	22	<p>I don't think the Fire Service should cover up reductions in Police resources.</p> <p>This seems like good idea, especially as the ambulance service is struggling to cope but but I would prefer to see the ambulance service improved and would much rather be treated by a paramedic than a fireman.</p>

	various emergency services.		<p>There are also fears that this co-response is simply a way of papering over the cracks in the ambulance services, which does a disservice to both NFRS and EEAST.</p> <p>As a specialist service, only the Fire Service can respond to fire and rescue. The extra resources required should be re directed to the Ambulance Service to provide faster and better coverage. However, while common sense suggests that both services could provide first responder there would be much criticism if there were several casualties in a fire due to a delayed fire engine, if that delay were due to attending a cardiac arrest incident.</p> <p>The ambulance service should be funded correctly to enable them to be able to provide a better service for the population it should not be dumped on the fire service like lollipop staff have been. The fire service budget should be for the fire service.</p> <p>With the reduced budgets for all public services I think that you should be careful in taking on other organisations roles and responsibilities. It might start as a support role initially but could end up as a vital role not carried out by any one else at some point in the future.</p> <p>Co responding is not a risk to NFRS. It is an NHS risk and that of the relevant Ambulance authority. What is required is significant investment in the front line ambulance services to mitigate the risk to the public.</p>
Support with proviso	There were 20 comments which, although expressed broad agreement with Proposal 3, also stated a proviso concerning training, staff welfare, prioritising need and conflict around core services.	20	<p>It seems like a lot of resource to send to a medical emergency. Would the whole crew and tender attend? That seems like a lot of resource being deployed. On the face of it, it sounds like a good idea but having recently been involved in a medical emergency, an ambulance has all the relevant equipment, plus trained paramedics who can deliver treatment, and convey to hospital. With the best will in the world, fire fighters are not paramedics, cannot administer drugs and at best could only deliver a first response which may save a life, but would not be the whole package. What happens if during the medical emergency there is another call out to fight a fire ? What takes priority?</p>

			<p>If the fire service can safely offer medical aid on the spot and in better time then that is fine. But it should not come at the expense of fighting fire, saving lives of people and animals trapped or in other forms of accident or danger.</p> <p>I think all four emergency services should work together if a life can potentially be saved. This is a great idea so long as it is not taken advantage of and is only used when the Ambulance can't get there first.</p>
Funding	There were 16 comments about the cost of Proposal 3	16	<p>The problem of course is funding for training.</p> <p>I would like to know whether fire-fighters will receive additional payment for taking on this difficult additional role.</p> <p>The fire service budget should be for the fire service.</p> <p>Fire and Rescue should where possible respond to medical emergencies , payment from the NHS should be part of this arrangement along with increased payments to Fire responders.</p> <p>To ensure an effective and efficient service can be delivered it is recommended that the Fire and Rescue Authority secures suitable funding, to deliver a crucial service to improve the welfare of the people of Norfolk.</p> <p>Whilst you state you will discuss funding, it would appear that funding would have to come from the NHS to pay for the additional costs to NFRS, surely this funding would be better spent on professional front line ambulance staff.</p>
Disagreement	There were seven comments in which people disagreed with Proposal 3.	7	<p>The ambulance service should be funded correctly to enable them to be able to provide a better service for the population it should not be dumped on the fire service like lollipop staff have been.</p> <p>All operational activity involves exposure to risk. In the case of co-responding, there is a significant risk to the wellbeing of responders. I have seen no evidence that the benefits of co-responding are sufficient to justify that risk. Therefore, I do not support this proposal.</p>

			<p>Want fire service to be a fire service, should assist each other but not to be doing the others job.</p> <p>As a specialist service, only the Fire Service can respond to fire and rescue. The extra resources required should be re directed to the Ambulance Service to provide faster and better coverage.</p>
Key service	There were six comments in which services in Proposal 3 were described as key services (essential, vital, a 'must' etc).	6	<p>Very important - difference between life and death.</p> <p>A number of other fire and rescue services have been delivering this capability for many years and as a result many lives have been saved.</p>

