



Appendix A



Norfolk Fire and Rescue Service Service Delivery Plan 2019/20

Our priorities:

[Reduce fires, improve road 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](#)

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 our priorities, performance measures and activities of this plan.



Foreword by Acting Chief Fire Officer Stuart Ruff



Our annual Norfolk Fire and Rescue Service Plan for 2019/20 continues to build on the work we have completed during previous years.

2018 proved to be a very challenging for the service with one of the hottest summers in recent times, but as with our response to the 'Beast from the East', it demonstrated what a great service we are. All of our teams came together to support and deliver an amazing response, with our crews working in difficult and challenging conditions. It really did demonstrate how we are one team.

In 2018 we have worked closely with partner agencies and organisations to help make Norfolk safer and this collaborative approach will continue to develop in the year ahead, putting the needs of our communities at the heart of everything we do.

2019/20 is an important year for us with a number of strategic pieces of work concluding. The development of the new Integrated Risk Management Plan will be completed in the summer, followed by a public consultation in the autumn before endorsement by Full Council early in the New Year. In June we will also have the results of our first inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. We believe we deliver a great service and a have fantastic workforce but we are keen to improve and the recommendations following the inspection will help us develop our service in the year ahead.

Our County Council has continued to provide excellent support for us and the significant capital investment the Service has secured from NCC will see the introduction of new PPE for operational staff and new vehicles in 2019, helping to ensure our crews have the most up to date kit and training to face their operational challenges.

In 2018 we signed the Mind Blue Light Time to Change Pledge which demonstrates our commitment to challenge mental health stigma and promote the positive wellbeing of our colleagues, this will continue to be a key focus for us. The year ahead will also see the work on our new cultural framework come to fruition, ensuring we create an inclusive and enjoyable working environment for everyone.

I am incredibly proud of our service, our colleagues and volunteers who work tirelessly to make Norfolk safer and I look forward to working with you in the year ahead.





Our 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.

Our values

We have a commitment and passion to make improvements in the real-life experiences of people in Norfolk.

Our values are:

Take accountability – do what we say we will

Make strategy happen – take action which makes Norfolk a better place

Be evidence based – target our work to make the biggest difference

Be business-like – think smarter to ensure value for money

Be collaborative – better working together





Reduce fires, improve road and water safety

What are we trying to achieve and how?	Outcome measures	Delivery measures
<p>Reduce accidental dwelling fires</p> <p>We will use data to identify communities that are vulnerable to accidental fires</p> <p>We will work with partners at the borough and district level to reduce individual vulnerability from fire and to build resilience</p> <p>We will promote the installation of smoke detectors</p> <p>We will teach school children how to prevent fire, what to do in the case of fire, and support families with children who play with fire.</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>40 year 1&2 school visits</p> <p>7 crucial crew events</p>
<p>Reduce arson incidents</p> <p>We will work in partnerships with Norfolk Constabulary to assist in apprehending offenders and support their priority of reducing rural crime. We will provide advice on how to reduce the risk of arson.</p>	<p>Less than 630 arson incidents</p>	<p>20 arson reduction events</p>
<p>Reduce accidental non-domestic premise fires</p> <p>We will provide advice to organisations on how to reduce the risk and impact from fire and enforce fire safety legislation.</p> <p>We will work with other enforcement agencies to share information on risk and to take joint enforcement action</p>	<p>Less than 181 accidental non domestic premises fires</p> <p>0 fire deaths, less than 5 injuries</p>	<p>800 Fire safety audits</p>





<p>Reduce dangerous driving and accidental drowning through education</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 347</p> <p>Less than 15 deaths from drowning</p>	<p>25 RTC reduction events</p> <p>20 Water safety education events</p>
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Ensure operational readiness and firefighter safety

What are we trying to achieve and how?	Outcome measures	Delivery measures
<p>Ensure our fire crews are competent and well prepared to respond to emergencies</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>Maintenance of competency 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

What are we trying to achieve and how?	Measures
<p>Improve the availability of our fire appliances and our attendance times (Improvement against 2017/18)</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

What are we trying to achieve and how?	Measures
<p>To build a diverse, skilled, safe and high performing workforce</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>Provide excellent training and education to ensure continuous improvement of services to the public</p> <p>Strengthen our ability to provide good services by developing a diverse organisation 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 reflecting community profile</p> <p>Complete 60 team wellbeing surveys</p>

Key strategic documents:

Community Safety Strategy 2018/20
 Norfolk Community Risk Register 2018
 Norfolk Fire and Rescue Strategic Training Needs Analysis 2019
 People strategy 2018/20
 Memorandum of Understanding between Norfolk Police and Crime Commissioner, Norfolk County Council, Norfolk Fire and Rescue Service and Norfolk Constabulary on emergency services collaboration 18/19