

Scrutiny Committee

Date: **Thursday 16 March 2023**

Time: **10 am**

Venue: **Council Chamber, County Hall, Martineau Lane,
Norwich NR1 2DH**

Membership:

Cllr Steve Morphew (Chair)	
Cllr Lana Hemsall (V Chair)	
Cllr Carl Annison	Cllr Brian Long
Cllr Lesley Bambridge	Cllr Ed Maxfield
Cllr Phillip Duigan	Cllr Jamie Osborn
Cllr Barry Duffin	Cllr Richard Price
Cllr Mark Kiddle-Morris	Cllr Brian Watkins
Cllr Keith Kiddie	

Parent Governor Representatives

Mr Giles Hankinson
Vacancy

Church Representatives

Ms H Bates
Mr Paul Dunning

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene

and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

A g e n d a

1 To receive apologies and details of any substitute members attending

2. Minutes

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To confirm the minutes of the meeting held on 15 February 2023

3. Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 10 March 2023**. For guidance on submitting a public question, please visit <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>

5 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 10 March 2023**

6 Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26

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Report by Director Norfolk Fire and Rescue Service / Chief Fire Officer

Tom McCabe
Head of Paid Service
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 8 March 2023



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Scrutiny Committee

Minutes of the Meeting Held on 15 February 2023
at 10 am at County Hall Norwich

Present:

Cllr Steve Morpew (Chair)
Cllr Lana Hemsall (Vice Chair)
Cllr Carl Annison
Cllr Lesley Bambridge
Cllr Phillip Duigan
Cllr Barry Duffin
Cllr Mark Kiddle-Morris

Cllr Keith Kiddie
Cllr Brian Long
Cllr Ed Maxfield
Cllr Jamie Osborn

Also, present (who took a part in the meeting):

Cllr Andrew Proctor	Leader of the Council
Cllr John Fisher	Cabinet Member for Children's Services
Cllr Graham Peck	Cabinet Member for Commercial Services and Asset Management
Cllr Andrew Jamieson	Cabinet Member for Finance
Craig Chalmers	Director of Community Social Work
Titus Adam	Head of Strategic Finance, Service Budgeting & Accounting
Tom McCabe	Head of Paid Service
Simon George	Executive Director of Finance and Commercial Services
Paul Cracknell	Executive Director, Strategy and Transformation
Peter Randall	Democratic Support and Scrutiny Manager
Tim Shaw	Committee Officer

1 Apologies for Absence

- 1.1 Apologies were received from Cllr Richard Price, Cllr Brian Watkins, Ms Helen Bates (Church Representative), Giles Hankinson (Parent Governor) and Mr Paul Dunning (Church Representative).

2 Minutes

- 2.1 The minutes of the previous meetings held on 26 January 2023 were confirmed as an accurate record and signed by the Chair.

3. Declarations of Interest

- 3.1 There were no declarations of interest.
- 4. Public Question Time**
- 4.1 There were two public questions which together with their answers can be found at Appendix A to these minutes.
- 5. Local Member Issues/Questions**
- 5.1 There were no local member issues/questions.
- 6 Call In**
- 6.1 The Committee noted that there were no call-in items.
- 7 Norfolk County Council Budget 2023-24**
- 7.1 The annexed report (7) was received.
- 7.2 The Scrutiny Committee received a report that provided an overview of the Council's proposed 2023-24 Revenue Budget and Medium-Term Financial Strategy 2022-27 (considered at Appendix A) and Capital Strategy and Programme 2023-24 (considered at Appendix B) as these matters were presented to Cabinet and would be considered by Full Council.
- 7.3 It was noted that an extract from the Briefing for Councillors prepared by the Executive Director of Finance and Commercial Services (that formed part of the agenda papers for the next meeting of Full Council) had been sent to Members prior to this meeting. This document set out changes in the final Local Government settlement and corrections to the Cabinet budget papers.
- 7.4 Cllr Andrew Proctor, Leader of the Council, and Cllr Andrew Jamieson, Cabinet Member for Finance, explained how the report was the culmination of the budget setting process, built on previous reports to support effective member challenge of strategic and financial planning at a time when the Council had to deal with rising cost pressures, a £60m Budget gap for 2023-24, and more people requiring adults and children's services. They said that the Administration planned to put to Full Council a robust and sustainable budget that delivered on key priorities, supported the delivery of a County Deal to unlock future investment, and placed continuing transformation of the way services were delivered at the heart of cost control initiatives. The proposed level of Council Tax was set at a level that took account of the budgetary pressures people were facing.
- 7.5 Norfolk County Council 2023-24 Revenue Budget and Medium-Term Financial Strategy 2023-27**
- 7.6 The annexed report (7A) was received. This report set out the Norfolk County Council Revenue Budget 2023-24 and Medium-Term Financial Strategy 2023-27.
- 7.7 Cllr Andrew Jamieson (Cabinet Member for Finance) was present along with other Cabinet Members (Cllrs Andrew Proctor, Leader of the Council, Cllr John Fisher, Cabinet Member for Children's Services and Cllr Graham Peck, Cabinet Member for

Commercial Services and Asset Management) to answer Councillors questions about the budget and the actions that were being taken.

7.8 The issues that were considered by the Committee included the following:

- The Chair said that he had expected the consultation on the strategic review to have been completed in time for the full year savings to form part of the 2023-24 budget. In reply, the Cabinet Member for Finance said that the overall figure of £17m of savings from the strategic review for 2023-24 remained unchanged from when this matter was considered by Cabinet in January 2023. Many of the savings from the strategic review did not require staff consultation. Those posts that were subject to consultation in February and March 2023 were part year savings in the budget for 2023-24. The strategic review would be an ongoing process and could be expected to achieve further savings in subsequent financial years.
- The Head of Paid Service said that the strategic review was a three-year process although most of the savings would have a full year effect on the budget for 2023-24.
- The Chair said that the 30-day staff consultation period implied that that there were fewer than 100 posts in scope that made up the £17m of cost savings from the strategic review. In reply, the Cabinet Member for Finance added that there were savings from posts within the scope of the review that were not currently filled and other savings such as travel costs and savings that arose from the transformation of services that made up a significant part of the budget savings.
- The Chair referred to the senior management structure of the Council that was being put to the Employment Committee later this week for approval with a saving from two posts of £250,000.
- Officers said that the strategic review had identified some new ways of “doing good management well” that had not arisen from service department reviews.
- The Cabinet Member said that he accepted a comment made by the Chair that the Council should look to undertake a regular strategic review that made the best possible use of its own internal staffing resources to support the structure that it needed to meet its commitments for further years.
- The Cabinet Member then answered questions about budgetary pressures that arose from price inflation, the lack of a multi-year settlement from the Government, the impact of the budget on equalities, the increase in the national living wage, home to school transport, and increases in the number of children with special needs and disabilities.
- The Cabinet Member also answered questions from the Vice-Chair about how the budget supported economic development, transport infrastructure, and the plans that were explained in the report to develop the role of libraries as multi-user hubs.
- The Chair drew attention to table 4 on page 55 of the agenda which showed the net revenue budget for each service department. Within the 2023-24 budget it was proposed that additional social care grant funding be recognised in full within the Adult Social Services base budget. The Executive Director of Finance and Commercial Services said that the Government had issued a policy statement that this position would roll over into 2024-25.
- A Member suggested that there should be more detail in the report about the money needed for meeting net zero carbon targets. In reply, the Cabinet Member said that a strategy to promote a green economy for Norfolk was due

to be presented to Cabinet in April 2023. This would set out cost pressures and capital schemes to achieve 2030 carbon neutrality and meet area wide emission targets.

- It was pointed out that Table 5 on page 57 of the agenda set out the breakdown of net funding changes for 2023-24. The net funding increase of £59.550m included £75.665m funding increases and £16.115m funding decreases.
- The County Council held approximately 5% of its budget in reserves which was an appropriate level for Norfolk.
- Table 6 referred to Fire and Rescue efficiency savings which were explained on page 393 of the agenda.
- The Committee heard how the Council was committed to supporting the Fire and Rescue Service and how there continued to be movement in the figures shown in the report, partly as a result of the pay award that had not yet been resolved. This matter would be addressed in future Cabinet budget monitoring reports.
- The Chair referred to the significant use of reserves within the Adult Social Services budget.
- The Cabinet Member said that the reserves in the Adult Social Services budget partly related to money set aside from Covid.
- A statement on the adequacy of provisions and reserves used in the preparation of the County Council's budget could be found on page 190 of the agenda. The Council's reserves included Earmarked Reserves (reserves for special purposes or to fund expenditure that has been delayed) and General balances (Reserves that were not earmarked for a specific purpose). Departmental reserves were set aside to be used for specific purposes during the year and were sustainable.
- Councillors welcomed the references in the budget to monies allocated for more active travel initiatives.
- The medium-term financial strategy that underpinned the budget would focus on supporting the Council's ambitions and delivering on transformational change.

7.9. Capital Strategy and Programme 2023-2024

- 7.10 The Committee received a report (7B) that presented the proposed capital strategy and programme for 2023-24 and included information on the funding available to support that programme.
- 7.10 In introducing the report Cllr Andrew Jamieson (Cabinet Member for Finance) explained the aims of the Capital Strategy and how the strategy provided for improvements in service delivery and met the aims and aspirations of service departments.
- 7.11 The size of the capital programme reflected capital grant settlements, forecast capital receipts, other external and internal funding sources and proposed borrowing.
- 7.12 Councillors welcomed the Norwich Castle Keep Project which was part of a continuing commitment by the County Council to support tourism and bring more visitors into the centre of Norwich.

- 7.13 Members also raised technical issues about the long-term capital plans for the Council, including the future capital spending on the delivery of active travel schemes, the net 1 million trees project (which currently stood at 300,000 new trees), tree replacement, new housing with care schemes throughout the county for adults with learning disabilities and for older people, the Council's extensive bus improvement programme, spending on better broadband, investment in the Fire and Rescue Service, the funding for the Western Link road and how this would appear in the risk register.
- 7.14 The Chair asked for an update in writing after the meeting regarding the level of benefits that were expected from the proposal to spend more money on the My Oracle programme (page 530 of the agenda). The Chair also asked for more information in writing about the proposal to spend additional money on the SEND programme (by the creation of 500 additional places), how much of the £120m of SEND money that had been allocated had already been spent, and how this level of spending fitted in with any additional money and bids for money to increase the capacity of this service.

7.15 **RESOLVED**

That Committee note the suite of 2023-24 budget reports presented to Cabinet on 30 January, as appended to the report presented to this Committee, with particular focus on the Cabinet recommendations to County Council in relation to:

- **The Norfolk County Council Revenue Budget 2023-24 and Medium Term Financial Strategy 2023-27**
- **The Capital Strategy and Programme 2023-24**

That the Committee thank the Cabinet Members and officers who had attended the meeting for their help in answering Councillors detailed questions.

8 **Annual Investment and Treasury Strategy 2023-24**

- 8.1 The Committee received a report (8) that set out Annual Investment and Treasury Strategy 2023-26. The report provided Members with a copy of the revised Annual Investment and Treasury Strategy 2023-24 and associated Cabinet papers. The plan formed part of the Norfolk County Council Policy Framework, which required a scrutiny process to take place in accordance with part 11B of the NCC constitution.

- 8.2 Cllr Andrew Jamieson (Cabinet Member for Finance) introduced the report.

8.3 **RESOLVED**

That Committee:

- **Note the proposed Annual Investment and Treasury Strategy 2023-24.**
- **Ask officers to produce a report to the Leader and Cabinet Member on behalf of the Committee in accordance with section 11b of the Norfolk County**

Council Constitution (Budget and Policy Framework Procedure Rules), that states the Committee has no comments that it wishes to make.

That all Members of the Committee wish to place on record their appreciation and thanks to Simon George, the Executive Director of Finance and Commercial Services who was due to leave the Council shortly, for all his hard work on their behalf.

9 Scrutiny Committee Forward Work Programme

9.1 The annexed report (9) was received.

9.2 Members' attention was drawn to an additional meeting of the Committee that would be held on 16 March 2023 to discuss the integrated fire risk management report.

9.3 RESOLVED

That the Committee:

Note the current forward work programme as set out in the appendix to the report.

The meeting concluded at 1.15 pm

Chair

Scrutiny Committee

Item No: 6

Report Title: Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26

Date of Meeting: 16 March 2023

Responsible Cabinet Member: Cllr Margaret Dewsbury (Cabinet Member for Communities & Partnerships)

Responsible Director: Ceri Sumner, Director Norfolk Fire and Rescue Service/Chief Fire Officer

Executive Summary

The appended report (appendix A), provides members with a copy of the draft Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26 and associated Cabinet papers. The plan forms part of the Norfolk County Council Policy Framework, which requires a scrutiny process to take place in accordance with part 11B of the NCC constitution.

Recommendations

The committee is asked to:

1. **Consider the proposed Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26, providing comments and recommendations where appropriate.**
2. **Ask officers to produce a report to the Leader and Cabinet Member on behalf of the committee in accordance with section 11b of the Norfolk County Council Constitution (Budget and Policy Framework Procedure Rules), providing feedback and recommendations where appropriate.**

1. Background and Purpose

- 1.1 At Cabinet on 6 March 2023, Cabinet members received the appended report and were asked to endorse and recommend to Full Council that Norfolk County Council adopt the Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26.
- 1.2 The minutes and agreed recommendations from the 6 March 2023 Cabinet Meeting can be found [here](#).

- 1.3 The Scrutiny Committee has a clear role in providing challenge to any refresh or amendment to items that make up the policy framework. This is set out in part 11B of the NCC constitution, alongside guidelines around communication with members and the process leading to Full Council approval. The item must be considered by the Scrutiny Committee in good time, and the Committee are asked to provide a report to the Leader of the Council outlining a summary of discussions and any recommendations put forward by the Scrutiny Committee. The report will be produced by officers based on discussions at the meeting and signed off by the Chair and Vice-Chair of the committee to ensure accuracy. It will include details of any minority views expressed as part of the debate at the Scrutiny Committee. Having considered any report from the Scrutiny Committee, the Leader or Executive will agree proposals for submission to the Council and report to Council on how any recommendations from the Scrutiny Committee have been taken into account.
- 1.4 The Scrutiny Committee last received an update from the Norfolk Fire and Rescue Service at the meeting held on 22 September 2022. Here, members received an update on activity following the publication of outcomes from the recent HMI inspection of Norfolk Fire and Rescue Service, and the associated improvement plan. Members also discussed the expected governance journey for the Community Risk Management Plan now attached. Minutes, papers and associated documents from this meeting can be found [here](#).

2. Recommendations

The committee is asked to:

- 1. Consider the proposed Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26, providing comments and recommendations where appropriate.**
- 2. Ask officers to produce a report to the Leader and Cabinet Member on behalf of the committee in accordance with section 11b of the Norfolk County Council Constitution (Budget and Policy Framework Procedure Rules), providing feedback and recommendations where appropriate.**

3. Background Papers

- 3.1 Appendix A: Cabinet papers 06/03/23 - Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

Officer name: Peter Randall, Democratic Support and Scrutiny Manager

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Email: peter.randall@norfolk.gov.uk



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Appendix A report as presented to Cabinet

Item No: 6

Report Title: Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26

Date of Meeting: 6 March 2023

Responsible Cabinet Member: Cllr Dewsbury (Cabinet Member for Communities & Partnerships)

Responsible Director: Ceri Sumner, Director Norfolk Fire and Rescue Service / Chief Fire Officer

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 3 March 2022

Executive Summary / Introduction from Cabinet Member

Norfolk's Fire and Rescue Service plays a critical part in the emergency service response in our County. They provide a vitally important role in protecting our communities, businesses, properties and countryside. This was particularly apparent during last summer (2022) where the skill, capability, expertise and dedication of our firefighters was put to the test in the most extreme of conditions.

The proper consideration and analysis of risk is a key element to ensuring we have the right infrastructure, resource, and capacity in place to ensure our Fire and Rescue Service can continue to provide such a robust response. We must be ready to respond not just to extreme events as we have seen recently, but also to the everyday emergencies which, whilst less visible to the general public, are by no means less important.