Table 6: Proposal 4 - Maintain our specialist water rescue capability (79 responses)

Theme	Issues	Number of times mentioned	Quotes
Agreement and support	<p>Proposal 4 was supported.</p> <p>Respondents said they agree with the proposal (four with a proviso) because many areas of Norfolk are at risk of flooding, there is increased risk of flooding in the future, and it is an essential service which should be maintained.</p>	52	<p>Living in Kings Lynn in quite close proximity to the Great Ouse, flooding is potentially something that could adversely affect me quite badly, so although obviously biased, I am a great believer in maintaining our resilience despite the best efforts of government to drown us.</p> <p>I agree that flooding is a major risk for Norfolk and that these crews should be maintained.</p> <p>There have been a number of close calls with regards to major flooding over the last few years and I think it is very important for the FRS to maintain this capability.</p> <p>In this part of the Uk it is much needed. Particularly in Autumn and Winter and also if there are big storm surges. Particularly due to the length and remoteness of much of Norfolk's coast and also the many water areas - rivers & Broads.</p>

			<p>Having seen these teams working it's a massive benefit in the preserving of life, sometimes more than fighting fires which with modern alarm systems has become more for saving property and preventing financial loss.</p> <p>Because of the proximity to water in many parts of Norfolk, I think this service needs to continue, and should be funded.</p> <p>Due to the geography of Norfolk then flooding is going to be an issue. It is essential to have specialist trained to deal with such emergencies.</p> <p>This is a good proposal and particularly relevant service in Norfolk which should be available.</p> <p>Strongly support the proposal to retain specialist water rescue capability given the risk of coastal flooding and the number of waterways in the county.</p>
Key service	There were 33 comments in which the services in Proposal 4 were described as key services (essential, vital, a 'must' etc).	33	<p>As the risk increases so should ability to deal with any situation so the training seems essential.</p> <p>Absolutely essential in coastal areas.</p> <p>This is a vital function for Norfolk given the number of waterways in the form of the Broads, and the large area of coastline.</p> <p>It is clearly an essential service.</p> <p>Water rescue vital, especially with climate change.</p> <p>With climate change, this seems like an essential service.</p> <p>The Town Council agree that retention of this specialist service is essential (in the absence of Government Funding, there is little option than to fund through the Council Tax).</p>

Funding	There were 32 comments about funding for the service: including Central Government's decision to stop funding the service and the role of NCC to 'push back' against this decision.	32	<p>I feel quite certain that most members of the public would not begrudge their council tax being spent on this resource, however, I am interested to know how other services around the country are coping with this retracting in funding for water rescue capability and the government's justification for such a short-sighted decision in the midst of a climate crisis.</p> <p>Very sad to learn that central government is delegating responsibility without (lexpect) increasing funding.</p> <p>It is a real shame that central government does not fund this, but this does need to continue. In the grand scheme of things, £60k is a very small ask. Again, spending this £60k a year could save a massive bill if the worst were to happen in the County and our emergency services were to be unprepared and need to draft in outside help as this would likely need to be repaid.</p> <p>Lobby government to get the funding reinstated. Does the county council have an 'emergency or resilience' budget? Might be a good idea to divert funds from that.</p> <p>I think we should try to get the money back from the central government to fund thus essential service. Local areas need to be funded again so let's fight for what they have taken away.</p> <p>Further investment in training additional crews in Swift water Rescue will be vital to enable resilience if you are to offer the required level of cover that the investment will require.</p> <p>It makes sense to go back to central government for funding for this essential service.</p> <p>I think the government should still be providing money for flood responses. In this part of the UK it is much needed.</p> <p>With the loss of Central Government funding it is now on the FRS to find its own funding stream for water rescue. [Suggestion] to CFO's and the NFCC that they</p>
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			<p>should be lobbying government to make it a statutory requirement for funding for flooding and water rescue.</p> <p>It is important to ensure continuity of training, competence and equipment replacement that adequate funding is allocated to this resource.</p> <p>Water rescue is key in Norfolk and should be adequately funded.</p> <p>The £60K a year this service costs is dwarfed by the (currently used) UK Value of a Prevented Fatality at £1.80m and by the (more accurate) J-value which values the life of an average UK citizen at £8.59m; it is good value for money.</p>
Flooding	There were 29 comments which referred to previous incidents of flooding or the potential for increased risk of flooding. An additional nine comments referred to climate change and the implications for further or future flooding.	29	<p>Delighted to read that you take flooding so seriously, especially in the light of recent events in Yorkshire.</p> <p>With the East coast sitting at the top of the risk register for flooding we cannot remove this valuable resource for the county.</p> <p>Flood on my road are always attended promptly but a team of fire fighters. With new builds springing up everywhere, the water table / sewers / surface water will always be an unknown so the idea of the teams being able to continue with the extra service would be great.</p> <p>Given the climate and flooding forecasts, it would be sensible to have this facility in Norfolk</p> <p>Norfolk Fire service responded to [name of village] to pump out houses and also in villages along the river following the recent torrential rain, which we are assured will become more the norm. In variably the tides are becoming higher and flooding is already frequent as the pumping stations are not able to cope.</p> <p>This is a vital service - and one where demand is likely to increase as a result of climate change and sea level rise. In 2013 Holme next the Sea suffered a tidal inundation - and we expect more in the future, so the service is crucial for our communit</p>

