

# Appendix F

## Consultation Materials



Alongside the online survey, materials used during the A Case for Change consultation included:

- Pull-up banners
- Webpages and website news articles
- Summary business case
- A hard copy survey form
- An information leaflet
- Promotional postcard
- Video

Examples of these materials are provided over the following pages.



Pull-up banners

# Fire Governance Review



## Norfolk Fire & Rescue Governance Review

A full business case has now been developed and PCC Lorne Green would like to hear your views.

### Background

[The Policing and Crime Act](#), which became law on 3 April 2017, places a new statutory duty on emergency service organisations to collaborate with one another where it is in the interests of efficiency or effectiveness.

The Act also includes provisions that enable Police and Crime Commissioners (PCCs), where a local case is made in the interest of economy, efficiency and effectiveness, or public safety, to take on responsibility for the governance of fire and rescue services.

### Could public services in Norfolk be delivered more efficiently and effectively?

In response to this new legislation, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) appointed consultant, Grant Thornton, following a competitive tender process, to carry out an independent review and appraisal of the options which the legislation enables.

That project was initially split into two phases:

- **Phase 1** – An options appraisal and the development of an outline business case.

*And then if, at the options appraisal and outline business case stage, a case for change could be made:*

- **Phase 2** – Development of a full business case.

The outline business case developed by Grant Thornton in Phase 1 of the project was [presented to PCC Lorne Green in January 2018](#).

The PCC then [took the decision in February 2018 to proceed to Phase 2 of the project](#).

The full business case (completed under Phase 2) was presented to the PCC in July 2018. Having carefully considered all of the evidence provided to him in the full business case, [the PCC took the decision to proceed](#) to:

- **Phase 3** – Public consultation.

More information on the phases of the project is available using the links below.



Phase 1 – Options appraisal



Phase 2 – Full business case



A Case for Change

A better way of working for a safer Norfolk

Phase 3 – Public consultation



Questions and Answers

## Phase 1 – Options appraisal



In carrying out the Fire Governance Review options appraisal and developing an outline business case, Grant Thornton was engaged to provide an independent review of the following options supported under the [Policing and Crime Act 2017](#):

- **Option 1** – Continue with the Fire and Rescue Authority as part of Norfolk County Council and continue with collaboration where appropriate.
- **Option 2** – Continue with the Fire and Rescue Authority as part of the County Council but give the PCC a position on the Fire and Rescue Authority, which is embodied by a council committee.
- **Option 3** – Move Norfolk Fire and Rescue Service under the governance of the PCC (the PCC becomes the Fire Authority).
- **Option 4** – Move Norfolk Fire and Rescue Service under the governance of the PCC and create a single organisation that includes both police and fire under the command and control of a new Emergency Services Chief Officer.

[The options appraisal and outline business case](#) produced by Grant Thornton and presented to PCC Lorne Green in January 2018 set out information gathered through stakeholder feedback and document review.

Based on that information, an initial assessment of each option had been carried out and a preferred option – Option 3 – was identified.

Option 3 would see Norfolk Fire and Rescue Service move under the governance of the PCC, with the PCC taking on legal and overarching responsibility for the provision of that fire service. Under this option, the individual fire and police services would retain their operational independence, their budgets, their Chief Fire Officer or Chief Constable, and their own staff.

On the basis of the information in the options appraisal and outline business case, and taking into consideration feedback from stakeholders and interested parties, [PCC Lorne Green took the decision](#) in February 2018 to progress to [Phase 2 of the project](#) – development of a full business case exploring the potential benefits of a change of fire governance.

## Phase 2 – Full business case



Having considered the evidence gathered by Grant Thornton through an options appraisal at [Phase 1](#) of the project, [PCC Lorne Green took the decision](#) in February 2018 to progress to Phase 2 – exploration of the potential benefits of a change to fire governance and development of a full business case.

That business case included an assessment of how a change of fire governance would be in the interests of either:

- Economy, efficiency and effectiveness; or
- Public safety.

The [full business case](#), developed under Phase 2, has now been completed.

After careful consideration of all the evidence presented in the full business case PCC Lorne Green decided there was 'A Case for Change' of governance of the county's fire and rescue service.

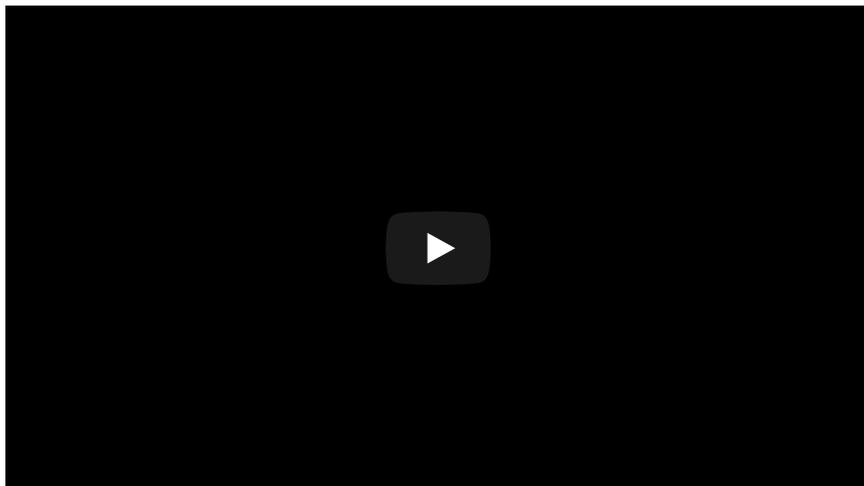
The PCC took the decision to progress to [Phase 3](#) of the project – launch of a public consultation.

## Phase 3 – Public consultation



The [full business case](#) – developed under Phase 2 – was presented to PCC Lorne Green in July 2018.

After careful consideration, the PCC was convinced there was enough evidence for 'A Case for Change' of governance and on Wednesday 11 July [he launched a consultation](#) to give the Norfolk public the opportunity to have a direct say.



**The 'A Case for Change' public consultation ran for eight weeks, closing to responses at 5pm on Wednesday 5 September 2018.**

The results of the consultation process will be published on the OPCCN website in due course.

### Clarity on presentation of consultation responses

All comments and feedback submitted in response to the PCC's consultation will be considered and taken into account by Lorne Green in making a decision on how to proceed. In order to ensure transparency in this process, all comments and feedback will also be made public; they will be published on the Norfolk PCC website and included in the full consultation report.

For the purpose of publishing the consultation responses, it is necessary for some redacting of some individual words and remarks to take place. There are instances in the feedback received where people have included their own personal information – such as names, addresses, email addresses – or other people's personal information. To protect those details, it is right and proper that such content is redacted from the comments before they are made publicly available. There are also instances where individuals have used abusive or offensive language in their responses. The OPCCN will not publish this language – the sentiment of the comment will remain, but those

words/phrases may be redacted. The same applies for anything found to be libellous.

If a remark or comment is redacted, that person's vote and views will still be counted and considered.