Alongside our response capability, it is equally important we properly plan and target our prevention and protection activities to ensure we are working with residents and businesses most at risk, and likely to suffer the most determinantal impacts from fires and other emergencies. Our recent short reinspection from HMICFRS highlighted the progress the service has made in terms of prevention, noting.

“We recognise the considerable work that has been carried out to support these improvements. The service is making prevention a high priority”

In accordance with the Fire and Rescue National Framework for England 2018, all fire and rescue authorities are required to produce a Community Risk Management Plan (CRMP) that sets out the authority’s strategy, in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents. The CRMP is the renamed Integrated Risk Management Plan.

Norfolk County Council, as the Fire and Rescue Authority for Norfolk, has a statutory duty to develop a CRMP covering at least 3 years. The current IRMP sets out the service strategy for the period 2020-2023. Therefore, a new plan has been developed for 2023 onwards.

The CRMP forms part of Norfolk County Council’s policy framework. Following agreement by Cabinet, the draft CRMP has progressed through public consultation and the final version, incorporating the views gathered during the consultation, is presented to Cabinet with a recommendation for agreement at the March 2023 council meeting.

Recommendations:

- 1. Review and agree the CRMP23-26 Final Version as set out in Appendix A**
- 2. Recommend to full council that the CRMP23-26 is adopted**

1. Background and Purpose

1.1. In accordance with the Fire and Rescue National Framework for England 2018, all fire and rescue authorities are required to produce a Community Risk Management Plan (CRMP) that sets out the authority’s strategy, in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents.

1.2. A CRMP must:

- Reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority.
- Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources.
- Outline required service delivery outcomes including the allocation of resources for the mitigation of risks.

- Set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat.
- Cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework.
- Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- Be easily accessible and publicly available.

1.3 The current IRMP for Norfolk and Fire and Rescue Service sets out the service strategy for the period 2020-2023. Therefore, a new plan has been developed for 2023 onwards.

1.4 In May 2022, Cabinet approved the timetable and approach for developing the CRMP. Cabinet noted that the sector and service context within which the CRMP is being developed has changed significantly over the last three years. There were three key proposed areas of focus to explore as part of the CRMP process:-

- Impact of highway infrastructure improvements in Norfolk
- Maximising resources focussed on prevention activities
- Efficiency and effectiveness

To be considered alongside five overarching themes:-

- Review of risk
- Review of demand
- Assessment of vulnerability
- Review of resources
- Understanding Norfolk's diverse communities

1.5 Cabinet also agreed to extend the Terms of Reference of the Strategic Development Oversight Group to include oversight of the development of the CRMP, and this group has since met regularly. Chaired by the Cabinet Member for Communities and Partnerships, the group is made up of Councillor representatives from the Conservative, Labour and Liberal Democrat groups alongside representatives of staff bodies (Fire Brigades Union, Fire and Rescue Services Association and UNISON).

1.8 Developing a comprehensive community risk profile is a key part of a CRMP. For the development of the new CRMP, a wide range of up-to-date data sets and five years of incident data has been reviewed and analysed.

1.9 Analysis of information and data has identified the following key factors that form the basis of the community risk profile:-

- Climate change, flooding and wildfires continue to be a major consideration for the fire and rescue service to focus on in the years ahead. Proposal 5 of the revised CRMP highlights specific learnings from wildfires in the county during the summer of 2022
- The number of accidental dwelling fires has reduced over the last 2 years in Norfolk. As a proportion of total dwellings, it has significantly reduced. When occupancy type is categorised, the category with the largest number of accidental dwelling fires occurs in homes where people over pensionable age live alone with 809 fires (18.0%) followed by lone persons under pensionable age with 580 fires (17.8%)
- The majority of people who died in accidental dwelling fires over the past five years were older people (14 people aged 60+) with the largest proportion of older people over 80 years old. This is in line with previous national studies.
- Over the past five years (2017 to 2021), most accidental dwelling fires in Norfolk have consistently been caused by cooking and cooking appliances. This is in line with previous national studies.
- Over the past five years the majority of fatal accidental dwelling fires occurred in built up areas of the county; with four fatalities in urban city and towns and four in rural towns. In rural areas, such as rural villages, and in sparse settings there were five fatalities, this reflects the age profile of rural areas.
- Deliberate fires have consistently remained quite low through the period from 2017 to 2021. In 2021 there were 611 deliberate fires, with 65.5% of these being secondary (low value) fires.
- Smoke detector ownership remains an issue; with 41% of dwelling fires last year (2021) occurring in dwellings that did not have a working smoke detector.
- There is a downward trend in fires in all non-domestic premises, with the largest reduction seen in the number of fires in sleeping accommodation, which is the focus of our fire safety inspections. Industrial, warehouse and agriculture premises fires have also reduced, but they continue to constitute most of our non-domestic fires.

1.10 In considering the refreshed community risk profile and the strategic context in which Norfolk Fire and Rescue Service operates, a number of areas of development and change were identified, as follows (these are set out in more detail in the final CRMP).

2. Proposals

2.1. Seven areas of development and change were proposed, based on our assessment of risk. A public consultation, focussing on the proposal areas, ran from 7 November to 19 December and provided Norfolk communities,

stakeholders and partners with the opportunity to comment on the specific proposals, as well as providing further information and insight that can broaden our understanding of risk. Full details of the consultation response are provided in Appendix B.

- 2.2. There were a total of 265 responses to the public consultation. 75% of these were from members of the public, 5% represented the views of community groups or businesses, 2% were councillors and 14% were employees of NCC or NFRS. A separate written response was received from the Fire Brigade's Union.
- 2.3. There was a broad spread across age groups and locations. 25% of respondents have a long-term illness, disability or health problem. This is a higher proportion than the wider population and indicates work that was carried out to engage vulnerable groups. 227 respondents described their ethnic background as white, 6 as Asian, 2 as white and black Caribbean and 1 as Arab. It is recognised that this is not representative of the ethnic makeup of our wider community, but it is expected that our [LGC award-nominated](#) research with people from seldom-heard backgrounds will help us to address barriers to reaching or engaging these communities for future consultations.
- 2.4. The majority of responses to the proposals were positive (strongly agree or agree). From the small numbers of comments from people who disagreed to most proposals, no consensus emerged. Where negative comments were received for those proposals, the concerns of respondents focussed on potential implications arising from the way the proposal is implemented, such as concern that proposal 6 will place an additional mental health burden on existing staff. Therefore, these concerns will be considered as part of the implementation planning for each proposal. As a result of this, proposals 1-4 and 6 have not been amended.
- 2.5. The first part of proposal 5, relating to the trial of a "roaming pump" received a smaller majority of support but also a number of concerns and alternative suggestions related to the impact on on-call crew availability. The main reasons people gave for not supporting Proposal 5 are:
 - negative impact on on-call crews,
 - the logistics of managing a roaming pump,
 - the location of the pump, and
 - needing the pump only to address underlying problems with the on-call model and resulting availability.

The objective of this proposal was to improve availability and fire cover across the county, which has key similarities to the objectives of proposal 7, therefore, as a result of feedback this part of the proposal will be considered in scope for proposal 7 to embed it as part of the wider review of the on-call model in Norfolk.

- 2.6. The second part of proposal 5 related to the provision of tactical response vehicles (TRVs), which are lightweight 4x4 vehicles with small pumps and water tanks able to drive through fields and woodland. This proposal had been included as a result of the summer heatwave and the need to understand how we could better respond to extreme weather events in the future. The overall response was positive, with many respondents recognising and referring to the summer heatwave and the ongoing impact of climate change and severe weather. In the interim period we have also completed our review of the summer heatwave events (Appendix C) and now have some clear actions and learnings to implement – some of which will require future capital investment which will be dealt with through the usual budget setting processes for the NCC NB these do not form part of the agreed budget for FY 2023/24. As a result, proposal 5 has been amended to focus on a review of our response to summer wildfire conditions, including the number and use of TRVs.

Proposal 1 - Develop a more targeted approach to prevention activity across Norfolk's communities, prioritising vulnerable people and communities and those at highest risk.

Proposal 2 - Relocate the Thetford Technical Rescue Unit (TRU) to Great Yarmouth in order to better align our specialist water capability to the location of greatest risk. Enhance training for selected Water First Responder (WFR) crews to allow them to perform swimming or buoyant raft rescues in non-swiftwater (rivers, broads etc), providing additional specialist rescue capability for persons in water across the county. There are no capital investment costs associated with this proposal.

Proposal 3 - Change provision of gas tight suits to Environmental Protection Units, Wholtime fire engines, and selected strategic On-Call fire engines. There are no cost increases associated with this proposal.

Proposal 4 - Amend the way we calculate and report our emergency response attendance time to align with the Home Office and HMICFRS (until there is an agreed national standard which we are committed to adopting).

Proposal 5 - We will review our readiness to respond to summer heatwave conditions. This will include the emergent requirements of increasing our stock and use of Technical Response Vehicles (TRVs) and other firefighting vehicles and equipment, operational procedures, and training

Proposal 6 - Develop further local participation in the Emergency Medical Response scheme during the CRMP23-26 period. Our communities will benefit from lives being saved and from wider Fire and Rescue staff

skillsets. Core traditional service responsibilities (fire cover) will not be negatively impacted.

Proposal 7 - Undertake a detailed review of the On-Call Model in tandem with an anticipated national review. This will be a holistic review of all aspects encompassing recruitment, reward, training, support, management, and availability (including a trial to evaluate the effectiveness of a dynamic roaming resource (DRR) fire engine).

3. Impact of the proposals

- 3.1 Accepting the proposals will enable a robust CRMP for Norfolk to be implemented from April 2023, meeting the statutory requirement to have an up-to-date plan in place and providing a strong framework for service delivery and improvement.

4. Evidence and Reasons for Decision

- 4.1. The proposals are based on an assessment of community risk and reflect the views of the public based on our consultation. The full consultation report is provided in appendix B.

5. Alternative Options

- 5.1 It is technically feasible to extend the period of the current IRMP, rather than develop a new CRMP. However, there is also scope to review the proposed CRMP once published in-year and alter or amend (with due public consultation) should significant change occur that warrants amendments. This CRMP acknowledges areas for immediate change and areas that are likely to require change within the lifetime of the CRMP and therefore it is considered appropriate to move forwards with the new CRMP at the current time.

6. Financial Implications

- 6.1 It is anticipated that the cost of realigning specialist water rescue (£150k for training and PPE) will be partially offset against savings made by realigning our Hazmat capability (-£68580 saving on equipment purchase due 2024/25 and -£47300 ongoing maintenance = -£115,880).
- 6.2 The proposal to further local participation in the Emergency Medical Response scheme is currently funded by the East of England Ambulance Trust, and an evaluation of the trial will be needed to understand the financial model for the future

6.3 The proposal to review welfare, appliance, equipment, and training provision in order to improve readiness for summer heatwave conditions is likely to require capital and revenue expenditure beyond that already planned for 2023-24. This has been initially costed at:

- circa £70k capital for welfare and firefighting equipment provision
- £600k capital for wildfire PPE prior to summer 2023 via a new capital bid
- circa £400k for new TRVs, capital bid likely to be progressed for procurement during 2024
- £35k per annum in revenue for Wildfire incident command training.

These will be provided for through a combination of reprofiling existing spend, use of reserves and future capital bids as advised by NCC Finance.

6.4 Although not a specific proposal, the CRMP contains specific commitments to supporting the wellbeing of our staff, recognising the particular mental health challenges that their role presents and importance of positive and inclusive culture. Any resource requirements will be defined through the usual budget setting process.

6.5 Any additional revenue costs in 2023-24 will be contained within the Fire Service revenue budget or funded from reserves. Any recurring revenue budget pressure will be considered as part of the 2024-25 budget setting process.

6.6 Cabinet is requested to approve an addition of £0.600m to the 2023-24 capital programme for the wildfire PPE. This request is reflected in the Finance Monitoring report elsewhere on the agenda. Any other capital bids will be considered as part of the 2024-25 budget setting process.

7. Resource Implications

7.1 **Staff:** There are no staff implications associated with the implementation of the CRMP proposals. Budget uplift (£240k emerging burdens) has recently been secured to increase prevention activities (which will also assist with delivering improvements highlighted by HMICFRS).

7.2 **Property:** No implications.

7.3 **IT:** No implications.

8. Other Implications

8.1 **Legal Implications:** Fire and rescue authorities are required to produce an Community Risk Management Plan (section 4.6 of the Fire and Rescue

National Framework for England 2018). Fire and rescue authorities must give due regard to reports and recommendations made by HMICFRS (section 7.5 of the Fire and Rescue National Framework for England 2018).

8.2 Human Rights Implications: None

8.3 Equality Impact Assessment (EqIA) (this must be included): Norfolk Fire and Rescue Service has developed one of the sector's most comprehensive CRMP [equality impact assessments](#), which is informed by Local Government Association **Award-Nominated** research with seldom-heard communities in Norfolk and an in-depth analysis of how people's protected characteristics may increase risk. In addition, a summary is provided on the impact of each specific CRMP proposal - at Appendix D to this report.

8.4 Data Protection Impact Assessments (DPIA): None at this time.
Under the General Data Protection Regulation (GDPR) any processing of personal data will be compliant with all relevant NCC policies and procedures. This will be done relative to the implementation of specific proposals.

8.5 Health and Safety implications (where appropriate): The summer review highlighted acute risks to our staff during wildfire interventions and chronic risks due to working for long periods in high temperatures. The implementation of proposal 5, including the necessary investment, will support the mitigation of these risks.

8.6 Sustainability implications (where appropriate): None

8.7 Any Other Implications: None

9. Risk Implications / Assessment

9.1 The key risk is that the authority will not have an in date CRMP in place for the 1st of April 2023 if the proposals are not accepted.

10. Select Committee Comments

10.1 none

11. Recommendations

- 1. Review and agree the CRMP23-26 Final Version as set out in Appendix A**
- 2. Recommend to full council that the CRMP23-26 is adopted**

12. Background Papers

12.1. Report to Cabinet 3 May 2022 titled 'NFRS Community Risk Management Plan (CRMP 2023-26) Development Plan.

12.2. Report to cabinet 8 September 2022 titled 'NFRS Community Risk Management Plan 2023/26'

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.



Norfolk
County Council

Norfolk Fire & Rescue Service

Community Risk Management Plan

CRMP Summary 2023-26

www.norfolkfireservice.gov.uk

1. Foreword – CFO & Chair of FRA

Welcome to our 2023/26 Community Risk Management Plan (CRMP23-26)

This document identifies areas of existing and emergent community risk that Norfolk Fire and Rescue Service has responsibility for, and the approaches and strategies we intend to use to mitigate those risks. Over the last three years, Norfolk Fire and Rescue Service has demonstrated its ability to meet the needs of Norfolk communities through one of the most turbulent times in our country's history. Our teams of dedicated professionals have worked through the constraints and challenges of a global pandemic, faced the early implications of climate change and ensured we have upheld our core mission of making Norfolk as safe as possible.

Some changes have brought distinct positives, such as the increase in agile working and digital competence, the improved and strengthened relationships between public sector partners and the impressive way in which our local communities have demonstrated their compassion and support for each other. Collaboration with partners continues to be a strength of Norfolk Fire and Rescue Service, demonstrated by the co-location of our control room with Norfolk Constabulary, our interoperability with Eastern Region Fire and Rescue Service to increase resilience and share best practise, and our support for the East of England Ambulance Trust.

Our previous Community Risk Management Plans (previously Integrated Risk Management plans) have enabled us to make progress as a service, and our emergency response, along with a number of other areas, has again been judged as "good" by our recent HMICFRS report. We had implemented learning from the Grenfell tragedy and were also recognised for our innovative approach to equality, diversity and inclusion, particularly in relation to seldom heard communities.

Our capital investment programme ensures we have the right capabilities to meet the requirements set out in the CRMP, and we have a range of key appliances in the pipeline for delivery over the next 3 years including high reach vehicles and replacement Fire Engines. We are also leading the way in electric and hybrid vehicle usage with over 30 electric vehicles replacing our existing fleet and helping to achieve NCC's environmental objectives.