			<p>With climate change, this seems like an essential service. / The specialist teams are important in this area, increased flooding etc due to climate change. / In a changing climate such as the one we now find ourselves facing, the threat of flooding is becoming more likely ...</p>
Council tax	There were 11 comments about paying for the services in Proposal 4 through council tax.	11	<p>I wouldn't mind paying the extra £ in council tax to help fund this.</p> <p>Would be worth tax payers paying a bit more if knew it was going to this.</p> <p>I feel quite certain that most members of the public would not begrudge their council tax being spent on this resource, however, I am interested to know how other services around the country are coping with this retracting in funding for water rescue capability and the government's justification for such a short-sighted decision in the midst of a climate crisis.</p> <p>I think it is essential to keep these teams operational and any increase in council tax to pay for it is completely justified and I for one would be willing to pay for it.</p> <p>Nothing wrong with getting funding from the council tax a bit of a dirty trick by central government not funding it anymore, it might put a few pounds on the yearly bill but it's all worth it.</p> <p>Further clarity is also needed on how funding will be created by council tax usage as we do not set a precept for FRS. This should have been explained to all concerned as this could be considered another tax.</p>
Staff	There were eight comments about the location or training of staff.	8	<p>Further investment in training additional crews in Swift water Rescue will be vital to enable resilience if you are to offer the required level of cover that the investment will require.</p> <p>More stations should have specialist teams as the risk is high in Norfolk.</p> <p>I think there are opportunities to consider the location of trained crews, I understand one such unit is at Thetford and is only staff during the day however there are no trained boat teams at Yarmouth.</p>

			Having trained the teams to the high standards they now have, it has to be maintained.
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Table 7: Proposal 5 – Change the way we measure performance against our emergency standards (71 responses)

Theme	Issues	Number of times mentioned	Quotes
Agreement and support	<p>Proposal 5 was supported.</p> <p>Respondents said they agreed with the proposal because it seems a fair and consistent approach which standardises performance and enables comparisons (and possibly improvements) to be made.</p> <p>Some respondents (6) who support Proposal 5 do with a proviso (eg. change should only be adopted if it improves response times).</p>	42	<p>I think that having one national standard way of measuring response is the only way and should have been adopted before.</p> <p>I agree that a consistent approach alongside other services is the best way forward.</p> <p>I think it makes sense to adopt the national framework.</p> <p>There should be a uniform measure across all services to measure response times and we would support this proposal if that could be implemented.</p> <p>It sounds a fair system. All working from the same sheet, so to speak.</p> <p>I thoroughly agree with a standardised approach throughout the country.</p> <p>If there are to be national standards then we completely need to adopt these. This allows the service to directly compare and contrast with neighbouring and other similar services and therefore can lead to improvement.</p> <p>Standardisation seems very sensible.</p>