Having considered the consultation responses, the PCC will then decide whether he wishes to proceed with his proposal and, if so, submit a 'final business case' to the Secretary of State.

The Secretary of State will then consider whether the case made is in the interests of economy, efficiency and effectiveness, or public safety, and, if satisfied the statutory tests have been met, make an order for the PCC to take on Fire and Rescue Service governance in Norfolk.

If appropriate, submission to the Secretary of State would take place in Autumn 2018.

# Questions and Answers

Please find below additional information and answers to frequently asked questions about the [fire governance review](#) and [business case](#) upon which [Norfolk's PCC has launched a consultation](#). This list will continue to be updated to reflect the questions being asked by the public, partner agencies and key stakeholders.

**Readers of the business case are asked to note the following:** The map on page 66 of the business case is included for illustration purposes only; unfortunately the fire stations at West Walton and Hethersett have been omitted in error.

- + Is this a merger of police and fire?
- + Will firefighters be doing police work and vice versa?
- + Why can't police and fire just continue to collaborate?
- + Could the same level of efficiencies be made without a change of governance?
- + Would the identity of the two services be diluted by such a move?
- + Why is this being looked at now?
- + Has this been done elsewhere?
- + Who prepared the initial report and who was involved in the development of the business case?
- + What is 'governance' and why does it matter?
- + How do things work at the moment?
- + Why just police and fire?
- + What would this mean for me?
- + What is a Fire and Rescue Authority?
- + Where does fire service funding currently come from and will that change under this proposal?
- + Are our funding streams more at risk under this proposal?
- + If fire & rescue separated from the County Council, would the service have the financial resilience to cope with extended fire cover in an emergency?
- + Will the budgets for fire & rescue and police be combined?
- + What would this mean for my Council Tax?
- + Would fire stations close?
- + Why do West Walton and Hethersett not appear on the map in figure 19 on page 66?
- + I have heard that fire stations like Heacham and Hingham will be closing under the draft business case. Is this true?
- + The business case doesn't propose closing any fire stations, but it does talk about co-location of police and fire. How would that work?

- + Is it right that under the draft business case some stations would be 'downgraded' and have smaller fire engines?
- + Is this just a move to save money?
- + The business case presents a figure of £10m of identified efficiencies over 10 years - how has that figure been reached?
- + Would any savings from one service go to the other?
- + By how much will the fire service benefit?
- + What would this mean for staff terms and conditions?
- + Can we have more explanation on how the PCC, as potential employer, can guarantee that fire & rescue personnel can remain on the Local Government Pension Scheme?
- + Will there be redundancies?
- + If there is no intent to merge, then why are 'blended skillsets' mentioned (page 65 of the business case)? Why are control room staff being treated differently to firefighters? - the job in fire control is fundamentally different to that of a police controller.
- + Much is said about our headquarters function now being at OCC, but the amount of accommodation available is considerably less than the fire & rescue service had at Whitegates. And there is still the contentious issue of car parking. How do you propose to accommodate personnel sufficiently?
- + When would a case be sent to the Home Secretary?
- + What happens after that?
- + What if the Home Secretary says yes?
- + What if the Home Secretary says no?
- + Will the PCC get a pay rise?
- + Isn't the fire & rescue service better placed within Norfolk County Council where it is already joined up with key departments such as health and social care?
- + You're not saving that much money, so what is the point?
- + Does the PCC have the experience to govern the fire service?
- + Communities have different relationships with their fire service than they do with the police. How would this impact on that?
- + Who would hold the PCC to account if he were to take over governance of the fire service?
- + Where can I find out more?

## News

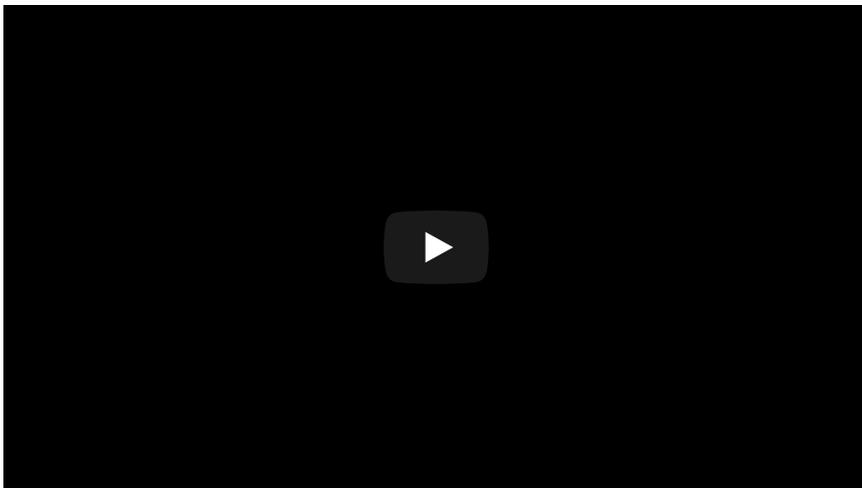
11 JUL 2018

### PCC launches public consultation over fire governance

#### CONSULTATION CLOSED

The 'A Case for Change' consultation on fire service governance in Norfolk ran for eight weeks from 11 July 2018. It closed to responses at 5pm on Wednesday 5 September 2018.

Norfolk's Police and Crime Commissioner (PCC), Lorne Green, has launched a consultation to seek public views on whether he should assume the governance of the county's fire and rescue service.



Norfolk Fire & Rescue Service (NFRS) is currently governed by Norfolk County Council's Communities Committee which also oversees libraries, museums, archives and arts.

Under the PCC's proposal, Lorne would become the Police, Fire and Crime Commissioner (PFCC) with a pledge to give the NFRS operational and financial independence while ensuring it retains its cultural identity.

Speaking today, as he launched the eight-week consultation, Lorne said: "People say that duplication of time, effort and resources makes no sense at all – and I agree.

"Some say if it ain't broke, don't fix it, to which my reply is that holding on to something that is good for now, may be the reason you don't have something better.

"There are some great examples of joint working between Norfolk Constabulary and Norfolk Fire & Rescue Service already underway but, if we are honest, successes have too often been slow, patchy and complicated."

In 2017, a new legal duty for the three main emergency services to collaborate was enacted by Parliament.

"This new legislation has presented an opportunity for PCCs to look at whether collaboration between the two services could be made simpler, faster and better", added Lorne.

"Can we cut duplication and bureaucracy, reinvigorate collaboration and move joint working further and faster for the greater effectiveness, efficiency and economy of our emergency services and, most importantly, the communities they serve? The answer from independent experts is yes.

"Having given careful consideration to all of the evidence provided to me in a thoroughly

researched business case, I have today launched a public consultation to seek the views of the Norfolk public on whether I should assume the governance of the county's fire and rescue service.

"As your PCC, I hold the police to account for the joint working, whilst the fire and rescue service is overseen by a committee at Norfolk County Council – which means twice the governance.

"I believe the governance of the fire service sits better alongside a fellow emergency service, rather than a council committee which also oversees libraries, museums, archives and arts.