Whilst this document sets out a three-year plan, we are also mindful of the changing national picture for Fire and Rescue, as well as how quickly risks and challenges can present on a local level.

Three key areas the CRMP aims to explore are:

1. Improving response times,

- a. Consider the impact on response times following improvements in our county's highway infrastructure and expansion of housing, commercial and industrial infrastructure and reviewing the optimum location of our fire stations and placement of our resources.

2. Improving the effectiveness of our prevention activities.

- a. Consider how we enable staff to increase focus on upscaling prevention activities whilst maintaining our response effectiveness
- b. Enable improved collaboration with partner agencies and key stakeholders to ensure there is a joined-up safety net across the county

3. Maximising our efficiency and effectiveness.

- a. Consider how we can redistribute our workforce and other resources to fulfil all legislative requirements to a good or better standard
- b. Realign our specialist emergency response capability
- c. Futureproof the service through recognising and developing intelligence and data ownership (staff with skills, systems with supportive capacity and investment in data quality) in order to enrich our understanding of risk and how we can best mitigate it.



Our Integrated Risk Management Plan 2020-23 contained five proposals to be considered:

- 1.** Strengthen our community fire protection services.
- 2.** Develop a new concept of operations.
- 3.** Explore the potential to undertake co-responding
- 4.** Maintain our specialist water rescue capability.
- 5.** Adopt national performance measures against emergency response standards if they are introduced.

It is pleasing to be able to detail how work on these has progressed over the last three years:

- 1.** We have successfully strengthened our community fire protection services which has resulted in HMICFRS recently moving their judgment in this area from "Requires Improvement" to "Good".
- 2.** We have been developing our concept of operations (ConOps Project) which has already delivered a number of organisational and operational changes to the ways we work.
- 3.** We are currently trialling Emergency Medical Response (EMR) at our North Walsham and Sheringham fire stations working in collaboration with EEAST to review where we may be able to support their response further.
- 4.** We have maintained our specialist water rescue capability, addressed the funding gap and secured the finances to enable continued specialisation.
- 5.** We have continued to participate in national conversations around emergency response standards. We remain committed to adopting it if and when it is introduced.



Margaret Dewsbury
(Cabinet Member Communities
& Partnerships)



Ceri Sumner
(Director of Norfolk Fire
and Rescue Service)

2. Introduction and Background

All fire and rescue services have duties and responsibilities that are set out in legal documents.

These include:

- The Fire and Rescue Services Act 2004.
- The Civil Contingencies Act 2004.
- The Regulatory Reform (Fire Safety) Order 2005.
- The National Framework 2018.

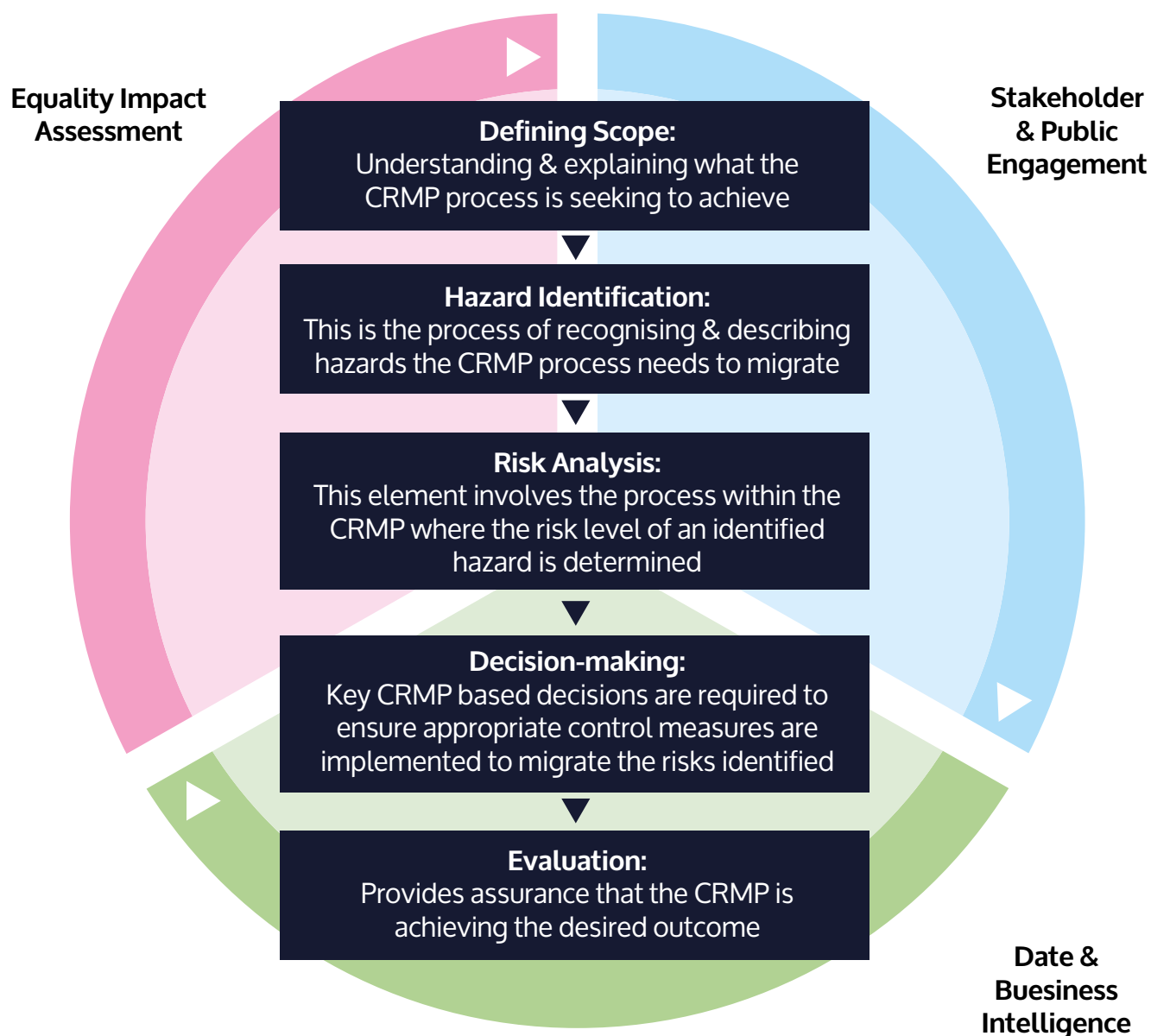
The National Framework 2018 states that all English Fire and Rescue Services have to produce an Integrated Risk Management Plan.

Our Plan must:

- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority,
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources,
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks,
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat,
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework,
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publicly available.

Subsequently the National Fire Chiefs' Council (NFCC) and the Fire Standards Board (FSB) have produced national guidance on community risk management planning. In May 2021 the FSB issued an approved standard for 'Community Risk Management Planning' ([FSS-RMP01](#)). NFRS have used this and the NFCC '[Community Risk Management Planning Strategic Framework](#)' to develop this CRMP23-26.

CRMP Strategic Framework



3. Our Story – Norfolk Fire & Rescue Service

Our Vision. Norfolk Fire & Rescue Service is at the heart of protecting communities. We exist to make our county as safe as possible.

Our Mission.

Norfolk Fire & Rescue Service will make Norfolk a safer place through:

- Preventing fires and other emergencies
- Protecting people, buildings and the environment
- Responding to fires and other emergencies when they arise.

We will deliver our vision by...



Having a service that remains relevant, capable and agile to protect Norfolk as best as it can.



Supporting our communities to reduce risk by educating and advising them.



Responding to incidents, ensuring we have the best people, equipment and technology to be able to do this.



Investing in our greatest asset – our workforce – to ensure they are engaged, supported and connected

Our Priorities:

- **People:** Promote a working environment of diversity, equality, inclusion & safety
- **Prevention:** Target community fire safety advice for vulnerable people and increase the number of homes in Norfolk with working smoke detectors
- **Protection:** Reduce the risk and impact of fires in non-domestic premises, support Norfolk's seven Local Authorities in enforcing fire safety standards and fewer false alarm calls by reducing the volume of false alarm calls.
- **Response:** Provide a proportionate emergency response service to all emergencies
- **Logistics:** Ensure equipment and vehicles are maintained to a service-ready standard
- **Planning:** Enable the service to be relevant to the needs of our communities

We will support Norfolk by...

- **Educating** adults, children, partners and businesses so they can all better understand the part they can play in reducing risk.
- **Understanding** the diverse needs of our communities, using local knowledge and risk mapping based on current data.
- **Preparing** for the unexpected, through continued staff training opportunities, investment in our service and flexibility to take on different duties with utmost professionalism.
- Being a **trusted** voice. We will work with businesses and residents to help them reduce the risk of incidents occurring, whether at work, at home, in public places or on the move.
- Take **enforcement** action where attempts to work with people have not resulted in the safest course of action being followed to ensure the ongoing safety of everyone.

Our actions will be driven by...

- We will do what matters – we will have clear strategic priorities and plans, based on evidence and need.
- We will do the right thing – we will have honest and thoughtful conversations and use our expertise to take the right course of action whatever the circumstances.
- We will adhere to our corporate values and behaviours to ensure we work as one inclusive team.
- We will show compassion and empathy with our audiences, supporting them in the most appropriate ways.



The future of Norfolk will be safer through the work that we do.

In 2021 the 'Core Code of Ethics and Guidance for Fire and Rescue Services (England)' was published. This has been designed to help employees of the Fire and Rescue Service (FRS) act in the best way towards each other and while serving the public. We have reviewed and incorporated its principles (below) into our 'Cultural Framework', our policies and our procedures.

- **Putting our communities first** – we put the interest of the public, the community and service users first (*Reliable & Flexible*)
- **Integrity** – we act with integrity including being open, honest and consistent in everything we do (*Supportive & Understanding*)
- **Dignity and respect** - making decisions objectively based on evidence, without discrimination or bias (*Respectful & Inclusive*)
- **Leadership** – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards (*Proud & Positive*)
- **Equality, diversity, and inclusion (EDI)** – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference (*Respectful & Inclusive*)

Our Values:

- Make strategy happen
- Be business-like
- Be evidence based
- Be collaborative
- Take accountability

4. Community Risk Management Plan Methodology

Community risk management planning is a requirement under the National Framework, produced by the Home Office and supported by the National Fire Chiefs' Council (NFCC).

This is to ensure that all fire and rescue services produce, review and update their CRMP in line with NFCC guidelines and in consultation with key stakeholders within their organisation and the community, making the plan accessible and publicly available.

The CRMP will be supported by service plans that further describe how the service reduces the identified risks. These identify the resources needed to deliver each plan, as well as highlight proposals for areas where we could improve the delivery of our service over the lifespan of the document. We also review and respond to the findings of inspections from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).



The CRMP methodology is one that all fire and rescue services must use to ensure that appropriate resources are available with the emphasis placed on prevention, protection, response and its people, taking into consideration the risk profile in Norfolk. To achieve this NFRS will identify and consider all foreseeable and existing strategic, operational and community risks relevant to the service. In doing so we will also consider national, regional, and local influences, taking account of local and national policies. NFRS will consider the needs of the community, our stakeholders and all our partners through consultation to include consideration of their existing plans and risks.

To achieve this NFRS have a number of key stages which look internally at our own data sources and externally working with our partners. These include:

- Horizon scanning for local, regional, and national influences which may affect service objectives.
- Critical fire risk maps
- Community Risk Data and Local Risk Management Plans (LRMP)
- Data produced in our Statement of Assurance and Norfolk Insight (Joint Strategic Needs Assessment, Norfolk Story, etc)
- Ongoing engagement with personnel/ staff across NFRS and NCC
- National and community risk registers
- Evaluation against Equality, Diversity and Inclusion (EDI) policy and Equality Impact Assessment (EqIA)

The identified risks from these and other data sources are analysed using the Risk Evaluation Cycle.

Risk Evaluation Cycle



What is Risk?

The NFCC have defined risk as a combination of the likelihood and consequences of hazardous events. Risk is the potential for an emergency to occur, that may threaten life, cause damage or harm to people, property, or the environment, including an impact on critical infrastructure, or protracted demand on emergency service resources. We identify, assess and research our foreseeable risks, drawing on local incidents, feedback and learning from significant local and national events. This is reviewed every year to identify our priorities, set our objectives and measure our performance.

Statement of Assurance

We must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in our IRMP. [Our statement of assurance is available from our website.](#)

Norfolk County Community Safety Partnership

Norfolk is one of the safest counties in the country but is still faced with significant and diverse community safety challenges, ranging from combating the supply of drugs through county lines and growing levels of domestic violence, to modern slavery and environmental crime. The [Norfolk County Community Safety Partnership](#) (NCCSP) brings together organisations from across Norfolk to tackle crime and disorder, to ensure the county remains a safe place for people to live, work and visit.

Norfolk Insight

[Norfolk Insight](#) is a locality-focused information system providing data and analysis for neighbourhoods in Norfolk and Waveney. By providing up-to-date knowledge of local communities, Norfolk Insight provides the evidence-base needed to make better informed decisions to improve services and localities. It also hosts the Joint Strategic Needs Assessment (JSNA) which provides a picture of the health and wellbeing of the people of our county and the issues which affect their needs, inequalities and services, aiming to inform and improve their health and wellbeing. It is accessible through Norfolk Insight.

Commercial Partnership

NFRS also works in partnership with Norfolk Safety CIC. Norfolk Safety CIC share common objectives in promoting and developing safety for everyone at home, work and in leisure time. Their courses are designed to develop awareness and promote safe working and leisure practices throughout the county of Norfolk and beyond.

5. Our Norfolk

Norfolk has a balance of urban and rural districts with Norwich the most urban and North Norfolk the most rural.

Having such a large number of road mileage naturally equates to a higher risk of being killed or seriously injured on the roads and provides challenges to the delivery of services. Currently more than 140,000 people in Norfolk live in areas categorised as the most deprived 20% in England. These are mainly located in the urban areas of Norwich, Great Yarmouth and King's Lynn, together with some identified pockets of deprivation in rural areas, coastal villages and market towns.

Norfolk is made up of seven local authority areas - Breckland District; Broadland District; Great Yarmouth Borough; King's Lynn & West Norfolk Borough; North Norfolk District; Norwich City; and South Norfolk District. At around 551,000 hectares Norfolk is the fifth largest county in England with a population of around 916,200 (a 0.92% increase since 2019) and 404,300 households (0.62% increase since 2019). Norwich is the only major city in the county and there are also three large towns - Great Yarmouth, King's Lynn and Thetford.