			<p>It should be a national standard not local as a true reflection of how you are meeting the time required.</p> <p>Again fully support this decision - far easier to measure our performance against standards recommended through this common approach.</p>
Emergency response time calculations	There were fifteen comments about how emergency response times should be calculated: some respondents noted that the location of stations, or whether they are staffed 24/7 or retained would affect response times.	15	<p>I believe response times should be measured from the time of the call, as that is the time the person on the telephone will give to any waiting newshound. Whichever method is adopted it must be consistent and there should also be some factor derived for allowing for full-time or On-Call attendance, as averaging these on a Nationwide basis negatively scores brigades largely made up of On Call stations.</p> <p>Agree there should be a common national approach and this should be from when the incident room receives the call.</p> <p>I think performance can only be measured by how long it takes an appliance to attend after receiving the initial 999 call. So once the call is passed to a crew, the clock starts then.</p> <p>Yes I think it is a good thing to standardise the measurement of performances. To do so, it makes more sense to measure the time from when the call is received. That way, Control (a vital part of our service) can also be involved in the incident timings as a whole.</p> <p>I think with repsonse times for part time firefighters your data should take account of the fact that due to traffic or other concerns it might not always be easy to get part time firefighters ready as quickly as full time ones.</p> <p>Would like to see it from when crew goes out - unfair on crews to be judged before they got to fire station. False criticism.</p> <p>Station location: Some stations are harder to get to quicker for on call stations than others going normal road speed. / I think with repsonse times for part time firefighters your data should take account of the fact that due to traffic or other</p>

			<p>concerns it might not always be easy to get part time firefighters ready as quickly as full time ones. / But how would it work for towns like Thetford who only staff the station in office hours and have to call out firemen It obviously takes them longer to arrive?</p>
Measuring performance	<p>Fifteen comments were received which queried the rationale, usefulness, or feasibility of measuring emergency response times and adopting a nationwide approach, or of performance measure more generally.</p>	15	<p>If the standards are being changed the service must ensure that it is not simply a "moving of the goal posts" in order to make the service appear to be more effective or efficient than it actually is. This is a particular concern when considering the need to improve fiscal efficiency: if response times suddenly appear to improve due to the change in standards, it makes it easier to justify the closure of stations or removal of front-line appliances. This is unacceptable.</p> <p>The proposal is all good but measuring uniform performance is probably not possible due to the varying requirements, and varying staff.</p> <p>Analysis of targets and the money wasted on that is unimportant compared to responding to emergencies. Over analysis is poor use of time and money.</p> <p>Cut out the bureaucracy and targets completely, Save time and money having to tick boxes to satisfy Government. Every call and situation is different and I would hazard a guess that all retained crews respond as quickly as possible not due to any targets but in the desire to help save lives?</p> <p>Too much time is taken measuring performance. This proposal is not as important to me as the other four.</p> <p>Statistics are important but in this very rural area you'll never be comparable to many other areas in the U.K. Just do your best as you always do.</p> <p>I agree this is currently a target that can't be achieved.</p> <p>Since the abolition of the A,B,C and D risk classifications authorities have had a race to the bottom manipulating times to meet their own requirements. ... leading to ... cuts and station closures around the country. We hope ... that a national approach will halt the manipulation of emergency response.</p>

Disagreement	There were five comments in which people disagreed with Proposal 5.	5	<p>Analysis of targets and the money wasted on that is unimportant compared to responding to emergencies. Over analysis is poor use of time and money.</p> <p>Too much time is taken measuring performance.</p> <p>Cut out the bureaucracy and targets completely, Save time and money having to tick boxes to satisfy Government. Every call and situation is different and I would hazard a guess that all retained crews respond as quickly as possible not due to any targets but in the desire to help save lives?</p>
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Table 8: Proposal 5 (Supplementary Question) – Other comments about measuring our performance in general (25 responses)