"One of the real benefits of the role of PCCs is that it is not hamstrung or delayed by a complex structure of committees, sub-committees and immovable meetings. PCCs can make informed, evidence-based decisions in a sharper, quicker and more effective manner."

Under a Police, Fire and Crime Commissioner (PFCC):

- Joint working between fire & rescue and police will be simpler, faster and better.
- Better joint working will mean more efficient services.
- Improved efficiency can release £10 million over 10 years.
- Financial benefits will be reinvested in frontline services to improve public safety in our communities.
- The fire & rescue service will retain its cultural identity and gain operational and financial independence.
- Independence will mean greater transparency and accountability over where your money is spent.

The PCC believes this 'is a much better way of working for a safer Norfolk' and is keen to know what the Norfolk public, key stakeholders and partner agencies think.

"Let me be 100% clear – I'm not interested in a merger," he added.

"We are talking about two distinct services with distinct cultures, histories and traditions. That would not change. But a change of governance would allow us to do more to make our communities even safer.

"It is important that I now hear the views of the people of Norfolk and key partners before I make any final decisions. I await their views with interest."

To have your say, take the '[A Case for Change](#)' survey.



The '[A Case for Change](#)' consultation will run until 5pm Wednesday 5 September 2018.

A copy of the full '[A Case for Change](#) business case is available [here](#).

A copy of the [summary business case can be found here](#).

For a **full background** on the governance review click

[here](#).

Answers to [frequently asked questions](#) are available [here](#).

# News

25 JUL 2018

## PCC continues tour of county as part of fire governance consultation

### CONSULTATION CLOSED

The 'A Case for Change' consultation on fire service governance in Norfolk ran for eight weeks from 11 July 2018. It closed to responses at 5pm on Wednesday 5 September 2018.

Norfolk's Police and Crime Commissioner Lorne Green will this week be continuing his tour of the county to seek views from members of the public about the 'A Case for Change' fire consultation.

Lorne launched his public consultation on fire governance in the county on Wednesday 11 July.

Norfolk Fire & Rescue Service (NFRS) is currently governed by Norfolk County Council's Communities Committee. Under the PCC's proposal, Lorne would become the Police, Fire and Crime Commissioner (PFCC) with a pledge to give the NFRS operational and financial independence while ensuring it retains its cultural identity.

The PCC believes this is a much better way of working for a safer Norfolk and is keen to know what the Norfolk public, key stakeholders and partner agencies think.

Lorne will be at the following locations this week to speak with members of the public and allow them to have their say by taking part in the survey:

- **Wymondham, Morrisons superstore, today (25 July) from 2pm.**
- **Downham Market town centre, Thursday 26 July, from 12.30pm.**
- **Thetford, Tesco superstore, Friday 27 July, 10am to 12 noon.**
- **Attleborough, Sainsbury's superstore, Friday 27 July, 1.30pm to 3pm.**

"It is important that I now hear the views of the people of Norfolk and key partners before I make any final decisions," said Lorne.

"It has been really positive to have been able to speak face-to-face with so many members of the public already.

"I am looking forward to continuing my tour of the county and I hope as many people as possible will have their say. I await their views with interest."

**The 'A Case for Change' consultation will run until Wednesday 5 September 2018.**

**To have your say, take the ['A Case for Change'](#) survey.**

For a **full background** on the governance review click [here](#).

# News

01 AUG 2018

## PCC wants your views on fire governance as he tours county

### CONSULTATION CLOSED

The 'A Case for Change' consultation on fire service governance in Norfolk ran for eight weeks from 11 July 2018. It closed to responses at 5pm on Wednesday 5 September 2018.

As his consultation on the future governance of the county's Fire & Rescue Service continues, Norfolk's Police and Crime Commissioner (PCC) Lorne Green will again be out and about across the county this week seeking your views.

Norfolk Fire & Rescue Service (NFRS) is currently governed by Norfolk County Council's Communities Committee. Under the PCC's proposal, Lorne would become the Police, Fire and Crime Commissioner (PFCC) with a pledge to give the NFRS operational and financial independence while ensuring it retains its cultural identity.

Believing this is a much better way of working for a safer Norfolk, the PCC launched his eight-week 'A Case for Change' consultation on 11 July to find out what the Norfolk public, key stakeholders and partner agencies think.

Lorne will be at the following locations this week to speak with members of the public and invite them to have their say by taking part in the survey:

- Wednesday (1 August), 10.30am, Sainsbury's, Pound Lane in Thorpe
- Thursday (2 August), 11am, Tesco superstore in Great Yarmouth
- Friday (3 August), 10.30am, Tesco superstore in King's Lynn
- Saturday (4 August), 10am, Tesco in Stalham

"It is important to me that I hear the views of the people of Norfolk and key partners before I make any final decisions," said Lorne. "It has been really positive having the opportunity to speak face-to-face with so many members of the public already. As I continue my tour of the county, I hope as many people as possible will have their say. I await their views with interest."

The 'A Case for Change' consultation will run until **Wednesday 5 September 2018**.

For more information on the fire governance review, click [here](#).

To have your say, take the ['A Case for Change'](#) survey.

## News

03 AUG 2018

### PCC to mark fire consultation mid-point with open meeting in Dereham

#### CONSULTATION CLOSED

The 'A Case for Change' consultation on fire service governance in Norfolk ran for eight weeks from 11 July 2018. It closed to responses at 5pm on Wednesday 5 September 2018.

As his consultation on the future of fire service governance in Norfolk reaches its halfway point, the county's Police and Crime Commissioner (PCC) will be holding an open meeting in Dereham next week.

PCC Lorne Green launched the eight-week 'A Case for Change' consultation on 11 July inviting public views on a business case proposing he becomes Police, Fire and Crime Commissioner for Norfolk. If adopted, this proposal would make Lorne responsible for the governance of Norfolk Fire and Rescue Service, alongside that of Norfolk Constabulary.

Norfolk Fire and Rescue Service is currently governed by the County Council's Communities Committee which also oversees libraries, museums, archives and arts.

In the first four weeks of the consultation, the PCC has been to locations across Norfolk, including Attleborough, Thetford, Thorpe, Downham Market, Great Yarmouth, Hunstanton and King's Lynn, gathering public feedback on the proposal. He has also been running an online survey and has contacted and met with local stakeholders to seek their views.

"The level of response to the consultation so far has been fantastic", said the PCC. "We've had a lot of people going online to find out more about the proposal, what the business case says and to take the survey.

"It has also been really positive speaking face-to-face with so many members of the public as I've been out in supermarkets and market squares around the county in the last few weeks.

"Now, to mark the consultation's mid-way point, I'll be holding an open public meeting at Dereham's Memorial Hall on Wednesday evening. This meeting will be an ideal opportunity for people to come along and find out more about what is being proposed and why, ask their questions and share their views with me.

"I look forward to seeing lots of Norfolk residents there on Wednesday."