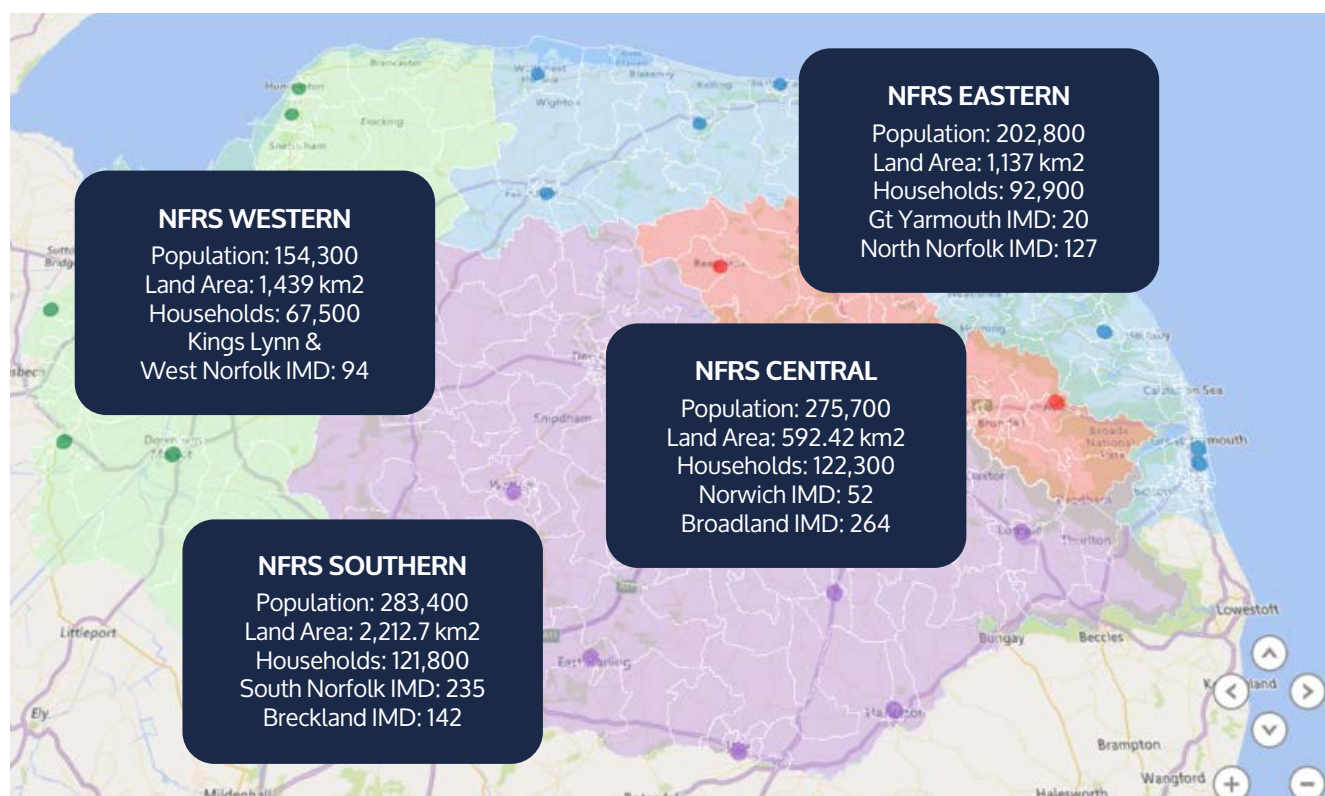
The estimated proportion of Norfolk's population living in an urban setting increased from 47.5% in 2010 to 50.8% in 2019, with the corresponding reduction of people living in a rural setting from 52.5% in 2010 to 49.2% in 2019. More recent estimates (based off the Census 2021) are not available at the time of drafting this document as only first results have been released as of March 2022. In the main, Norfolk has an ageing population. It is expected that around 27% of the population will be aged 65 and over by 2028. The 85+ population of Norfolk is projected to grow significantly with a 24% increase by 2028. Norfolk's population is projected to exceed one million by 2036.

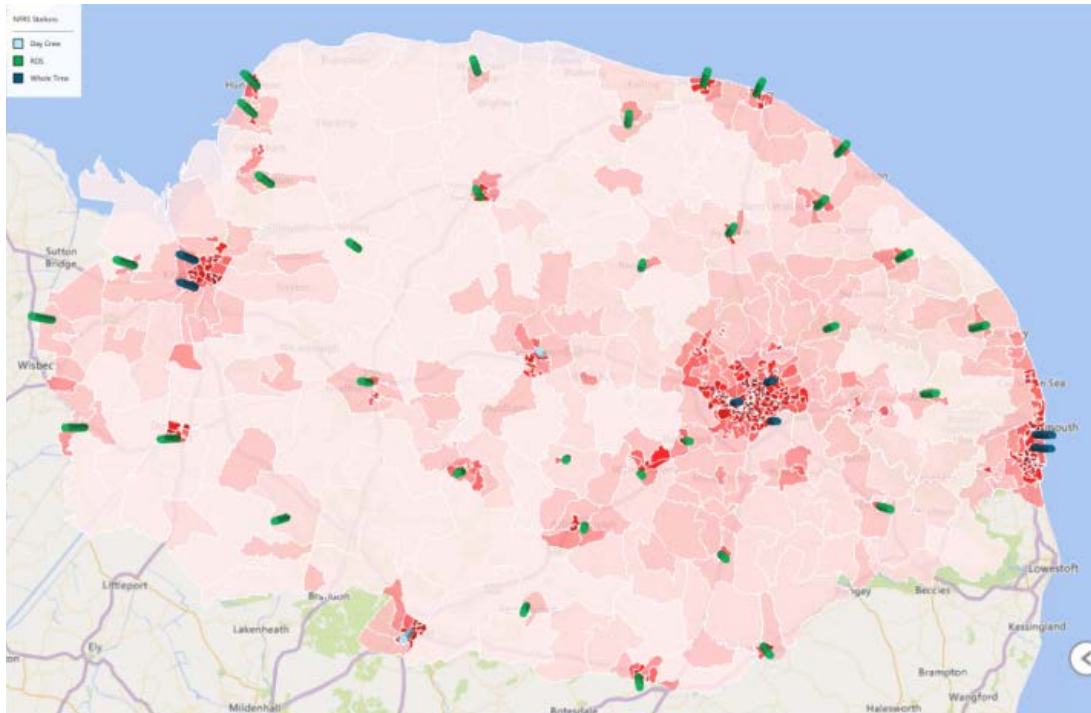
While Norfolk's land area is around 93% rural, just over half our residents live in an environment that can be classed as urban. The Indices of Deprivation 2019 show that Norfolk has experienced an increase in relative deprivation compared with 2015 and 2010. Of Norfolk's 538 Lower Super Output Areas (LSOAs), 97 have moved to a relatively more deprived decile compared with 2015. Around 135,000 Norfolk residents live in areas which have been classified as being among the 20% most deprived in England.

NFRS Districts

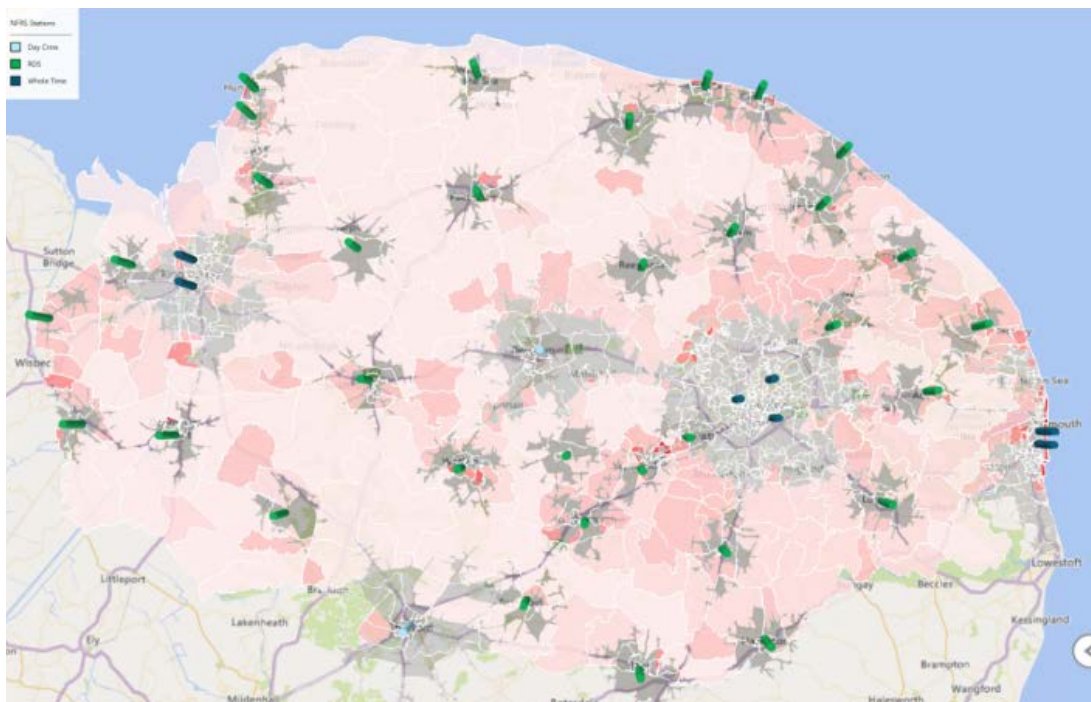
NFRS has four districts that provide cover of all of Norfolk:

- Central (Broadland District & Norwich District)
- Eastern (Great Yarmouth District & North Norfolk District)
- Southern (Breckland District and South Norfolk District)
- Western (King's Lynn and West Norfolk District)





There are currently [42 stations](#) providing operational coverage to Norfolk and these are located strategically against areas of greater population density



Our drive-times around our station locations provides coverage to the concentrated areas of population

6. Preparing our Plans

When writing our Community Risk Management Plan our approach is broken down into three themes that all make a difference to the safety of people, buildings and places in Norfolk.

We then consider these against risk, demand, vulnerability, resources and consultation and engagement. This informs the best ways to spend our budget to deal with the Risk, Demand and Vulnerability in Norfolk in the most efficient and effective way.



7. Risk, Demand & Vulnerability

NFRS and the Fire Authority have a number of statutory duties placed upon us to ensure that we consider the risks and hazards that can impact the residents of Norfolk.

We are active members of the Norfolk Resilience Forum (NRF), a partnership within Norfolk that includes the emergency services, local authorities, Environment Agency and health agencies along with voluntary and private agencies. The NRF assesses the non-malicious risks (i.e., hazards, rather than threats) that are most likely to happen, the impact these would have across the county and ensures that adequate planning, response and recovery arrangements are in place. The NRF also publishes a [Community Risk Register](#), designed to inform people about the risks that could occur where they live, so they can think about what they can do to be better prepared in their homes, communities and businesses. For national and malicious events, such as terrorism, there is a National Risk Register (NRR) which provides information on the most significant risks that could occur in the next two years, and which could have a wide range of impacts on the UK.

Climate change

Climate change is one of the biggest challenges our county will ever face. Human activity has already led to 1°C of global warming from pre-industrial levels. This is resulting in damaging impacts on lives, infrastructure and ecosystems already being felt by communities across Norfolk. NCC approved an [Environmental Policy](#) in November 2019 which includes a focus on climate change strategy, which is intended to provide a framework which will shape and influence all day-to-day activity.

NFRS is committed to the protection of the environment, and to ensure that the environmental impact of firefighting activities is limited as far as possible. NFRS works closely with the Environment Agency (EA) to ensure that firefighting tactics are employed which have environmental protection at the forefront of decision making. NFRS also carries out direct environmental protection work such as deploying specialist equipment to prevent environmentally damaging substances from entering watercourses. In partnership with the EA, NFRS has two specialist environment protection units based in Norwich and King's Lynn which can deploy a wide range of environmental protection equipment. NFRS have recently agreed to replace all of their emergency response vehicles (ERVs), used by officers (who are also incident commanders) for routine business and for an emergency response to the scene of operations, by a mix of petrol hybrid and all-electric vehicles. We are also replacing our pool vehicles to all-electric.

Risk Evaluation

During preparation for the CRMP23-26 extensive work was completed around the National Risk Register and the Community Risk Register. Through this work we have identified the highest scoring Risk Types that we should focus on in Norfolk.

From these risks we have identified the following six high impact incident types:

- Flooding, where as a result of sea water flooding or inland flooding from heavy rainfall.
- Terrorist related incidents (Chemical, Biological, Radiological, Nuclear)
- Human health (pandemic flu, other infectious diseases)
- Hazardous materials and marine incidents
- Fires (including fire or explosion at a gas terminal or flammable gas storage site and wildfire)
- Major industrial accident (fire or explosion)

These are the six high impact areas (identified using the NRA and local community risk register) that we have established because of the impact they can have on the community and on our Service. They tend to occur less often but take a large number of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

With the increasing impact of climate change, we will consider our preparedness for responding to unusual events resulting from extreme weather, such as wildfires, flooding and storms. This will include structured reviews of operational response such as the recent period of hot weather-related wildfires. We will seek to ensure that we have appropriate resources, and that staff are provided with the correct training to effectively deal with these types of incidents.

We already have in place specific resources for dealing with these types of emergencies such as off-road firefighting capability, fire misting units, bulk water carriers, and 4-all-wheel drive vehicles. We also have effective water rescue capability, which we are looking to improve over the period of this CRMP. We will review the findings of recent extreme weather events to ensure that our current arrangements remain suitable for the expected increase in these types of events.

This does not mean they are the only risks we are prepared for as there are many other types of incidents that we plan for and respond to. These include air, road, rail, tunnels and heritage sites. Many types of incidents such as road traffic collisions and house fires are sadly much more common and part of our day-to-day work, even though we also work hard to reduce these. These risks are factored into our wider training and exercise programme.

Other sections of the CRMP23-26, including those about vulnerability, demand and response provide more information about our plans for those types of incidents. Plotting these risks on a map of Norfolk allows us to identify where our risks are and place our resources to meet these risks.

There are areas which are important to the infrastructure of Norfolk supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they would be to the County of Norfolk should an incident occur.

To ensure we can respond appropriately to these risks, we gather site specific risk information and develop operational plans for these places, in addition to holding large scale exercises with partner agencies to test our plans. This ensures we have the right people, with the right equipment in the right place, at the right time.

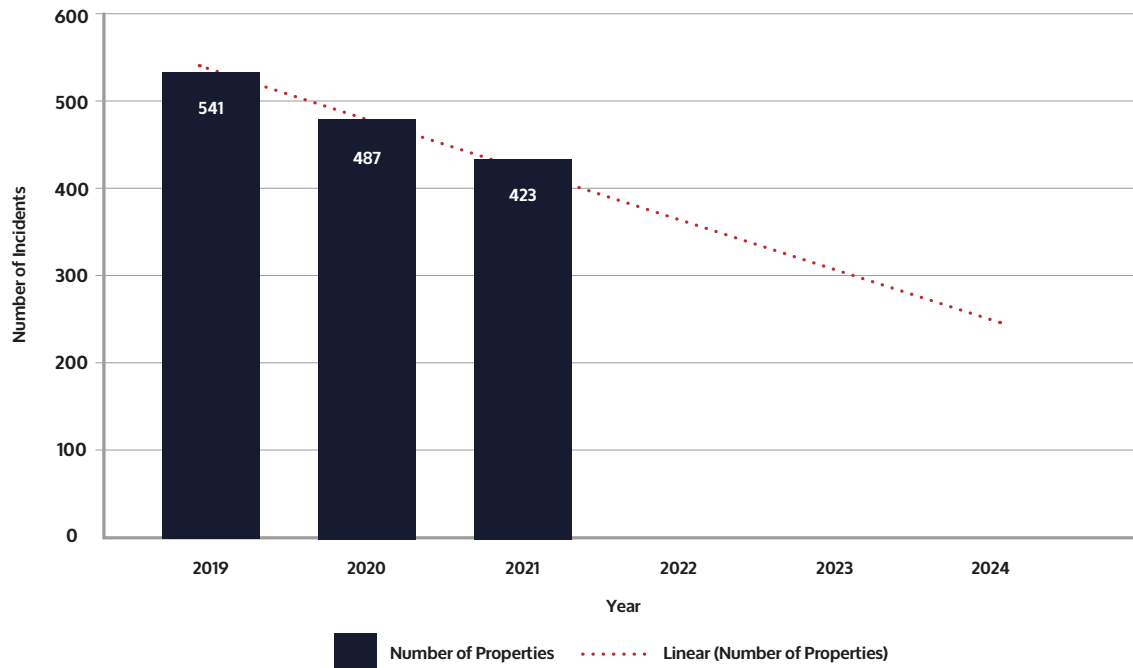
Demand:

Knowing where emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people. Incidents aren't evenly spread across Norfolk. We also know that demand fluctuates between the day and night (approx. 0700 to 1900) so resources are significantly busier during the day than at night. Using this knowledge, we ensure we have our fire engines, in the right place at the right time to respond.