Additional comments focused on:

- Staff carrying out performance measurement must be suitably qualified and independent from NFR.
- Measures should be used as an improvement tool not as a 'stick'.
- Measuring performance should be used with regard to staff morale: "Working for the ambulance service I've seen first-hand and how many moment of targets can affect staff morale and safety. Is imperative however performance is measured that crews are able to continue you with their duties without having to concern themselves with targets". / "The best measure is moral. If personnel are happy then everything becomes so much easier to achieve. The bottom line in all these proposals is that it takes dedicated people to actually be on the ground dealing with situations. You cannot put out a fire or respond to a RTA over the phone or from a computer, it takes people. Debriefs would give far more valuable information than any stop watch and would help build moral so win,win."
- Set a SMART target.

Table 9: Overall, how worried are you about risk of fire in your home, community or workplace? If are you fairly or very worried, please tell us why (36 responses)

Respondents said they were very or fairly worried about risk of fire because of the following issues:	
Personal experience	<p>I have experienced a fire in a school when I was teaching, my parents had a serious house fire which has made them terrified it might happen again. They had always been very conscious of fire risk and the fire was not their fault. A fire in my community resulted in the death of a resident. I would have great difficulty getting out of my property in the case of fire.</p> <p>Once one has been close to an incident I suppose one is more aware a fire could be started at any time.</p>
Personal circumstance	<p>Live in a thatched property.</p> <p>Have been cars/bins set alight where I live. I live in a council property where the council have been retro fitting gas central heating with the pipes outside the property and on the outside of the walls inside the flats and I think that is dangerous.</p> <p>Working in a venue that has a great deal of stored goods, books and clothes which are highly inflammable.</p> <p>I keep the electrical wiring up to date in my Victorian terraced home, but still worry that there could be an issue. Also that means of escape may not be easy. In terms of the community, I am concerned about the large numbers of HMOs in my area and the increased risk they pose to residents eg students cooking late at night when drunk etc.</p> <p>Where I live I have some neighbours with addiction problems that can be quite up & down in themselves. I worry they might accidentally start fires. A lot also smoke in the evening indoors, when they should be doing it outside. For some voluntary work I do, I do basic fire safety checks. Where I live I'm not sure how often my landlord does them. There have been some car fires in the past in the area I live also.</p> <p>Husband worries about leaving on electrical items. 20 years ago our dishwasher burst into flames.</p>
Keeping vulnerable people safe	<p>I work in the NHS so worry about a fire in the workplace and the affect it has on getting patients to safety.</p> <p>I have small children and I'm a single parent so worry about a fire in our home and what I'd do to get us out safely.</p> <p>I work in a school where building works are not done properly in my opinion.</p>

Perception of insufficient awareness of risk	<p>Simply fire prevention and safety education appears to be lacking.</p> <p>I think people should be more self aware because if something did happen you never know where that fire will spread so yes i am worried abot this issue.</p> <p>Other people not very well educated on dangers of fire - smoking, electrical appliances. I turn off at night.</p> <p>The community is a big risk as not enough fire prevention has been carried out in recent years due to bad decisions during austerity.</p> <p>I live in an area with lots of vulnerable people who slip through the net and the first time they flag up not having a working smoke alarm maybe more work is needed visiting forums and drop ins for that seems a sensible way to sit have a chat with a group and find out just how many don't have alarms or a fire evacuation plan.</p>
Deregulation of standards	<p>Combined with the deregulation of fire safety standards, it seems that another large scale disaster - such as Grenfell - is looming.</p> <p>The quality of housing is reducing due to the de-regulation in fire safety.</p>
Other	<p>There are a lot of older houses with wood frames and thatch roofs. Plus more people seem to be using open fires or wood burners for heat.</p> <p>Small issues bother me firewoks etc.</p> <p>Poor response times often caused by lack of crews continue to be a worry as there is a clear lack of leadership within the service when it comes to dealing with these issues. Add to this the proposal to withdraw pumps from certain stations to be replaced by Toyota vehicles with very limited capacity is frankly ludicrous. A clear example of this is the proposal to remove a pump from Fakenham replacing it with a Toyota vehicle. Whilst there are currently two pumps at Fakenham reducing this to one would leave Fakenham without any cover when the water tender is called out with the attendant pump. Nearest pump cover would be at least 15 minutes away from Wells. Massingham or Holt which is frankly unacceptable. With the proposed residential growth in the Fakenham area it makes little sense to reduce capacity.</p> <p>I am worried because in an aging society the mobility of people is becoming more of an issue, the number of care homes in Norfolk is increasing and the subsequent challenge of a less well resourced FRS being able to respond to the demands of inspecting these premises to ensure they are safe is increasing accordingly. The aim of The Regulatory Reform (Fire Safety) Order 2005 (FSO) to put the onus of responsibility for fire safety onto the responsible person and to</p>