**The 'A Case for Change' open public meeting will take place at Dereham Memorial Hall, 62a Norwich St, Dereham, NR19 1AD from 6pm on Wednesday 8 August 2018.**

**The 'A Case for Change' consultation will run until Wednesday 5 September 2018.**



A copy of the full ['A Case for Change' business case is available here.](#)

A copy of the [summary business case can be found here.](#)

For a **full background** on the governance review click [here.](#)

Answers to [frequently asked questions are available](#)

[here.](#)

To have your say now, take the ['A Case for Change'](#) survey.



## News

06 AUG 2018

### **PCC to visit Fakenham and Dereham this week as fire governance consultation continues**

#### **CONSULTATION CLOSED**

The 'A Case for Change' consultation on fire service governance in Norfolk ran for eight weeks from 11 July 2018. It closed to responses at 5pm on Wednesday 5 September 2018.

There will be more opportunities for the public to have their say on the future of fire service governance in Norfolk this week as the Police and Crime Commissioner (PCC) continues his tour of the county.

As his 'A Case for Change' consultation reaches its half-way point, PCC Lorne Green will be spending time in Fakenham and Dereham seeking views on his proposal to become Police, Fire and Crime Commissioner for Norfolk, taking over the governance of Norfolk Fire and Rescue Service from Norfolk County Council's Communities Committee.

The PCC will be in the following locations this week:

- Tuesday 7 August – Fakenham Town Centre from 11am to 1.30pm
- Wednesday 8 August – Dereham Town Centre from 2pm to 4pm, followed by an open public meeting in the Memorial Hall from 6pm.

Lorne is also planning to be in Morrisons in Diss on Tuesday 14 August (10am to 1pm), and Swaffham market place on Saturday 18 August (10am to 3pm)

"It is important to me that I hear the views of the people of Norfolk, key partners and stakeholders before I make any final decisions," said Lorne.

"It's been very interesting and really useful speaking face-to-face with so many members of the public already. I look forward to meeting with and exploring the views of many more before the consultation closes next month.

"And, of course, the survey on my website will remain live for the duration of the consultation for anyone wishing to have their say in that way.

**The 'A Case for Change' consultation closes on Wednesday 5 September 2018.**

**For more information on the fire governance review, and to take the online survey, click [here](#).**



## News

15 AUG 2018

### PCC continues fire consultation with visits to King's Lynn, North Walsham, Swaffham, Sheringham and Cromer

#### CONSULTATION CLOSED

The 'A Case for Change' consultation on fire service governance in Norfolk ran for eight weeks from 11 July 2018. It closed to responses at 5pm on Wednesday 5 September 2018.

With three weeks of his public consultation left, Norfolk's Police and Crime Commissioner (PCC) Lorne Green is continuing his tour of the county seeking views on his ['A Case for Change' fire consultation](#).

The PCC's consultation on a proposed change of fire service governance in Norfolk launched on 11 July, and people have until 5 September to have their say.

Norfolk Fire & Rescue Service (NFRS) is currently governed by Norfolk County Council's Communities Committee which also oversees a number of departments including libraries, museums, archives and arts.

Under the PCC's proposal, Lorne would become the Police, Fire and Crime Commissioner (PFCC) with a pledge to give the NFRS operational and financial independence while ensuring it retains its cultural identity.

The PCC believes this is a much better way of working for a safer Norfolk and is keen to know what the Norfolk public, key stakeholders and partner agencies think.

Lorne will be at the following locations over the next week to speak with members of the public, inviting them to have their say and take part in the survey:

- **King's Lynn, Hardwick Sainsburys, Thursday 16 August, 10.30am to 12 noon**
- **King's Lynn, Morrisons, Thursday 16 August, 2pm to 4pm**
- **North Walsham, Sainsburys, Friday 17 August, 2pm to 4pm**
- **Swaffham, market place, Saturday 18 August, from 10am**
- **Sheringham, Tesco superstore, Tuesday 21 August, 10am to 12 noon**
- **Cromer, seafront, Tuesday 21 August, 2pm to 4pm.**

"There has been a great response to the consultation so far and I've had the opportunity to speak face-to-face with people all across the county", said Lorne.

"There is still time for people to have their say and I look forward to meeting many more members of the Norfolk public as I continue my tour of the county over the coming weeks."

**For more information and to have your say, visit <https://www.norfolk-pcc.gov.uk/fire-governance-review/>**

## News

23 AUG 2018

### Two weeks left to take part in PCC's fire governance consultation

#### CONSULTATION CLOSED

The 'A Case for Change' consultation on fire service governance in Norfolk ran for eight weeks from 11 July 2018. It closed to responses at 5pm on Wednesday 5 September 2018.

As he enters the final two weeks of his 'A Case for Change' consultation, Norfolk's Police and Crime Commissioner (PCC), Lorne Green, is continuing to gather feedback from residents across the county.

The PCC [launched the consultation](#) on his proposal to become Police, Fire and Crime Commissioner for Norfolk on 11 July, and has visited locations across the county over the past six weeks answering questions and exploring people's views.

Norfolk Fire & Rescue Service (NFRS) is currently governed by Norfolk County Council's Communities Committee which also oversees a number of departments including libraries, museums, archives and arts. Under the PCC's proposal, Lorne would take on the governance of the fire service alongside that of fellow emergency service Norfolk Constabulary.

Lorne will be at the following locations over the next week to speak with members of the public, inviting them to have their say and take part in the survey:

- **Long Stratton Co-op, Friday 24 August, from 11am**
- **Gorleston Morrisons, Thursday 30 August, from 10.30am**
- **Gorleston town centre, Thursday 30 August, from 2pm**
- **Norwich market, Monday 3 September, from 10.30am.**

"It's important to me that people have the opportunity to have their say on what is being proposed and, as well as running an online survey, I've been speaking face-to-face with Norfolk residents all across the county," said Lorne.

"There is still time for people to share their views with me before the consultation closes on 5 September."

**For more information on how to have your say, along with answers to frequently asked questions about the PCC's business case, visit <https://www.norfolk-pcc.gov.uk/fire-governance-review/>**

## News

04 SEP 2018

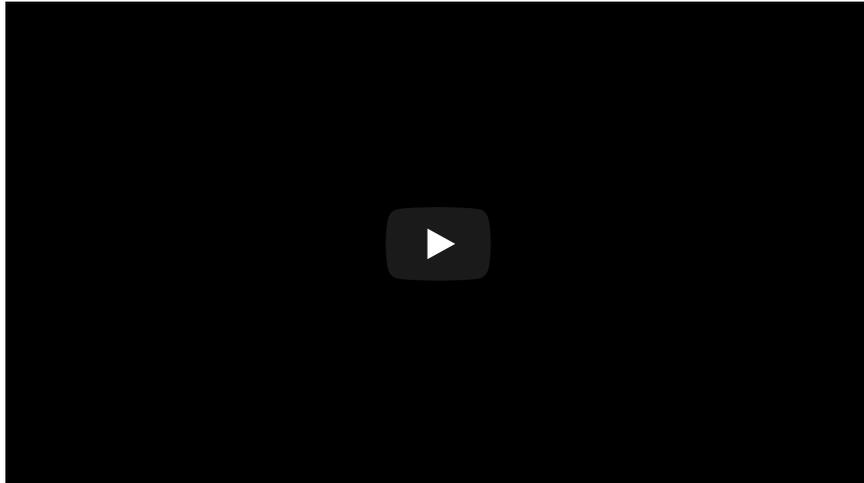
### Last chance to have your say on PCC's fire governance proposal

#### CONSULTATION CLOSED

The 'A Case for Change' consultation on fire service governance in Norfolk ran for eight weeks from 11 July 2018. It closed to responses at 5pm on Wednesday 5 September 2018.