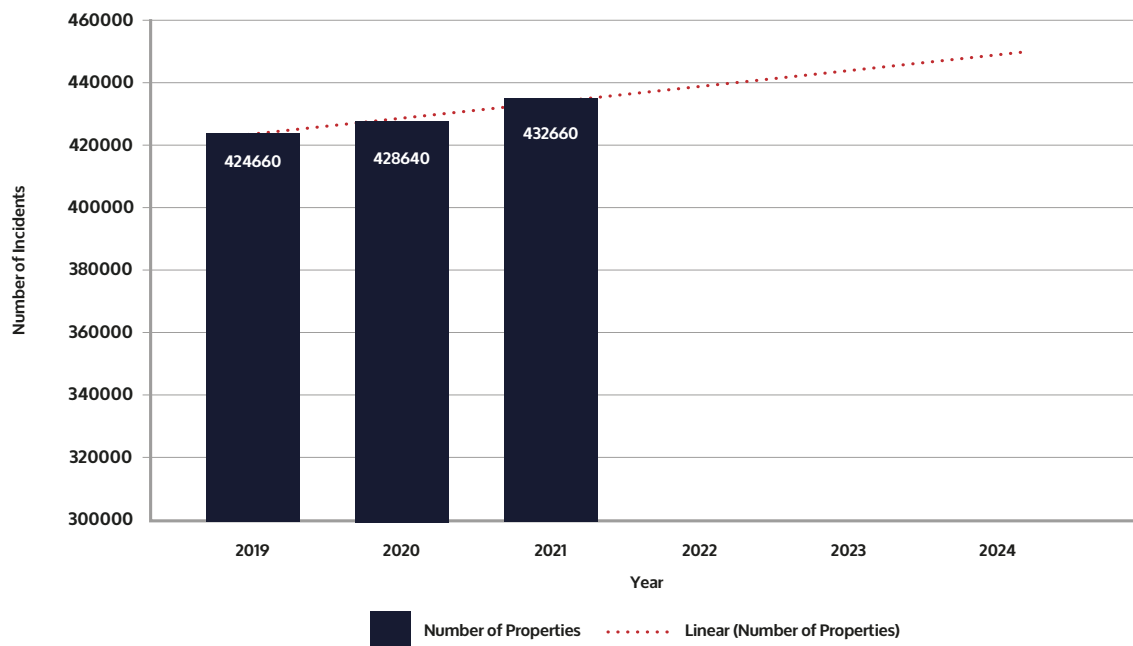
We also need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. Fire Services receive information about people aged over 65 from the NHS. We use this to target our prevention services at this most vulnerable group of people, and we work with other partner agencies too to help their vulnerable clients. The graphs below illustrate the success of our Prevention activities over the course of our current IRMP, showing how the number of both deliberate dwelling fires have fallen and are projected to fall in the future. We also use this information to help us plan for the future.



Number of Deliberate and Accidental Dwelling Fires 2019 to 2021



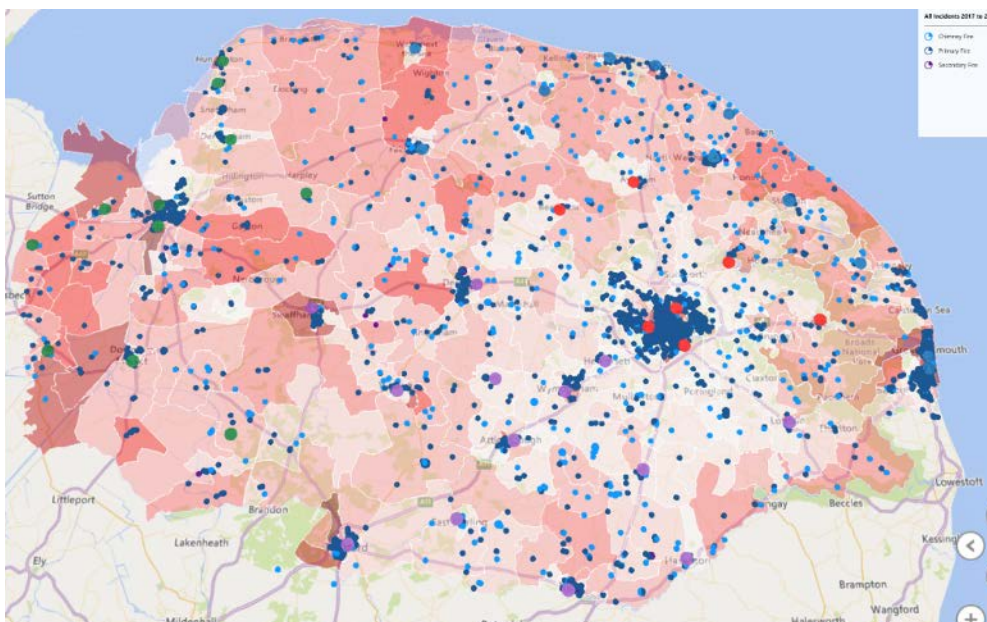
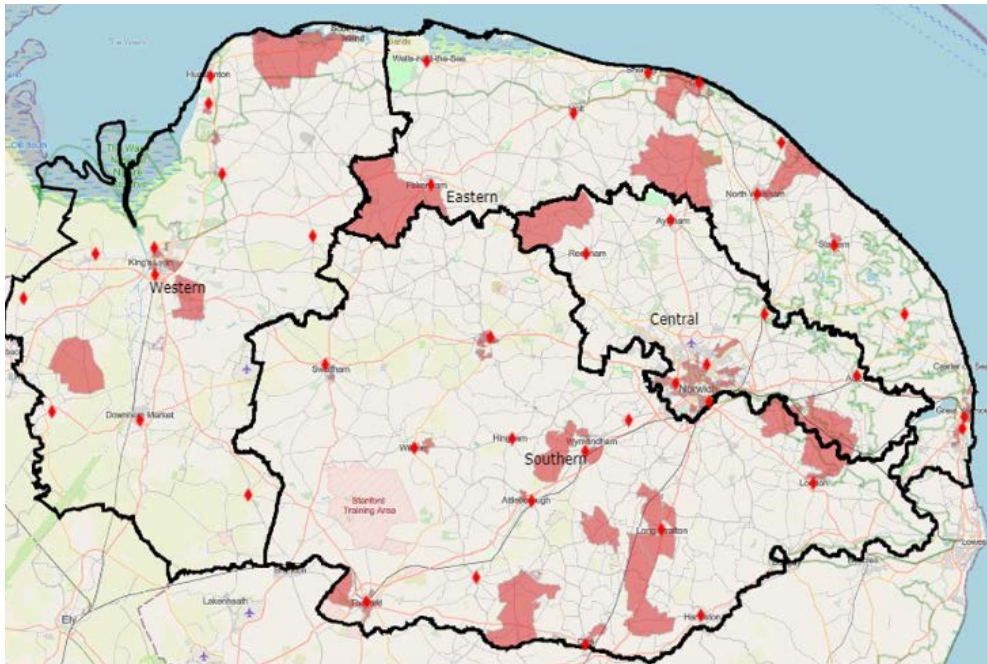
Number of Properties in Norfolk 2019 to 2021



(2020 and 2021 data may produce a disproportionate trend due to the Lockdowns and Home-Working as a result of the Covid Pandemic)

We also use a range of datasets to support risk identification, intelligence and the effective targeting of resources. These include Geographic & Demographic Data, Social Data, Partnerships & Collaborative Data, Historic Demand Data and Business Data. The Community Risk Profile also takes account of information supplied by partners and external influences on our Service at a local and national level.

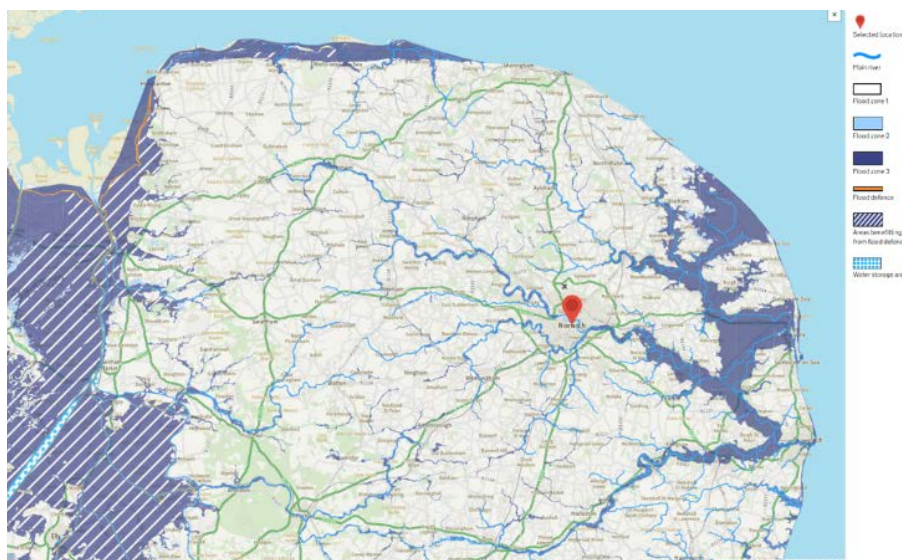
We use historic incident data relating to life risk, vulnerability data and drive time data which we weight against proportionality and consequence and then combine in order to produce a baseline map of risk across the county at Local Super Output Area (LSOA) geography level. Our risk model presents a balanced view of relative risk. Relative risk means that we can determine that one locality is more at risk than another. The risk model provides a general view of risk; it does not consider personal circumstances, i.e., not everyone living in a very high-risk locality will be equally at risk. Relative risk prioritises localities for resource provision and allocation.



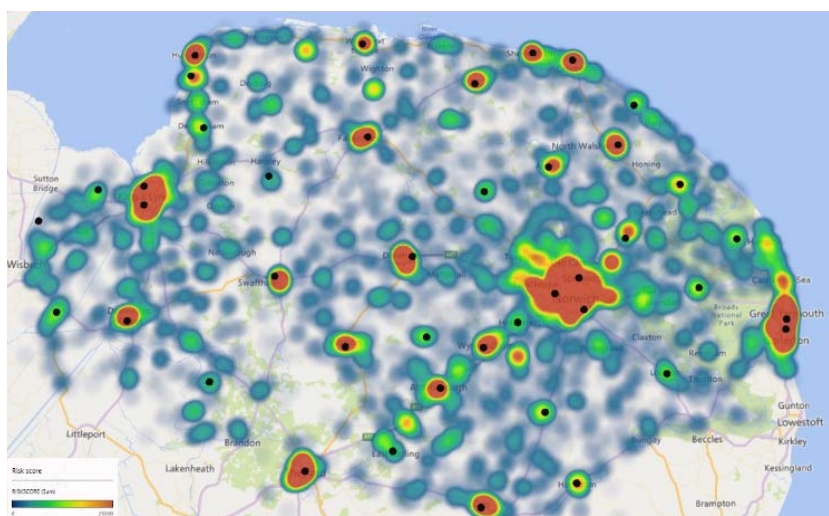
Vulnerability and fire incidents mapped against Indices of Multiple Deprivation



Very High Risk & High-Risk premises



Flood Risk (Environment Agency)



All premises with an NFRS allocated Risk Score

8. About us

Over 800 people are employed by Norfolk Fire & Rescue Service across 42 operational fire stations, a training and development centre, an Urban Search and Rescue (USAR) deployment base, headquarters and control centre.

Budget and Finance

The Authority has an excellent record for dealing with any financial challenge it faces. For many years now the Authority has maintained a comprehensive Medium Term Financial Plan (MTFP) and capital programme. The County Council sets a rolling 3-year MTFP for revenue and capital budget programmes that encompasses all services and functions. Norfolk Fire and Rescue is part of this process as part of the wider directorate of Community and Environment Services. The CRMP is the key driver in the allocation of the Authority's resources in response to the risks facing Norfolk Fire & Rescue. The Authority's CRMP states the main strategic themes that the Authority is progressing and its plans. The MTFP prioritises the allocation of resources to deliver the Authority's mission and aims.

Operational Preparedness

The aim of our operational response framework is to ensure that we are prepared, should an incident occur, so we can minimise the impact of that incident by providing a timely, appropriate and resilient response capability. Our response strategy comprises several key elements from the National Operational Concept of Operations through to our local system of work.

Capability (Logistics and People)

Fires & Pumping

All of our front-line fire crews are trained to extinguish domestic, commercial and industrial fires and our incident commanders are trained on wildfires. We ensure sufficient firefighting foam is available for extinguishing liquid fuel fires and deep-seated fires. We provide an off-road capability to provide access, equipment transportation and extinguishing media in respect of wildfires. We supplement fire engines with water carriers and a high-volume pump hosted and deployed on behalf of the National Resilience lead authority.

Rescues

All our fire crews are trained to perform rescues from height through the use of ladders. Aerial ladder platforms provide a safe working platform for rescues up to 32m. For heights higher than 32m or for inaccessible rescues, a rope rescue team is provided through Urban Search and Rescue (USAR) teams. All our fire crews are trained to undertake confined space rescues, with winch capabilities provided on our heavy rescue fire engines and with a USAR specialist capability and are trained to rescue people from road traffic collisions and transport incidents. All fire engines are provided with hydraulic rescue equipment, supplemented by four heavy rescue fire engines carrying enhanced equipment and with USAR providing a specialist capability. USAR provides rescues from collapsed structures. Our fire crews are trained and equipped to deliver intermediate medical care with clinical governance aligned with the East of England Ambulance Service. All our fire crews are trained to undertake bankside rescues of casualties in water and are provided with lifejackets and throw lines. Eleven water first responder (type D) teams are equipped to undertake wading and raft-based flood response. Four water and flood rescue technician (type B) teams can undertake rescues in fast flowing water via surface rescue boats and tethered swimming (Team typing is based on DEFRA flood rescue concept of operations 2019). Our proposal in respect of realigning our Specialist Water Capability in Section 12 includes allowing the type D teams to undertake swimming rescues in non-swift water such as rivers broads. We respond to flooding incidents to protect property at risk of flooding and remove flood water from buildings and infrastructure. Rescues from fallen trees is provided by our USAR chainsaw operatives. All our fire crews are trained to safely work with trapped large animals; with dedicated animal rescue teams to undertake the rescues.



Hazardous materials

We provide hazardous materials & environmental protection advisers (HMEPAs) to provide advice to commanders on mitigating the effects of an accidental release of a hazardous material and the protection of the environment. HMEPAs are also trained to provide an Initial Assessment Team (IAT) to test substances in the field to identify hazards and to quantify the risk. We work in partnership with the Environment Agency to transport and deploy large quantities of protective equipment to mitigate the effect of hazardous materials on the environment. Selected fire crews are trained to use gas tight suits and undertake decontamination. We deploy a mass decontamination capability on behalf of the National Resilience lead authority. All fire crews are trained and equipped to attend a chemical or biological attack as the initial operation response (IOR). Specialist fire crews are trained to attend incidents involving radiological or nuclear materials supported by monitoring and testing equipment.

Vehicle (and equipment) provision for fires, pumping, rescues and hazardous materials include general purpose type B fire engines, rural fire engines, water carriers, wildfire water mist systems, heavy rescue pumps, technical rescue units, aerial ladder platform, urban search and rescue, 4 x 4 vehicles. Environmental protection units and mass decontamination unit.

Following on from the decision in previous integrated risk management plans, over the past couple of years we have been replacing the second fire engines at our On - Call fire stations with tactical 4x4 response vehicles. With their ability to go off road and deliver 'misting' water to extinguish wildfires, these vehicles have proved invaluable to fire crews during heatwaves.

In addition to the introduction of these off-road vehicles, we have also retained the second fire engine at three fire stations to act as agile fire engines. These fire engines are available to local crews if they have enough firefighters to staff them but crucially act as agile fire engines that are used to provide fire cover at large events such as the Norfolk Show, backfill areas in the county that require additional fire cover and act as spare fleet should a fire engine break down.

Prevention Staff

Prevention delivery is the responsibility of all our teams, whilst the responsibility for developing partnerships and delivery plans, quality assuring and evaluation sits with our central Prevention Team.

Activities include:

- Home Fire Safety Visits (HFSVs)
- Post fire home fire safety engagement
- Arson reduction initiatives and focused juvenile interventions (Firesetter Scheme)
- Water Safety / Drowning Prevention initiatives
- Road Casualty Reduction initiatives.
- Crucial Crew (Multi-Agency safety education events)
- Fire safety information to refugees and asylum seekers through ESOL courses (delivered by Norfolk Adult Learning service)

Protection Staff

To ensure we achieve an integrated approach to managing risk, we use both dedicated fire safety staff and operational crews to deliver our community fire protection services. Protection staff roles: Senior Fire Safety Inspector, Fire Investigator & Protection Officer (FIPO), Fire Safety Inspector, Fire Safety Advisor, Entry level Fire Safety Advisor, Business engagement and compliance.