	consolidate and replace the raft of previous legislation was quite forward thinking, even revolutionary to some within the service, but it has its own major drawbacks. Each responsible person (RP) has a very different take on how they are meant to meet their responsibilities and the process of risk assessment permits far greater leeway than a purely prescriptive means of ensuring compliance with the law. Where some may adopt the belt and braces approach to fire safety, there are others that will do the bare minimum, safe in the knowledge the FRS would be unlikely to win a court battle (unless after the event). These businesses are becoming more prevalent and are finding loopholes in the FSO which mean it is nearly impossible to establish the RP and thus making it less likely to be able to prosecute an individual for their failings. (Certain Pub chains spring to mind).
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Other information relevant to the consultation

EQIA - Other than comments about vulnerable groups of people which have been discussed earlier, there were no comments relevant to EQIA. Comments about **rurality** (23) tended to focus on response times (“Rural areas will always be difficult to reach” / “The IRMP response map makes it obvious that response times, particularly in rural areas are poor, particularly when considering the geographical area that can be covered within 10 minutes. As a result, the closure of fire stations or removal of front-line appliances simply cannot be considered”) rather than rural areas being at risk of receiving a poorer service. One comment about rurality proposed a joint approach to the problem of availability in rural areas: “... cannot argue the point about treating patients more quickly, especially in rural areas, however we must draw you back to NHS funding and effectively how the East of England Ambulance Service work. They must look at ambulance positioning and be much more proactive with movements etc. A more sensible approach would be the sharing of premises in rural areas so ambulances could be readily available in the rural areas where they know they have coverage problems”. There was one comment concerning the particular vulnerability of older people living alone in rural areas (“Given the number of fires relating to elderly people living alone. Is there a case for working with parish councils in rural areas to alert this particular group to potential hazards?”). Reference was made to fire prevention on farms, forest and heath in the additional comments section.

Legal challenge - There were no comments concerning potential or proposed legal challenges to any of the proposals.

Consultation – There were 41 comments about the IRMP document (all direct quotations):