There is one day left for the Norfolk public, partner agencies and stakeholders to have their say on the Police and Crime Commissioner's (PCC) proposal to become Police, Fire and Crime Commissioner for the county.

The eight-week consultation, which invites feedback on a change of governance for Norfolk Fire & Rescue Service, will close to responses at 5pm on Wednesday 5 September 2018.



Norfolk Fire & Rescue Service (NFRS) is currently governed by Norfolk County Council's Communities Committee which also oversees libraries, museums, archives and arts.

Under the PCC's proposal, Lorne would become the Police, Fire and Crime Commissioner (PFCC) with a pledge to give the NFRS operational and financial independence while ensuring it retains its cultural identity.

Speaking at the launch of the consultation on 11 July 2018, Lorne said: "People say that duplication of time, effort and resources makes no sense at all – and I agree.

"Some say if it ain't broke, don't fix it, to which my reply is that holding on to something that is good for now, may be the reason you don't have something better.

"There are some great examples of joint working between Norfolk Constabulary and Norfolk Fire & Rescue Service already underway but, if we are honest, successes have too often been slow, patchy and complicated."

In 2017, a new legal duty for the three main emergency services to collaborate was enacted by Parliament.

"This new legislation has presented an opportunity for PCCs to look at whether collaboration between the two services could be made simpler, faster and better", added Lorne.

"Can we cut duplication and bureaucracy, reinvigorate collaboration and move joint working

further and faster for the greater effectiveness, efficiency and economy of our emergency services and, most importantly, the communities they serve? The answer from independent experts is yes.

“Having given careful consideration to all of the evidence provided to me in a thoroughly researched business case, I have today launched a public consultation to seek the views of the Norfolk public on whether I should assume the governance of the county’s fire and rescue service.

“As your PCC, I hold the police to account for the joint working, whilst the fire and rescue service is overseen by a committee at Norfolk County Council – which means twice the governance.

“I believe the governance of the fire service sits better alongside a fellow emergency service, rather than a council committee which also oversees libraries, museums, archives and arts.

“One of the real benefits of the role of PCCs is that it is not hamstrung or delayed by a complex structure of committees, sub-committees and immovable meetings. PCCs can make informed, evidence-based decisions in a sharper, quicker and more effective manner.”

Under a Police, Fire and Crime Commissioner (PFCC):

- Joint working between fire & rescue and police will be simpler, faster and better.
- Better joint working will mean more efficient services.
- Improved efficiency can release £10 million over 10 years.
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The PCC believes this ‘is a much better way of working for a safer Norfolk’ and is keen to know what the Norfolk public, key stakeholders and partner agencies think.

“Let me be 100% clear – I’m not interested in a merger,” he added.

“We are talking about two distinct services with distinct cultures, histories and traditions. That would not change. But a change of governance would allow us to do more to make our communities even safer.

“It is important that I now hear the views of the people of Norfolk and key partners before I make any final decisions. I await their views with interest.”

To have your say, take the [‘A Case for Change’](#) survey.



The ‘A Case for Change’ consultation will run until 5pm Wednesday 5 September 2018.

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For a **full background** on the governance review click

[here](#).

Answers to [frequently asked questions](#) are available [here](#).

## News

06 SEP 2018

### **PCC thanks Norfolk public for response as fire governance consultation closes**

For two months, the county's Police and Crime Commissioner (PCC) Lorne Green has been seeking views about his 'A Case for Change' proposals.

Norfolk Fire & Rescue Service (NFRS) is currently governed by Norfolk County Council's Communities Committee which also oversees a number of departments including libraries, museums, archives and arts.

Under the PCC's proposals, Lorne would become Police, Fire and Crime Commissioner (PFCC), taking on the governance of the fire service alongside that of fellow emergency service Norfolk Constabulary.

Believing this to be a much better way of working for a safer Norfolk, the PCC launched an eight-week public consultation on 11 July. That consultation officially closed at 5pm on Wednesday (5 September).

Over the past eight weeks, Lorne has been encouraging the Norfolk public, key stakeholders and partner agencies to have their say. He has travelled from King's Lynn to Gorleston, Cromer to Diss, and Loddon to Hunstanton speaking with people, answering questions and gathering views. People have also been having their say in other ways, including online, by email, by letter and by phone.

"I believe that, as a public servant, I have a duty to explore every possibility to deliver public services in the most effective, most efficient and most economical way", Lorne said.

"There is a case for change where governance of our fire service is concerned. I chose to take that case to public consultation as I strongly believe it would enable us to do even more to protect the vulnerable and make our communities even safer. It was, however, really important to me that people had the opportunity to make up their own minds and share their views with me."

"The eight-week consultation period has now ended. There has been a huge level of response from the Norfolk public, partners and stakeholders – far exceeding any consultation run by the Office of the Police and Crime Commissioner (OPCCN), or indeed many of our public sector partners, before. At this stage, I want to thank everyone who has taken the time to consider my proposal and submit their views.

"Regarding next steps, my office, with the help of an independent panel, will now take the required time to thoroughly analyse the results and comments received. This will allow a full consultation response report to be compiled.

"Once that piece of work is completed, it will then be down to me to consider that report and all the feedback – which will, of course, be made public – before making a decision on how to proceed."

## News

11 SEP 2018

### Clarity on presentation of consultation responses

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) would like to offer some clarity on the presentation of comments and feedback from the recent fire governance consultation.

All comments and feedback submitted in response to the PCC's consultation will be considered and taken into account by Lorne Green in making a decision on how to proceed. In order to ensure transparency in this process, all comments and feedback will also be made public; they will be published on the Norfolk PCC website and included in the full consultation report.

For the purpose of publishing the consultation responses, it is necessary for some redacting of some individual words and remarks to take place. There are instances in the feedback received where people have included their own personal information – such as names, addresses, email addresses – or other people's personal information. To protect those details, it is right and proper that such content is redacted from the comments before they are made publicly available. There are also instances where individuals have used abusive or offensive language in their responses. The OPCCN will not publish this language – the sentiment of the comment will remain, but those words/phrases may be redacted. The same applies for anything found to be libellous.

If a remark or comment is redacted, that person's vote and views will still be counted and considered.