Support Services (our internal frontline)

Although most people will see our fire fighters and Prevention and Protection staff out in our communities, we also have several support staff working behind the scenes to make sure the Service runs efficiently, and that front-line staff are able to carry out their work effectively. As an element of the Concept of Operations programme we identified the advantages of utilising the wider professional support and improved resilience of Norfolk County Council's corporate shared services. As an outcome we have migrated existing fire teams within Human Resources, Estates, Information & Technology, Communications, Pay and Health & Safety.

Operational Response

As would be expected, road traffic collisions predominately occur when people are travelling through the day. Fires tend to peak in the early evening when people are cooking. How we organise our emergency response capability and the location of our emergency response resources is the result of previous IRMPs and the Concept of Operations (Con Ops) review. As a result, we have confirmed that the current locations are the most tactical locations to distribute our operational response resources and provide a proportionate standard of delivery to mitigate risk across Norfolk.

- **Fire Control** - All emergency incidents start with an emergency call and our teams of fire control operators handle 999 calls, manage risk critical information and support our fire crews and commanders to resolve the incident.
- **On Call** - Our emergency fire cover in Norfolk is predominately on-call covering 39 teams and relies on the commitment of our people to provide cover.
- **Wholetime Duty System** - Firefighters working on the wholetime system work two days then two nights. This system requires four shifts, known as watches, to provide guaranteed fire cover 24/7 at five of our stations.
- **Day Duty System** - At Thetford, firefighters on our Day Duty System (DDS) work during the day between Monday and Fridays with on-call firefighters providing cover in the evenings and weekends.
- **Dereham USAR** - Our National Urban Search and Rescue (USAR) teams based at Dereham Fire Station crew the fire engines on the station when they are in residence.
- **Turnouts** - Our response teams' turnouts to incidents are quicker during the day when they are often already on the engine or working close to the station if they are on-call, and slower at night when they are asleep.

Through the Con Ops project, we have identified some changes to the way we use these locations (and these changes are detailed in Section 12).

Participation with National Resilience

The Norfolk Community Risk Register (CRR) is produced by the Norfolk Resilience Forum and helps identify hazards that may lead to an emergency. As a member of the Norfolk Resilience Forum, we work with our partners to identify strategic community risks and quantify both the likelihood of the event happening and the severity of the impact of the event. Risks are rated as either Very High, High, Medium and Low.

Norfolk Fire and Rescue plays a key role in the preparedness and planning for potential community risk through the Norfolk Resilience Forum (NRF). Mutual assistance for responding to large scale community risks is secured through the fire and rescue service National Coordination Advisory Framework (NCAF) and through formal agreements with our neighbouring fire and rescue services.

Control of Major Accident Hazards (COMAH) - COMAH applies mainly to the chemical industry, but also to some storage activities, explosives and nuclear sites, and other industries where the threshold quantities of dangerous substances identified in the Regulations are kept or used. There are two types (tiers) of establishment which are subject to COMAH, known as 'Upper Tier' and 'Lower Tier' depending on the quantity of dangerous substances they hold. We help mitigate the risk of these sites through our resilience forum planning, exercising and sending an enhanced number of fire engines to any incidents on these sites.

Major Accident Control Regulations (MACR) - MACR relates to military sites and implements arrangements to achieve results at least as good as those achieved by non-MOD controlled sites which fall within scope of COMAH.

All our commanders are trained and focused on delivering a joined-up response to emergencies, with the Joint Emergency Services Interoperability Principles (JESIP) as their guiding principles. To ensure intra-operability with other fire and rescue services, we are standardising our operations by adopting National Operational Guidance (NOG).

Terrorism - All our fire crews will attend the aftermath of a terrorist attack to provide intermediate emergency medical care, to decontaminate the public and first responders, to rescue trapped casualties, to make structures safe and to extinguish fires. We also provide National Incident Liaison Officers to assist Incident Commanders in deploying capabilities during a terrorist attack. Additionally, we provide a Marauding Terrorist Attack Specialist Response Team (SRT) that will be deployed during a terrorist attack to extinguish fires and treat and extricate casualties alongside the ambulance service and the police. This function is deployed on behalf of the National Resilience lead authority.

Prevention Delivery

Prevention touches every aspect of what we do and how we work. Our prevention framework helps set our expectation for a range of services that we deliver to help prevent fires and other emergencies from occurring. We recognise how risk changes for individuals and families throughout their life and with the adoption of the National Fire Chiefs' Council Person Centred Framework we will develop a wide-reaching approach to managing risk where we can influence behaviour to ensure people are safer in all aspects of their lives.

We use our Community Risk Profile, local intelligence, and regional and national data to assess foreseeable risk that could affect our communities in Norfolk, this enables us to direct our resource in a targeted approach to prioritise those most at risk. Our prevention work is focused on effective partnerships and is delivered in the form of evidence-based activities and initiatives to reduce the risk of fires occurring in the home (including Home Fire Safety Visits - HFSVs), reduce the number of arson incidents and to reduce the number of people who are killed or seriously injured on our roads and waterways.

We have increased the number of staff within the team and reconfigured roles to make the best use of our staff and resources to facilitate better community engagement. This has enabled us to reshape how we interact with our own staff, partners, and other stakeholders and this will improve how we collaborate, share information, knowledge and understanding of risk to deliver a better coherent service for Norfolk.

Accidental dwelling fires - The number of accidental dwelling fires has reduced over the last 2 years in Norfolk. As a proportion of total dwellings, it has significantly reduced. The total number of dwellings increased from 416,690 in 2017 to 432,660 in 2021. The majority of people who died in accidental dwelling fires over the past five years were older people (14 people aged 60+) with the largest proportion of older people over 80 years old. This reflects our EqlA and is in line with previous national studies which has shown "Those aged 80 and over have a higher fire-related fatality rate, accounting for five per cent of the population but 20 per cent of all fire-related fatalities in 2016/17" (Home Office 2017).

Over the past five years (2017 to 2021) the majority of fatal accidental dwelling fires occurred in built up areas of the county; with nine fatalities in urban city and towns and six in rural towns. In rural areas, such as rural villages, and in sparse settings there were six fatalities all over the age of 68 reflecting the age profile of rural areas. Over the past five years, most accidental dwelling fires in Norfolk have consistently been caused by cooking and cooking appliances. This is in line with previous national studies. When occupancy type is categorised, the category with the largest number of accidental dwelling fires occurs in homes where people over pensionable age live alone with 809 fires (18.0%) followed by lone person under pensionable age with 580 fires (17.8%). Most accidental dwelling fires occur in single occupancy houses. The individual property category with the most fires was single occupancy houses with 1640 fires (56.6%). The next highest category was purpose built flat / maisonette - single occupancy (Up to 3 storeys) with 509 fires (15.7%), closely followed by Bungalow - single occupancy with 490 fires (15.1%).

There have been a possible 52 fires on Gypsy, Roma and Traveller (GRT) sites between 2017-2021. The year-on-year figure has been decreasing since 2019. The GRT community is identified in the EqlA as having a higher risk of dwelling fires due to their lifestyle and culture.

Deliberate fires have remained quite consistently low through the period from 2017 to 2021. We work closely with business owners and local authorities to reduce the risk of arson. We liaise daily with Norfolk Constabulary to exchange data to assist in reducing the threat from arson. In order to reduce the likelihood of children setting fires, we use interventions, such as our Firesetters Education Programme, to work with families and carers whose children show an unhealthy interest in fires.

Road traffic collisions (a safe system approach) - A review in 2018 led by elected members resulted in a new "safe system" strategy approach that considers all the factors (road, vehicles, road use and speed) to prioritise initiatives focused on prevention and reducing risks. This will mean that all partners will be encouraged to shift attention away from a single focus to influencing wider road user behaviour.

There is a clear link between vulnerability to flooding and wider social demographic vulnerability, as shown by the [Neighbourhood Flood Vulnerability Index](#). We will deliver targeted advice to vulnerable communities. As part of the [Norfolk Strategic Flooding Alliance](#), we will help communities to develop self-reliance at Parish and Town council levels. When floods occur, we will use the NSFA [flood reporting line](#) and information from local action groups to help target our resources at those most in need.

ESOL Fire Safety Adult Education Course - Over the past year, and in line with risks identified in the EqIA, there has been award-winning partnership work between the Prevention Team and Adult Education to identify a high-risk community group (asylum-seekers, refugees and migrant workers where English is not the first language) and take huge steps towards reducing their risk from fire. Firefighters helped to create scripts and record videos to provide course content for the tutors enabling to students to have an interactive experience with our Service.

Our Continuous Organisational Improvement and Learning process, Fire Standards Board Prevention standard, National Operational Guidance and HMICFRS preparedness has enabled us to recognise and identify key areas of Prevention activities that we need to further develop in order to improve and deliver a better service to the communities we serve. We will explore this area further in the next section.



Protection Delivery

Our risk-based inspection programme

Our resources are targeted at those premises which have the highest potential risk of death or injury, should a fire occur.

Norfolk Fire and Rescue Service risk-based inspection programme focuses on premises with the highest societal risk, which is sleeping accommodation. Borough, City and District Councils enforce fire safety in houses in multiple occupation and flats, except the common areas, such as escape routes, or where the escape route goes through a commercial premises, in which case we are the lead authority. Our risk-based inspection programme is flexible in nature and can be adapted as risks emerge, for example, following the Grenfell Tower fire all residential high-risk buildings across the county were inspected.

Frequency and causes of fires occurring in non-domestic premises in Norfolk. - There is a downward trend in fires in all non-domestic premises, with the largest reduction seen in the number of fires in sleeping accommodation, which is the focus of our fire safety inspections. Industrial, warehouse and agriculture premises fires have also reduced, but they continue to constitute most of our non-domestic fires.

There has been one fire fatality in non-domestic premises over the past five years (related to industrial processing - chemical). The main cause of primary fire in non-domestic premises (Non-Residential and Other Residential) is "Deliberate Others Property: Heat source and combustibles brought together deliberately". The main cause of primary fire in Other Residential Non-Domestic premises continues to be (accidental) Cooking, Combustible items close to heat source and Fault in equipment or appliance.

Although our focus is on enforcing the relevant fire standards, we do this with a supportive and proportionate approach, working with organisations to help them ensure the safety of their staff, premises and customers. We use formal enforcement and prosecutions when we find deficiencies that are very serious, or when, despite working with an organisation, they have failed to improve their fire safety standards. Our approach is shaped by the principles set out in the Statutory Code of Compliance for Regulators and the Enforcement Concordat.

Our Risk Based Inspection & Audit Programme (RBIAP) focusses on those premises which have the highest potential risk of death or injury, should a fire occur. The risk is derived from a process that is generic based risk coupled with an assessed risk. In addition to the premises that present the greatest risk due to the demographic or profile of the persons who utilise or live in them, NFRS recognises the importance of buildings that support the economy. These range from Industrial/Commercial through to Heritage/Historical, these premises also form part of the protection plan. In September 2022 the service will introduce an online evaluation tool that will help the service review its performance in delivery to the communities of Norfolk. This process will help us shape our future RBIAP.

In addition to pre-programmed inspections, we undertake intelligence led and reactive inspections with our partners; joint working with Environmental Health Officers, joint inspections with the Environment Agency, joint action with Norfolk Constabulary against modern day slavery, post fire inspections and participation in the Safety Advisory Group (SAG).

Working With Our Partners

How we will work in partnership to deliver community safety education and development:

- Work in partnership to support youth development, such as the Prince's Trust Team Programme
- Provide Fire Cadet Units to support youth development and promote the role of the fire and rescue service as a career
- Lead the delivery of the Multi-Agency Crucial Crew safety educational experiences, accessible to year six school children across Norfolk
- Provide tailored intervention and education programmes for young people and children addressing 'Firesetting' behaviours
- Work with partners to promote safe driving, to promote the installation and testing of smoke detection and where appropriate sprinkler installations and to increase our capacity to improve the safety of vulnerable people through co-designed services and referral routes

How we will work with our communities and other regulators to inspect and protect Norfolk's businesses, buildings and heritage:

- Monitor Unwanted Fire Signals (UwFS) using our reporting systems to highlight those premises that will require engagement from NFRS protection staff to reduce the volume of false alarm calls to domestic and non-domestic premises.
- Work with partners to improve our engagement and support for businesses and organisations to minimise their risk from fire and to deliver a joined-up risk-based inspection programme that reduces duplication and helps prioritise inspection activity
- Monitor the prosecutions and other enforcement activity to ensure that it is proportional to the risk.
- Support businesses and organisations in complying with the legislation and taking consistent and focused enforcement action, including prosecutions, for serious contraventions



9. Improvement, Best Practice & HMICFRS Readiness

Over recent years, there have been a number of drivers for improvement in the Fire Service sector, notably from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), National Fire Chiefs' Council (NFCC) National Operational Guidance (NOG) and the Fire Standards Board (FSB). HMICFRS, formerly Her Majesty's Inspectorate of Constabulary (HMIC), has statutory responsibility for the inspection of the police forces, and since July 2017 the fire and rescue services, of England and Wales. HMICFRS independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest.

The National Fire Chiefs' Council's strategy contains four strategic commitments. The Central Programme Office (CPO) manages the programmes that will help ensure the commitments are delivered. The CPO is responsible for the maintenance of national operational guidance and national operational learning. It also provides support to the Strategic Engagement Forum and for the Fire Standards Board.

The role of the Fire Standards Board is to oversee the identification, organisation, development and maintenance of professional Standards for fire and rescue services in England. With the publication of the Prevention and Safeguarding Fire Standards, we have taken the opportunity to reflect and consider new opportunities for professional growth in this function. This is a big undertaking as Prevention touches every area of what we do and how we work.

NFRS has embraced Continuous Organisational Improvement and Learning (COIL) to monitor our progress against the best practice and standards promoted by these drivers. In order to provide additional focus on Prevention, we have reviewed all areas of how our Service is structured. We have restructured and increased the number of staff within our Prevention department to provide the best possible service for the people of Norfolk. We believe this will enable us to better target those most at risk in our community, with greater speed, efficiency and capability. How we organise the department will change. We will reshape how we interact with staff, partners and other stakeholders to deliver a better service for Norfolk.

Community Safety Action Plan

Recent HMICFRS inspection feedback recommended that we ensure that all staff have a good understanding of how to identify vulnerability and safeguard vulnerable people, that we improve our targeting of the most vulnerable, who are at greatest risk from fire and that we need to ensure that joint agency reviews take place after significant or fatal fire incidents.

To improve in these areas, we have already implemented robust arrangements to ensure Multi-Agency review and learning from fatal fires and serious incidents takes place, we have secured additional capacity to deliver community safety activities, we have refreshed our prevention plan so that it clearly sets out priorities for delivery within the capacity available, targeting resources to support those most at risk of fire and we have targeted strategic governance arrangements to provide oversight, energy, and support to implement the Development Plan. (A Community Development Safety Board). We are also developing assurance processes to ensure that our staff have received, understood and act on training and guidance, particularly around vulnerability and safeguarding, we are developing a clear methodology to identify those most at risk from fire in place, linked to our delivery plans and we are introducing evaluation measures that enable a good understanding of how successful, or not, our prevention activities are.

10. Equality, Diversity and Inclusion

We use our influence as one of Norfolk's most trusted organisations to champion equality and tackle prejudice.

We use our [LGC award-nominated](#) research with 212 residents from Norfolk's diverse communities to target our recruitment strategy, prevention and protection activities and risk planning. This research identified high levels of trust in Norfolk Fire and Rescue Service. The Asian Fire Service Association awarded us 'partnership of the year' for our work to minimise risk for people from abroad. We are "[Personnel Today](#)" (2021) award-winning for our work to increase the gender diversity of our workforce.