More information was needed in order to comment	<ul style="list-style-type: none"> ➤ As there are no specifics in the proposal it is too early to comment. ➤ I cannot comment on whether an additional £60,000 pa is a sound proposal as there is nothing in the way of data to either support or refute it.
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	<ul style="list-style-type: none"> ➤ We would need to see a lot more information to be able to comment further. ➤ Provide full and transparent details as to the scope of the concept of operations before asking the public to agree to support the proposal. ➤ Can NFRS please publish figures on the level of cover provided by each boat team so that we as member of public are able better able to understand the service provided. ➤ how are you performing? this document utterly lacked any information on your performance. yes you say how many incidents you attend, but it's not broken down by station or council district, and no information is given on response times. How quick does Fakenhams Fire Engines on average get to incidents? What percentage of time are they able to crew their Fire Engines? This all needs to be published to the public. ➤ This is a very poor document. It has a lot of statements and no useful information. How are the stations across Norfolk performing? Where is it failing? What can it do better? What needs to be changed? All of the proposals are vague, with at least 2 of them saying we are going to make a change but we don't know what, 1 proposal is just about how water rescue is going to be funded but not an actual change in service. ➤ To the lay person concept of operations means nothing. To fire and rescue service personnel it could have a plethora of meanings. Whilst you state you will look at new technologies and approaches you do not give any examples of what these look like. Nowhere in this proposal is how you will consult or negotiate on these proposals. This proposal ... is very unclear and leaves too much open to interpretation.
The proposals relate to issues that should not be the basis for consultation.	<ul style="list-style-type: none"> ➤ I am staggered that the proposal is to speak to other fire services! Surely this has been done on an ongoing basis. ➤ This is not worth considering. £60k for the coverage of Norfolk is not worth the salary time to discuss it. Of course it should be funded but not form part of these 'proposals'! Serious proposals please! ➤ The proposal is to adopt the National Standards? Give me a break, you have NO choice. This is not a proposal, this information! ➤ A standard response makes sense as it allows comparison. However again I ask why are you consulting on this if it is a National Standard. Also what will the new standard be? you've said what you report against at the moment, but not what you will report against as the standard hasn't been defined. So again I'm asking how can you even consult on implementing something that you don't even know what that will be? ➤ XXX does not understand how this has appeared in an IRMP. Co responding is not a risk to NFRS. It is an NHS risk and that of the relevant Ambulance authority

The consultation document was difficult to understand	<ul style="list-style-type: none"> ➤ The whole document is rather woolly and poorly written. ➤ I didn't like the descriptions of priority groups - the shorthand was a useful descriptor but I couldn't find a glossary to tell me what Dependent Greys, Pocket Pensioners, and Streetwise Singles mean.
Concern about consultation process	<ul style="list-style-type: none"> ➤ It is a matter of concern that there is no public meeting at either Fakenham, Dereham and Swaffham- do people living in these areas have less say than those in the larger towns? ➤ How on earth can you even present "we're going to review this" as a proposal??? You should be setting out a proposal here, or just setting this as an interim IRMP with a full IRMP being issued as soon as the new concept of operations has been reviewed.
Satisfaction with consultation process	<ul style="list-style-type: none"> ➤ Thank you for asking my opinion about your plans. It took a while to read, but was worthwhile to work through". ➤ Thank you for the opportunity to comment on the IRMP.
The proposals are not grounded in adequate evidence	<ul style="list-style-type: none"> ➤ Your HMICFRS report states that you need improvement in how you "understand the risk of fire and other emergencies", in particular a comprehensive understanding of current and future risk. If you don't have accurate data on the current risk in Norfolk, how can you anticipate the future. Do you truly know what size of Fire Safety department you need to meet that risk?"
Other topics should have been included	<ul style="list-style-type: none"> ➤ ... Pandemic influenza, release of nuclear and biological materials by terrorists, impact of traffic increases associated with wind power generation construction in the next decade on fire and rescue response times.

Other information

Other information about respondents		
Respondent gender		
Male	48	50.5%
Female	35	36.8%
Prefer to self-describe	0	
Prefer not to say	3	3.2%
Not answered	9	9.5%
Respondent age		
Under 18	0	

18-24	0	
25-34	5	5.3%
35-44	7	7.4%
45-54	20	21.0%
55-64	21	22.1%
65-74	19	20.0%
75-84	9	9.5%
85 or older	0	
Prefer not to say	6	6.3%
Not answered	8	8.4%

Do you have any long-term illness, disability or health problem that limits your daily activities or the work you can do?

Yes	15	15.8%
No	68	71.6%
Not answered	12	12.6%

How would you describe your ethnic background?

White British	82	86.3%
White Irish	0	
White other	1	1.1%
Mixed / multiple ethnic group	0	
Asian or Asian British	0	
Black / African / Caribbean / Black British	0	
Other ethnic background - please describe below	0	
Not Answered	12	12.6%

What is your first language?

English	75
Not answered	20

IRMP Consultation Analysis FINAL revised, 17.12.19.
Ellie Phillips, Intelligence and Analytics, Norfolk County Council