# A Case for Change

## A better way of working for a safer Norfolk

A summary business case for changing the governance  
of the Norfolk Fire & Rescue Service

Published July 2018



## A message from PCC Lorne Green



As Police and Crime Commissioner (PCC), I spend a lot of time meeting and speaking with the people of Norfolk. One of the clear themes to emerge from those conversations is a wish to see more joint working between public services. People say that duplication of time, effort and resources makes little sense. And I agree.

There are some great examples of joint working between Norfolk Constabulary and Norfolk Fire & Rescue Service already underway. However, if we are honest, successes have too often been slow, patchy and complicated. We have a PCC holding the police to account for the joint working, whilst the fire & rescue service is overseen by a committee at Norfolk County Council – meaning twice the governance.

One of the real benefits of the role of PCC is that it is not hampered and delayed by a complex structure of committees, sub committees and immovable meetings. PCCs can make informed, evidence-based decisions in a sharper, quicker and more effective manner.

In 2017, a new legal duty for the three main emergency services to collaborate was enacted by Parliament. This legislation provides PCCs with the opportunity to explore whether collaboration could be made simpler, faster and better, with specific reference to police and fire & rescue. For me, this was the catalyst for change. Could we cut duplication and bureaucracy, reinvigorate collaboration and move joint working further and faster? The answer from independent experts was yes.

After carefully reviewing all the evidence, I strongly believe there is **a Case for Change**.

A change of governance would mean:

- Collaboration between our fire & rescue service and police force will go much further and at a faster pace
- Bureaucracy and duplication will be cut and efficiency will be improved
- Efficiencies gained over time will be reinvested in the service
- There will be greater transparency, greater dedicated focus and greater access for the public to hold their fire & rescue service to account
- The governance of fire & rescue will sit alongside the governance of a fellow emergency service, rather than with libraries, museums, archives, arts and events.

I do want to be 100% clear that I'm not interested in a merger. Even with a change of governance, firefighters would remain firefighters and police officers would remain police officers. We are talking about two distinct services with distinct cultures, histories and traditions; both are rightfully proud to serve. That would not change.

My message is clear: a change of governance would allow us to do even more to protect the vulnerable and make our communities even safer. However, it is important to me to hear the views of the people of Norfolk, key partners and stakeholders and those within our emergency services. Those views will help me decide whether to submit a case for change to the Home Secretary.

I await your views with interest.

Lorne Green, Police and Crime Commissioner for Norfolk

## The background

In 2017, a new legal duty for the three main emergency services to collaborate was enacted by Parliament. This legislation provided PCCs with the opportunity to explore whether joint working between police and fire & rescue could be made simpler, faster and better.

The Policing and Crime Act 2017 enables PCCs to take on responsibility for the governance of local fire & rescue services where a local case is made. A local case needs to appear to the Secretary of State to be in the interest of economy, efficiency and effectiveness, or public safety, determined by key tests set out in the legislation.

The options enabled by the legislation are:

- 1. Enhanced voluntary collaboration:** Continue with the Fire & Rescue Authority, which is embodied by a County Council committee, and continue with collaboration where appropriate.
- 2. Representation model:** Continue with the Fire & Rescue Authority as part of the County Council, but give the PCC a seat on the Authority.
- 3. Governance model:** Move Norfolk Fire & Rescue Service under the governance of the PCC (who will become Police, Fire and Crime Commissioner), where Norfolk Fire & Rescue Service will separate from Norfolk County Council and become an independent organisation in its own right.
- 4. Single employer model:** Move the Fire & Rescue Authority under the governance of the PCC by creating a single organisation that includes both fire and police under the command and control of a new Emergency Services Chief Officer.

## The review

On the instruction of the PCC, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) appointed independent experts Grant Thornton to carry out a review and appraisal of the four options.

The project was split into two phases:

- **Phase 1:** An appraisal of the options and the development of an outline business case.

This was to allow the PCC to decide whether it was worth exploring any of the options in greater detail in the form of a full business case. The outline business case was presented to the PCC in January 2018 and can be found at [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk).

- **Phase 2:** Development of a full business case.

The PCC agreed with the experts' analysis which recommended option 3 (the governance model), and he decided it was worth exploring a case for change. In February 2018, the PCC took the decision to proceed to phase 2 of the project. A full business case has therefore been co-ordinated and compiled by the OPCCN and Grant Thornton with detail, ideas and data provided by a number of key partners, including senior representatives from Norfolk Fire & Rescue Service, Norfolk Constabulary and Norfolk County Council.

This document is a summary of that full business case, which can be found at [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk) or requested via the OPCCN by telephone on 01953 424455 or email to [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk).

## Summary of the options

<b>Critical Success Factors</b>	<b>Option 1 Enhanced voluntary collaboration</b>	<b>Option 2 Representation model</b>	<b>Option 3 Governance model</b>	<b>Option 4 Single employer model</b>
<b>Economy and efficiency</b>	Moderate additional financial benefit	Moderate additional financial benefit	Significant additional financial benefit	Optimum financial benefit
<b>Effectiveness (improving public safety)</b>	Moderate improvement in effectiveness	Moderate improvement in effectiveness	Optimum improvement in effectiveness	Significant improvement in effectiveness
<b>Maintaining public safety</b>	No threat to public safety	No threat to public safety	No threat to public safety	Some risk to public safety from disruption
<b>Deliverability</b>	Minimal change proposed	Minimal change proposed	Straight forward to deliver under an effective transition plan	High risk of failure to deliver
<b>Overall assessment</b>	Moderate additional benefit over current model	Moderate additional benefit over current model, but with more complex governance	Strongest option offering the best balance of additional benefits while minimising risk	Significant financial benefit but effectiveness and public safety affected by difficulty of delivery
<b>Ranking</b>	<b>2nd</b>	<b>3rd</b>	<b>1st</b>	<b>4th</b>

Further details of the four options and their analysis against the critical success factors can be found in the outline and full business cases which are published at [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk) or can be requested via the OPCCN by telephone on 01953 424455 or email to [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk).

## What option 3 means for Norfolk

Oversight of Norfolk Fire & Rescue Service currently sits with a Norfolk County Council committee that also oversees museums, libraries and archives, among other services.

Oversight of Norfolk Constabulary sits with the PCC.

In order to improve joint working between fire and police, and cut duplication and bureaucracy, option 3 proposes to create a Police, Fire and Crime Commissioner for Norfolk. This will involve Norfolk Fire & Rescue Service separating from Norfolk County Council and becoming an independent organisation in its own right.

### **Under a Police, Fire and Crime Commissioner:**

- Joint working between fire & rescue and police will be simpler, faster and better.
- Better joint working will mean more efficient services.
- Improved efficiency can release £10 million over 10 years.
- Financial benefits will be reinvested in frontline services to improve public safety in our communities.
- The fire & rescue service will retain its cultural identity and gain operational and financial independence.
- Independence will mean greater transparency and accountability over where your money is spent.

The PCC believes **this is a better way of working for a safer Norfolk.**

## What has happened elsewhere

A number of PCCs have already explored the available options around fire & rescue governance.

Essex has already had its local case approved and now has a Police, Fire and Crime Commissioner.