Norfolk County Council sets the Council's [objectives for equality, diversity and inclusion](#) and we are committed to delivering these. In addition, we have our own Norfolk Fire and Rescue Service EDI Plan which sets out EDI priorities for our service.

Our EDI priorities

1. Increase the diversity of our workforce, so that we better reflect the local population
2. Ensure that people who represent a minority in their team are supported and valued
3. Develop our capability on EDI - our knowledge and professional curiosity - and ensure that our physical infrastructure can support our increasing diversity
4. Target our Prevention and Protection activities to address identified risks for our diverse communities.
5. Implement the findings of our 850 equality impact assessments of our policies and procedures, to guide inclusive decision-making across our workforce.

People and wellbeing

One of the priorities of the Fire and Rescue National Framework for England is for fire and rescue authorities to develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse. The fire and rescue sector is going through a period of significant change and we need to ensure that our workforce is able to adjust to these changes and contribute innovatively. We have already made great strides on our equality, diversity and inclusion priorities but know we have a lot more to do. We want to build a truly diverse workforce which is engaged, motivated and high performing.

We will develop a workforce strategy and plan which brings together all of our people priorities including some of the following:

- We will continue to create an inclusive culture where our people are valued, developed and recognised with equality
- We will continue to invest in our professional development so our staff maintain their competence and confidence
- We will build a more diverse workforce so that we can represent the community we serve and support more effective engagement
- We will develop our leaders to deliver our people priorities and build a high performing culture
- We will work towards developing mechanisms which allow us to succession plan and develop our talent more effectively
- We will develop a recruitment and retention strategy which promotes diversity and more effective onboards our new staff
- We will continue collaboration with our staff and representative bodies to ensure our staff are deployed in the most effective way and are fully engaged in any changes affecting them.
- We will arm our people with the tools they need to manage their own resilience and support those whose mental health is impacted.
- We will do all we can to support colleagues and to try and prevent mental health crisis, whatever the cause of the crisis. We are putting together a refreshed strategy and practical plan around mental health and getting expert advice on what will work. This strategy will include a range of things from access to professional services to social and sporting events.

We pledge to ensure:

1. Significant improvement of our wellbeing offer, in particular support for mental health, remains our top priority. We want to ensure our staff have access to resources and proactive support is offered when needed.
2. We are putting in place specialist trauma counselling which offers tailored support for emergency services.
3. We will continue to change and evolve our culture to make sure everyone feels able to share openly and seek help and support when they need it.

11. Horizon Scanning and Emergent Risks

We have already detailed the increased risks presented by climate change earlier in this document. There are other areas of consideration that we regularly review in order to inform our strategic planning.

County Strategic Planning & Infrastructure

The Strategic Planning team is responsible for supporting the delivery of infrastructure that contributes to sustainable housing and jobs growth for Norfolk. We regularly review plans produced by this team to assess any impact on risk or implications for our service delivery. More information can be found at [NCC Strategic Planning & Infrastructure](#). The [Norfolk Strategic Delivery Infrastructure Plan](#) sets out Norfolk's high-level strategic infrastructure priorities for the next 10 years. This list of projects has been compiled in conjunction with stakeholders/local partners including internal county council departments, district councils, utility companies and government agencies. These projects are selected on the basis that they deliver considerable housing and jobs growth. Priority strategic projects include A47 improvements £2-300m, Great Yarmouth Third River Crossing £120m, Transforming Cities as part of the Transport for Norwich programme £66m, Long Stratton Bypass, West Winch Housing Access Road and Norwich Western Link.

The National Infrastructure Strategy sets out plans to transform infrastructure and achieve net zero emissions by 2050 and the Net Zero Strategy provides Governments long term plan to end the UK's domestic contribution to manmade climate change. Norfolk County Council has chosen to bring forward this target by making a commitment to reduce their carbon emission to zero by 2030.

Norfolk County Council commissioned an EV Strategy during 2020, to help identify areas of need within the county as far as charging infrastructure is concerned, as the national vehicle fleet transitions to electric. A number of projects linked to this are emerging. As far as Norwich is concerned, a pilot project is underway to install on-street EV charging points within the city. This partnership involves Norwich City Council, Norfolk County Council and UK Power Networks, the regional electricity network operator.

Electric Vehicles and Lithium-Ion Batteries (and electric battery storage)

As technology advances and more people turn to electric vehicles, the prevalence of Lithium-Ion vehicle batteries and locations to store these safely also increases. NFRS maintains a watching brief on research into the fire risks posed by these and consults with the industry around any plans for battery storage locations within Norfolk.

Maximising our efficiency and effectiveness: Improved Intelligence & Analytics

More than ever NFRS works in an environment where data-led decision-making and data-evidenced evaluation is crucial, be it for internal performance management and strategic decision-making or to enable external scrutiny and evaluation. In May 2022 the Home Office published the white paper, "[Reforming Our Fire and Rescue Service](#)". Within this consultation document there is a clear focus on the importance on recognising the importance and improving the quality of data driven intelligence to support effective and efficient service delivery.

This CRMP23-26 has highlighted a number of key areas that will require further analysis and data modelling in order to truly evaluate the best ways forward. Increasingly we are being challenged with evidencing our effectiveness, our efficiency and the way we utilise, develop and look after our people. Budgetary challenges and the need for transformation and improvement also add additional weight to the need for improved intelligence & analytical capability.



The impact of highway infrastructure improvements in Norfolk: WDS Crewing Options

Norfolk Fire and Rescue Service currently has 7 wholetime duty system (WDS) fire engines which are crewed 24/7. There are tidal crewing arrangements at King's Lynn and Gt Yarmouth / Gorleston where one of the crews starts and finishes the shift at the base station but takes the fire engine to King's Lynn South / Gorleston fire stations as a standby base. There are also 2-day crewed engines based at Thetford fire station and Dereham fire station. These engines are crewed during the day only by WDS staff and crewed at night by on-call staff. The day crewed stations each have a different day crewing system. Dereham is crewed with two watches of USAR personnel working 4 days on and 4 days off, and Thetford is crewed with one watch working Monday – Friday only.

National data indicates a general decrease in emergency incidents attended by fire and rescue services and Norfolk is no exception. Data also indicates that in Norfolk there is on average across all fire stations a greater number of incidents during the day compared with during the night. On average in Norfolk the ratio is 62% of incidents during the day and 38% of incidents during the night based on the hours of 0700-1900 and 1900-0700.

An assessment of station incident data indicates that there may be potential to review the crewing arrangements at some stations and to consider whether there are opportunities to change to a day crewed model.

During the CRMP23-26 period we should consider a detailed review of the WDS crewing arrangements in the King's Lynn and Great Yarmouth / Gorleston areas to evaluate impact (positive or negative) on community safety risk mitigation.



The impact of highway infrastructure improvements in Norfolk: Implications of Great Yarmouth Third River Crossing

Construction of a third river crossing bridge is already underway and will provide a further crossing between Great Yarmouth and Gorleston by 2023. The map indicates the location of the current bridges, the bridge under construction and the fire stations at Great Yarmouth and Gorleston. When the new bridge is open, it is estimated that the new travel distance from Great Yarmouth fire station to the Gorleston side of the crossing will reduce to around 0.5 miles, with an estimated journey time of around one minute. It is also estimated that the journey time from Great Yarmouth fire station to Gorleston fire station will reduce to around 1.5 minutes. Therefore, incidents that would be attended by the Gorleston WDS engine (whilst crewing at Gorleston fire station) could be resourced from Gt Yarmouth station instead with an increase in attendance time of around one minute.



A range of Options need to be considered, including (but not exhaustive) relocating both WDS fire engines to Gt Yarmouth and leaving one on-call fire engine at Gorleston, closing Gorleston fire station and opening a new fire station or service delivery point for Gorleston on-call, closing Gorleston fire station and providing all operational response for the Gt Yarmouth and Gorleston area from Gt Yarmouth fire station, closing both stations and building a new modern facility in the most suitable and effective location or doing nothing differently.

To evaluate these options, we will need to analyse available data after the bridge has opened and is being used. It is anticipated that the current arrangements may be inefficient when the new crossing opens due to the proximity of the two stations.

During the CRMP23-26 period we should consider a detailed review of the WDS crewing arrangements and building stock in the Great Yarmouth / Gorleston area to evaluate impact (positive or negative) on community safety risk mitigation.

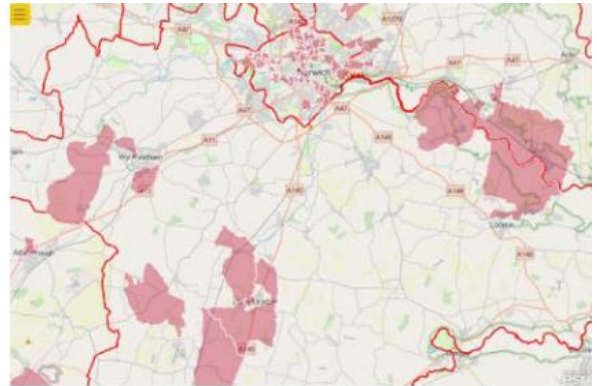
Maximising our efficiency and effectiveness: Implications of Reducing Ridership

Current NFRS Service policy identifies the expected crewing levels for all WDS fire engines (except 2 stations) to be made up of 5 riders. The Service needs to further consider the options to reduce ridership levels from 5 to 4.

During the CRMP23-26 period we should consider a review of ridership levels to evaluate impact (positive or negative) on community safety risk mitigation.

The impact of highway infrastructure improvements in Norfolk: A11 Corridor Station Coverage

We know that the A11 corridor is subject to continued and sustained growth. There are currently two fire stations which are positioned geographically close together in Norfolk and in close proximity to the A11. These are Hethersett & Wymondham in the Southern district. Additionally, Attleborough is also located close to the corridor. With projections of future housing growth along the A11 corridor in Cringleford, Hethersett, and Wymondham, it could be reasonably expected that operational demand will increase.



The CRP 2021-22 identifies that there are very high-risk LSOAs in and around the Wymondham and Attleborough areas. Acknowledging that Attleborough and Wymondham stations are amongst the busiest in our County, it is reasonable to predict that as the A11 corridor is developed, there will be an increasing demand on these stations as well as Hethersett.

During the CRMP23-26 period we should consider reviewing the building stock and crewing along the A11 corridor to identify the most suitable location or locations for prevention, protection and response bases to effect positive community safety risk mitigation.



12. Our Plans for 2023-2026 (and outcomes of the Con Ops Review promised in last IRMP)

One of the proposals in the IRMP 2020-23 was to conduct a review of our Concept of Operations, effectively analytically reviewing the way we deliver our services, deploy our resources and manage our workforce.

The outcomes of this substantial piece of work have directly informed the development of this CRMP23-26.

Areas Reviewed, Proposed Changes and Why

Many of the areas of review within the Con Ops Project have resulted in outcomes that restructure our internal ways of working and therefore do not materially alter the structure of our delivery mechanisms. Where this is the case, we have summarised areas of review below. Where there is a proposal to significantly change a delivery mechanism, the rationale is explained in more detail and is marked as a significant Proposal.



Ultimately the project has enabled us to match resources to risk, match our Response activities to incidents (location and severity), identify what Prevent and Protect changes would potentially improve service delivery, consider the right locations of Fire Stations and the enable the discussion on the possibility of reducing numbers or relocation and consider the removal of second appliances at On-Call stations.

We have been able to change quarterly maintenance of competence to four-monthly to free up time to develop On-Call firefighters and create time for greater Prevention and Protection activities for the Wholetime staff, change On-Call contracts to include three-hour drill nights, re-set and align turn-out times for all On-Call crews, move our Water team from Procurement to CFP and transition and integrate some of our support functionality (Human Resources, Pay, Equality Diversity and Inclusion and Health & Safety) into NCC Corporate shared service provision.

It has also provided additional areas of consideration around the way that NFRS organises its service delivery:

- **Staffing** - What contract changes could be considered for Wholetime staff to incorporate new ways of working for modern firefighters. FTE for Control, On-Call and WDS including the possibility of staff re-distribution
- **Crewing** - Variable crewing options. Revision of duty systems
- **Training and Development** - review of requirements and methodology
- **Capability** - Operational response structure review as a result of Norfolk infrastructure changes. Additional collaborative opportunities. Better understanding of time and type of incidents.
- **Logistics** - Redistribution of specialist rescue capability (HAZMAT and Water). Review of scale and currency (i.e., two incidents of 5 fire engines or more and spate conditions)
- **Financial** - The actual cost of water rescue teams Type B and D throughout the County.

The following outputs have been more thoroughly reviewed to develop our Proposals for change:

Maximising our efficiency and effectiveness: Develop a more targeted approach to prevention activity across Norfolk's communities, prioritising vulnerability and those at highest risk.

As detailed earlier in this document, we have restructured and increased the number of staff within our Prevention department to provide the best possible service for the people of Norfolk. This delivers against our commitment to continue the core elements of our community safety work, but with a significant planned increase in capacity to enable better community engagement. We believe this will enable us to better target those most at risk in our community, with greater speed, efficiency and capability. And this, in turn, will enable us to better execute our strategy to make the people and communities of Norfolk safer.

How we organise the department will change. We will reshape how we interact with staff, partners and other stakeholders to deliver a better service for Norfolk. We plan to organise the Prevention department by function: Home Fire Safety and Prevention Delivery (Water Safety and Volunteers, Road Safety and Events, Arson/Firesetters and Schools/Education). Each discipline will help drive our overall Prevention strategy – enabling us to deliver the most and with greater coherence across Norfolk.

HMICFRS recommended that we:

- Ensure that all staff have a good understanding of how to identify vulnerability and safeguard vulnerable people.
- Target the most vulnerable, who are at greatest risk from fire.
- Ensure that joint agency reviews take place after significant or fatal fire incidents; reviews should take place at an appropriate strategic level in the service and with other relevant organisations.

We have already implemented:

- Robust arrangements to ensure Multi-Agency review and learning from fatal fires and serious incidents.
- Additional capacity to deliver community safety activities.
- A refresh of our prevention plan so that it clearly sets out priorities for delivery within the capacity available, targeting resources to support those most at risk of fire.
- Targeted strategic governance arrangements to provide oversight, energy, and support to implement the Development Plan. (A Community Development Safety Board).

We are developing:

- Clear accountability, assurance and governance at senior management level with regard to Safeguarding.
- Clear methodology to identify those most at risk from fire linked to our delivery plans.
- Clear evaluation measures to understand how successful our prevention and protection activities are.
- How we strengthen and expand existing partnerships and will seek opportunities for new collaboration.
- How we expand our offer to young people by establishing a Princes Trust programme in the East of the County.

We aim to achieve this by increasing partnership working and knowledge sharing with other emergency services and organisations, e.g. housing providers and local authorities. In Norfolk, we work with blue light services (police, ambulance, HM Coastguard) and other partners such as adult social services, care providers, charities and local authorities to share appropriate information relating to risk. This includes examples such as supporting partner agencies to raise hoarding concerns with residents they routinely visit and to us if they feel there is a need for us to support. We recently offered some partners advice and training on what to look for and how to report any concerns to us. This training enables other professionals to better identify fire safety issues they might encounter during visits and know what advice to give to help reduce public risk.

We want to strengthen and expand our partnership working.

By training and arming partners with information to help them understand and pass on fire safety messaging to vulnerable people, alerting us to any concerns, we believe Norfolk will become safer.

We also intend to increase our own staff knowledge of other issues that we may encounter during our role and work more closely with teams from other organisations to understand this and to share information. We are working with partners to gain knowledge, so that we can give information on behalf of partners to the public. For example, giving crime prevention advice or signposting to support groups to help reduce issues of poverty.

We wish to grow this work with our partners, to work together, share information and knowledge for the good of Norfolk. We also want to expand our offer to young people in Norfolk by setting up a further Prince's Trust Team programme in the East of the county. We currently have these free youth development programmes in Norwich, Dereham and King's Lynn. They support 16-25s on to further training, education and employment.

Proposal 1 – Develop a more targeted approach to prevention activity across Norfolk's communities, prioritising vulnerability and those at highest risk.