Business cases for Staffordshire, Northamptonshire, West Mercia, Cambridgeshire and North Yorkshire have been approved by the Home Secretary and will see the creation of Police, Fire and Crime Commissioners.

A number of others PCCs have either submitted their business cases to the Home Secretary or are exploring options for the future governance of their local fire & rescue services.



## More about the proposal

After carefully and thoroughly reflecting on the full business case, the PCC decided there was a powerful case for changing the oversight of Norfolk Fire & Rescue Service which would greatly benefit the county.

A new governance model for fire & rescue through the creation of a Police, Fire and Crime Commissioner will drive joint working further and faster, and mean Norfolk realises benefits in improving public safety and making more efficient use of resources.

It will also provide a new level of financial and strategic independence for Norfolk Fire & Rescue Service, by moving it out of the control of the County Council and giving the service control of its own finances.

The full business case found that there was the potential to unlock £10 million of financial efficiencies over the next 10 years. The intention is to enable chief officers to reinvest in the service, people, training and development, as well as offering financial resilience for the future and covering any costs of the change.

The importance of Norfolk Fire & Rescue Service's unique identity, its history and its reputation in the community is fully recognised. This is seen as a key asset on which the success of this change will be built.

The core roles of fire & rescue and police will remain distinct and separate – this will make sure that the community benefits from closer collaboration between the services in those areas where it can make a real difference.

The Police, Fire and Crime Commissioner will become the Norfolk Fire & Rescue Authority and delegate strategic, financial and operational management responsibilities for fire & rescue to the Chief Fire Officer.

The Police, Fire and Crime Commissioner will work directly with the Chief Fire Officer and the Chief Constable to set common strategic goals for collaboration and investment in emergency services. Both chiefs will be held to account in making sure that benefits to the community are realised. A unified strategic approach, with clear lines of responsibility and decision making, will make it easier to work with other partners, including other blue light services.

The Police, Fire and Crime Commissioner will be able to raise a separate portion of the council tax for Norfolk Fire & Rescue Service, meaning it will be easier for people to see where their money is spent, and how much is being spent on fire & rescue services in the county.



## Have your say

The PCC believes that, based on the evidence, there is a powerful case for changing the oversight of Norfolk Fire & Rescue Service and that this would greatly benefit the county.

**What do you think? The PCC wants your views.**

## Take part in the consultation

The PCC will be running a consultation between 11 July 2018 and 5 September 2018, inviting feedback from the Norfolk public, key stakeholders and partner agencies.

To have your say, you can:

- Take the online survey at [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)
- Share your views by email to [TellLorne@norfolk.pnn.police.uk](mailto:TellLorne@norfolk.pnn.police.uk)
- Give your feedback over the telephone by calling **01953 424455**
- Put your thoughts in writing and send by post to **Fire Consultation, OPCCN, Building 8, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.**

This document is a summary of the information within the full business case. If you would like more information, please visit [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk) where you can find the outline and full business cases. Those documents can also be requested in hard copy from the OPCCN by telephone on 01953 424455 or email to [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk)

If you require the information within this document in an alternative format, please contact the OPCCN using the contact details above.

## What happens next?

Following the consultation, the business case will be updated to reflect any queries or amendments raised by the public, key stakeholders and partners.

The updated document will then be reviewed again by the PCC, alongside the consultation feedback, before he makes his final decision on whether or not to proceed with the proposal.

If the PCC makes the decision to proceed, the final business case will be submitted to the Home Secretary for a decision as to whether an order for the change of governance will be issued.



OFFICE OF THE POLICE & CRIME  
COMMISSIONER FOR NORFOLK

**Postal address:** OPCCN, Building 8, Jubilee House,  
Falconers Chase, Wymondham, Norfolk, NR18 0WW

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**Website:** [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)

# A Case for Change

Hard copy survey

## Have your say



***It is proposed that the Police and Crime Commissioner should become the Police, Fire and Crime Commissioner, having overall responsibility for the governance of both Norfolk Fire & Rescue Service and Norfolk Constabulary.***

Do you agree or disagree with this proposal? (please tick)

Agree

Disagree

Any other comments?

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***About you. Please tell us...***

Do you work for any of the following (including in a voluntary capacity)?

Norfolk Fire and Rescue Service

Norfolk Constabulary

Norfolk County Council (non fire service staff)

None of the above

In which area of Norfolk do you live? (please circle)

Breckland

Broadland

Great Yarmouth

Norwich

North Norfolk

South Norfolk

King's Lynn and West Norfolk

What is your gender? (please circle)

Male

Female

Rather not say

Other - Please specify: \_\_\_\_\_

What age group are you? (please circle)

Under 16

16-24

25-34

35-44

45-54

55-64

65-74

75+

What is your ethnic background? (please circle)

White: English/Welsh/Scottish/Northern Irish/British

White: Irish

White: Gypsy or Irish Traveller

White: Other

Mixed: White and Black Caribbean

Black: African

Mixed: White and Black African

Black: Caribbean

Mixed: White and Asian

Black: Other

Mixed: Other

Asian: Indian

Other: Arab

Asian: Pakistani

Other: Other ethnic background

Asian: Bangladeshi

Asian: Chinese

Rather not say

Asian: Other

To read the full business case, or take this survey online,  
visit: **[www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)**

Please return your completed form by 5 September 2018 to:  
OPCCN, Building 8, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.



# A Case for Change

A better way of working  
for a safer Norfolk

**HAVE YOUR SAY**

In 2017, a new legal duty for the three main emergency services to collaborate was enacted by Parliament.

This provided Police and Crime Commissioners (PCCs) with the opportunity to explore whether collaboration, specifically between police and fire & rescue services, could be made simpler, faster and better.

Norfolk's PCC, Lorne Green, commissioned a project to find out whether, by changing how our county's fire & rescue service is governed, genuine benefits for the people of Norfolk and our emergency services could be delivered.

Having reviewed all the evidence, the PCC believes there is **A Case for Change** and he wants to hear your views.

You can have your say by completing and returning the survey form within this leaflet by 5 September 2018. Alternatively, you can take the survey online at [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)

Information leaflet

## What would change?

Norfolk's fire & rescue service is currently governed by Norfolk County Council through the work of its Communities Committee.

Under this proposal, Norfolk's PCC would become Police, Fire and Crime Commissioner, responsible for the governance of both fire & rescue and the police.

## What could be gained?

- Joint working between fire & rescue and police will be simpler, faster and better.
- Better joint working will mean more efficient services.
- Improved efficiency can release £10 million over 10 years.
- Financial benefits will be reinvested in frontline services to improve public safety in our communities.
- The fire & rescue service will retain its cultural identity and gain operational and financial independence.
- Independence will mean greater transparency and accountability over where your money is spent.

Your PCC, Lorne Green, thinks this is **a better way of working for a safer Norfolk.**



“After carefully reviewing all the evidence, I strongly believe there is **A Case for Change.**”

I want to be 100% clear that I'm not interested in merger. We are talking about two distinct services with distinct cultures, histories and traditions. That would not change.

However, a change of governance would allow us to do more to protect the vulnerable and make our communities even safer.

It is important to me to hear the views of the people of Norfolk, key partners and stakeholders, and those within our emergency services. The full business case is available at **[www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)**. I await your response with interest.”



Have your say



OFFICE OF THE POLICE & CRIME  
COMMISSIONER FOR NORFOLK

***It is proposed that the Police and Crime Commissioner should become the Police, Fire and Crime Commissioner having overall responsibility for the governance of both Norfolk Fire & Rescue Service and Norfolk Constabulary.***

Do you agree or disagree with this proposal? (please tick)

I agree

I disagree

Any comments?

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***About you. Please tell us...***

Do you work for any of the following  
(including in a voluntary capacity)?

Norfolk Fire & Rescue Service

Norfolk Constabulary

Norfolk County Council (non fire service staff)

None of the above

In which area of Norfolk do you live? (please circle)

Breckland      Broadland      Great Yarmouth      North Norfolk  
King's Lynn and West Norfolk      Norwich      South Norfolk

What is your gender? (please circle)

Male      Female      Rather not say      Other - please specify:  
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What age group are you? (please circle)

Under 16      16-24      25-34      35-44  
45-54      55-64      65-74      75+

What is your ethnic background? (please circle)

White: English/Welsh/Scottish/  
Northern Irish/British

White: Irish

White: Gypsy or Irish Traveller

White: Other

Mixed: White and Black Caribbean

Mixed: White and Black African

Mixed: White and Asian

Mixed: Other

Other: Arab

Black: African

Black: Caribbean

Black: Other

Asian: Indian

Asian: Pakistani

Asian: Bangladeshi

Asian: Chinese

Asian: Other

Other: Other ethnic background

Rather not say

Please return your completed form by 5 September to OPCCN, Building 8,  
Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.

Alternatively, take this survey online at [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)



OFFICE OF THE POLICE & CRIME  
COMMISSIONER FOR NORFOLK

# A Case for Change

A better way of working  
for a safer Norfolk

**HAVE YOUR SAY**

Postcard

*Lorne Green, Police & Crime Commissioner (PCC) for Norfolk, wants your views on a proposal to change the way the county's fire & rescue service is governed.*

### What would change?

Norfolk's fire & rescue service is currently governed by Norfolk County Council through the work of its Communities Committee.

Under this proposal, Norfolk's PCC would become Police, Fire and Crime Commissioner, responsible for the governance of both fire & rescue and the police.

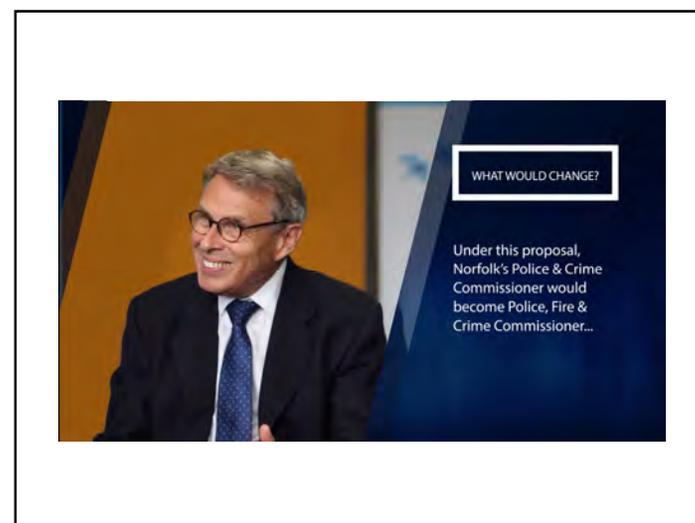
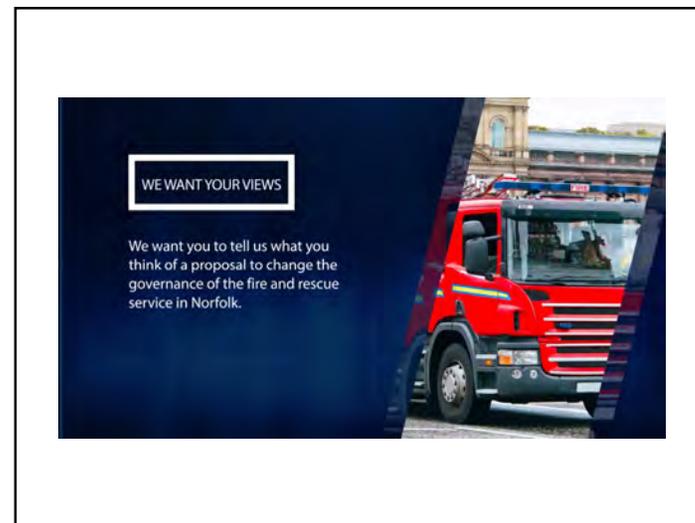
### What could be gained?

- Joint working between fire & rescue and police will be simpler, faster and better.
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- Improved efficiency can release £10 million over 10 years.
- Financial benefits will be reinvested in frontline services to improve public safety in our communities.
- The fire & rescue service will retain its cultural identity and gain operational and financial independence.
- Independence will mean greater transparency and accountability over where your money is spent.

PCC Lorne Green believes this is **a better way of working for a safer Norfolk**. What do you think?

**To read the full business case and have your say by 5 September 2018, visit [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)**







WHAT WOULD CHANGE?

...becoming responsible for the joint governance of both fire & rescue and the police.

WHAT COULD BE GAINED?

Simpler, faster and better joint working between police and fire

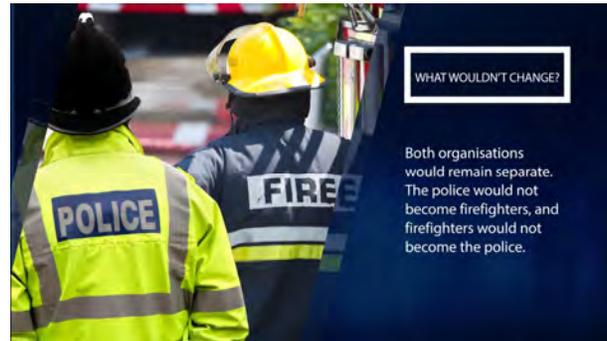
More efficient services releasing £10m over 10 years

Financial benefits reinvested in frontline services

WHAT COULD BE GAINED?

Operational and financial independence for the fire service

Greater transparency over how and where your money is spent.



WHAT WOULDN'T CHANGE?

Both organisations would remain separate. The police would not become firefighters, and firefighters would not become the police.



WHAT WOULDN'T CHANGE?

Both would keep their separate uniforms and deliver separate skills, but they would work more closely together to keep you safe.



WHAT WOULDN'T CHANGE?

The Chief Fire Officer and Chief Constable would remain in operational control of their individual services.



A CASE FOR CHANGE?

Do you think this is a better way of working for a safer Norfolk?

We want your views.



HAVE YOUR SAY

For more information and to take the survey, go to:

[www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)

Survey closes 5 September