Maximising our efficiency and effectiveness: Realignment of Specialist Response Capability - Specialist Water Rescue Capability

Water plays a significant part in the daily lives of Norfolk residents and provides a significant contribution to the tourism economy. The low-lying nature of our landscape makes our communities susceptible to pluvial (rain) surface water flooding.

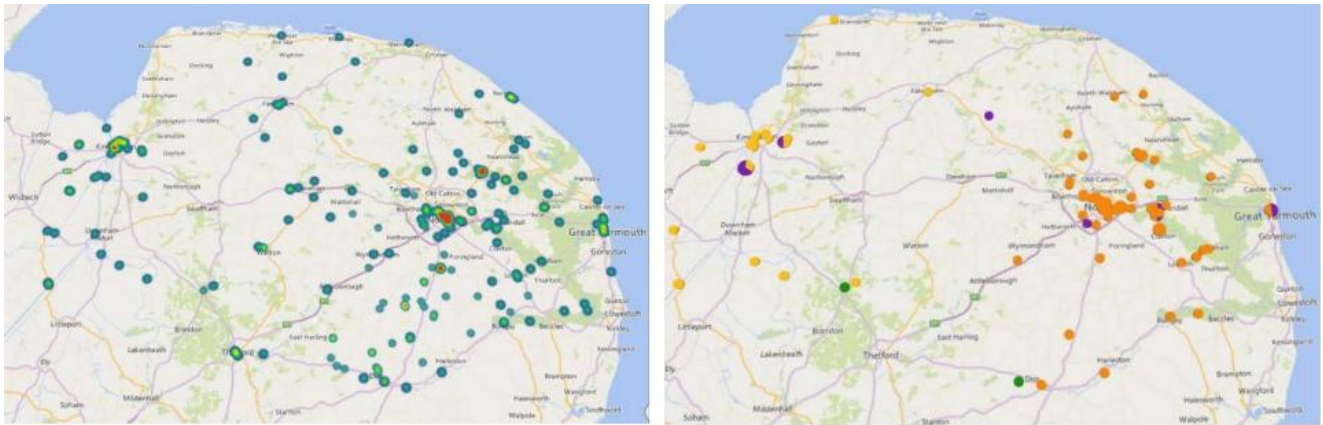
Excluding the Urban Search and Rescue (USAR) water rescue team based at Dereham (our primary team for national deployment and considered out of scope for this review), the predominant WFRT teams utilise Technical Rescue Units (TRUs) at King's Lynn South, Carrow and Thetford. WFR teams crew our rural fire engines known as 'P8s' at ten locations across the county.

Technical Rescue Unit deployments 2019-2021

Carrow is the busiest TRU, followed by King's Lynn. Thetford is rarely used. Our incident data identifies that there are as many water rescue incidents across Great Yarmouth / Gorleston as King's Lynn generally attended by the Carrow TRU.

The TRU deployments across 2019-2021 indicates that the TRUs each cover a large area of the county. A number of deployments for Carrow were closer to Great Yarmouth. Thetford's TRU did not attend any incidents in Thetford, suggesting that this area could be covered by the WFR crew based there if they are enhanced for in water rescue. Most water rescue incidents occur across the east of the county, although there are a number of others distributed across other districts.

The primary flood risks are in the east and west, with small areas in the north, centre, and south. Historically, the risk of surface water flooding is spread across the county. Analysis suggests that the TRU at Thetford is not located in the correct location to provide the quickest response to incidents, however locating a TRU at Great Yarmouth would be more effective.



Water and flood rescue incidents 2019-2021

Proposal 2 – Relocating the Thetford TRU to Great Yarmouth in order to better align our specialist water capability to the location of greatest risk. Enhance training for selected Water First Responder (WFR) crews to allow them to perform swimming or buoyant raft rescues in non-swiftwater (rivers, broads etc), providing additional specialist rescue capability for persons in water across the county. There are no capital investment costs associated with this proposal.

Maximising our efficiency and effectiveness: Realignment of Specialist Response Capability – Hazardous Materials and Environmental Protection (HAZMAT) Capability

Norfolk Fire and Rescue Service currently provides response to hazardous materials and environmental protection incidents. Our data shows us that the majority of hazardous materials incidents take place in urban areas aligning to our wholetime fire stations. The number of hazmat major incidents in Norfolk is low, but that the majority take place within urban areas. Our data indicates 49 incidents over 3 years which equates to an average of 16 incidents per year across Norfolk.

The current approach to resourcing hazardous materials incidents is based on all fire engines having the same PPE regardless of the hazardous materials incident risk in their station area. A more flexible and cost-effective approach would be based on allocating resources to where the incident risk exists. This in turn is based on incident data, known fixed risk location, and key transport network information. A more flexible, risk-based approach, therefore, would consist of allocating resources to the stations with the highest level of risk. Potential options for change are likely to involve the provision of gas tight suits in key areas to cover the highest risk of hazardous materials incidents, whilst providing suitable protective equipment to cover lower risk incidents elsewhere.

To change from the current arrangements, more in depth consideration will need to be given to the technical specifications of any potential replacement suits in relation to their intended use. Specialist advice may need to be sought to assist with the selection of suitable suits. Having assessed our data and reviewed possible options, the most balanced risk mitigation against cost value is to provide gas tight suits on EPU, Wholetime fire engines, and selected On-Call fire engines.

This option would provide gas tight suits in the areas where the highest statistical risk of a hazardous materials incident exists. This option would also provide a reasonably even spread of level 2 hazmat stations across the county to account for incidents on the major transport networks. This option would provide level 2 stations in areas where the majority of Tier 1 and 2 COMAH sites are located. It is anticipated that level 2 stations only would need to continue with current training requirements, and that the training requirement for On-Call stations could be reduced which would free up more time for other training activities and would reduce the overall cost of initial training for On-Call recruits. For resilience purposes it may be beneficial to select strategic On-Call stations to be trained for wearing gas tight suits to provide a greater number of wearers at incidents, but not to provide the equipment on the On-Call fire engines.

Due to the number of incidents attended by both Thetford and Dereham, it may also be desirable to provide training for the On-Call crews to account for night incidents. A further adjustment could be made if desired to provide one level 2 fire engine per Wholetime area only rather than all Wholetime fire engines. e.g., 1 in Great Yarmouth, 1 in Kings Lynn, 1 in Norwich, 1 in Thetford and 1 in Dereham. This would provide a further cost saving of 8 gas tight suits.

Added resilience can be provided to account for areas remote from Wholetime station areas such as North Norfolk, and South Norfolk.

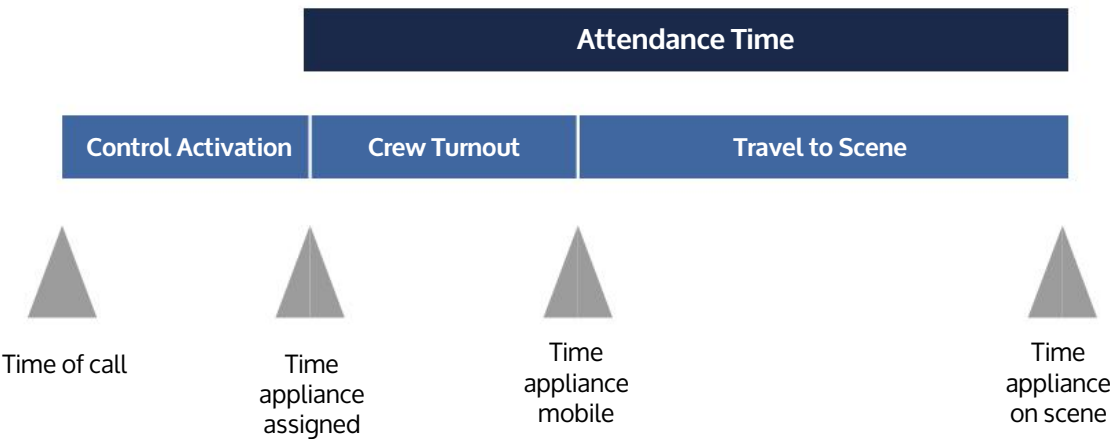


Proposal 3 is to change provision of gas tight suits to Environmental Protection Units, Wholetime fire engines, and selected strategic On-Call fire engines. There are no cost increases associated with this proposal.

Maximising our efficiency and effectiveness: How We Measure Emergency Response Standards

In our previous IRMP 2020-2023 we stated our intent to adopt national performance measures against Emergency Response Standards (ERS) if they are introduced. To date there remains no national performance measures for ERS and no agreed national methodology.

Our current attendance time is measured from the time a station is alerted to the time the fire engine arrives at the scene. The Home Office and Her Majesty’s Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) measure fire and rescue services performance from the time the 999 call is answered to the time the first fire appliance is on scene. In the absence of a national standard, we are proposing to amend the way we calculate and report on our ERS to match the same methodology used by the Home Office and HMICFRS (until there is a national standard which we are committed to adopting).



Norfolk is categorised as predominantly rural for Home Office reporting purposes. For life risk fires, the target would be informed by the average time taken by all predominantly rural services in previous years (5 years). HMICFRS on their data collection dashboard recommend that: “Norfolk is a Predominantly Rural service. Its response times should be compared with other Predominantly Rural services.” For Other (non-fire) Life Risk incidents national comparison data is not available.

The proposal is to leave this unchanged, with the exception that ERS is measured from the time that the call is received by Fire Control. The target is for the first fire engine to arrive on-scene within 13 minutes from the time that the call was received by Fire Control. For both Life Risk incident categories, the current 80% tolerance will remain for the following reasons:

- The target for Fire Life Risk is based on the predominantly rural service averages in previous years. The general tendency has been for response times to grow slightly, possible because of increased traffic, though COVID has confused this.
- Our Service's average response time is much better in urban areas where there are Wholetime crews than rural areas where there are On-Call Crews. The 80% tolerance is recognition of the greater distances to be covered by both On-Call and Wholetime crews to rural incidents, the need to allow On-Call crews to get to their station from wherever they are when alerted and because incidents in some parts of Norfolk cannot be reached from the Fire Station within the target time.

As the proposal recommends including call-handling time, the response times reported will appear slightly larger than previously reported.

Proposal 4 is that we amend the way we calculate and report our emergency response attendance time to align with the Home Office and HMICFRS (until there is an agreed national standard which we are committed to adopting).

Maximising resources focussed on prevention activities: Reviewing our readiness to respond to risks presented by climate change with a focus on increasing our stock and use of Technical Response Vehicles (TRVs) and other firefighting vehicles and equipment, operational procedures, and training.

With climate change, it is foreseeable that there will be an increase in extreme weather events such as the summer heat wave, and the storms of early 2022. Operational activity in July, August and September 2022 saw a 50% increase against the same period in previous years with 8722 emergency calls received through this period in 2022 and over 3000 incidents.

A review of the summer wildfire factors has identified:

- Fires occurred spontaneously across the county
- Difficult to pre plan deployment of pumping and specialist resources, impacting ERS
- A number of significant crop fires occurred at the urban/rural interface
- Extreme heat caused fires to jump across breaks

One of the conclusions of our review into the summer 2022 operational response is the requirement to purchase misting branches and lances for existing appliances, trial the use of portable dams to supplement existing water carriers and to coordinate vehicle procurement programmes. Suitable capabilities, equipment and vehicles are already being considered. We need to ensure that rural firefighting ability is built into future firefighting appliances. The evidence supports the procurement of additional Tactical Response Vehicles (TRVs), to supplement those in service.

NFRS currently has 6 TRVs, which are agile vehicles with the capability to fulfil a number of roles. These consist of five 4x4 pick-up trucks, and one Land Rover defender. The vehicles have off-road capability and can respond to incidents that are difficult to access by standard fire engines. The vehicles are equipped with a water tank and water misting unit which can be used to tackle wildfires such as field and forestry fires. Other roles include transporting equipment and personnel off-road, or during extreme weather events such as flooding, ice and snow. With projected increases in extreme weather events as a result of climate change, there may be the need to consider increasing the number of agile vehicles such as the current TRVs.

NFRS needs to be prepared to respond to changing incidents resulting from environmental change and needs to plan for a range of extreme weather events which impact on both operational response and business continuity. As a result, NFRS will review the need to increase the fleet of agile vehicles that are able to respond to such incidents, and support business continuity.

Proposal 5 is that we will review our readiness to respond to summer heatwave conditions. This will include the emergent requirements of increasing our stock and use of Technical Response Vehicles (TRVs) and other firefighting vehicles and equipment, operational procedures, and training.



Maximising our efficiency and effectiveness: Collaboration with other emergency responders including Emergency Medical Response (EMR) trial, implementation and progress review

Another of the Proposals in the IRMP 2020-23 was to explore the potential to undertake co-responding. We participated in a national trial in 2016 with fire crews co-responding with paramedics to people suffering cardiac arrests. Outcomes of the pilot were extremely encouraging. We proposed we would continue to review and develop this function through 2020-23. Fire and Rescue Services (FRS) in the Eastern Region face an ever-evolving operational environment, this often means reviewing our core activities delivered as part of duties contained within the Fire and Rescue Services Act 2004 and significantly the National Framework for England 2018. During 2020 and 2021 the new risk and challenges posed by the global pandemic resulted in a more holistic view of how FRS can support partners. In the 2017 New Economy report "Emergency Medical Response by Fire and Rescue Services" (produced by national experts from HM Treasury and other government departments) detailed analysis set out a strong value-for money case for EMR:

"The indicative benefits...far outstrip the initial investment required, with an overall financial return on investment of £4.41 per £1 invested... Taken as a very broad average, this equates to a net financial saving of approximately £214 per callout; even accounting for the 79% of co-responding attendances in which it is determined that cardiac arrest has not occurred. At scale...likely to see FRS attend to about 15,000 out-of-hospital cardiac arrests per year (about half of all those seen by ambulance services). While only 4.3% of cardiac arrest patients are likely to experience a life-altering impact, those that do will be independent and cognitively functional, where before they would have suffered severe, permanent neurological impairment – at sizeable cost to both health and social care partners. For each individual with new, good cerebral performance, it is broadly estimated that a benefit is created in the order of:

- *£24,000 for clinical commissioners as a result of reduced length of stay in intensive care and less costly treatment requirements; and*
- *£44,500 for social care commissioners as a result of reduced demand for postcardiac arrest domiciliary care."*

Following discussions with EEAST and our regional fire and rescue service partners, we have agreed a regional memorandum of understanding to enable us to embed a developing approach to emergency medical response at two of our on-call stations. The cost of us carrying out this work will be recouped from EEAST. Previous experience of our work in this area has shown that lives have been directly saved across Norfolk as a result of our involvement. EEAST has identified other locations that may benefit from a similar arrangement, and we will be considering these in the coming months. National direction (UK Govt White Paper and NFCC strategy) suggests that we can expect this will be enduring change to Fire Service working patterns, locally, regionally and nationally. We will need to ensure that we are monitoring the impact on fire cover and core responsibilities and there will be continuing conversations regarding concerns about the additional responsibilities on operational staff without development or (paid) recognition (as the current model is voluntary participation).

Proposal 6 is that during the CRMP23-26 period we continue our approach of collaboration with other emergency responders by progressing the development of local participation in the Emergency Medical Response scheme. Our communities will benefit from lives being saved and from wider Fire and Rescue staff skillsets. Core traditional service responsibilities (fire cover) will not be negatively impacted.

Maximising our efficiency and effectiveness: Review of the On-Call Model and an evaluation of the effectiveness of a dynamic roaming resource (DRR) fire engine, staffed by On-Call Support Officers (OCSOs).

The ConOps Project identified an emergent need to review the On-Call model. In the United Kingdom, a retained firefighter, also known as an RDS Firefighter or on-call firefighter, is a firefighter who does not work on a fire station full-time but is paid to spend long periods of time on call to respond to emergencies through the Retained Duty System. Many have full-time jobs outside of the fire service. Retained firefighters are employed and trained by the local fire and rescue service.

When required to answer an emergency call, retained firefighters are summoned to the fire station by a radio pager (also known as an "alerter"). Once at the station, the crews staff the fire engine and proceed to the incident. Retained firefighters are therefore required to live or work near to the fire station they serve. This allows them to respond to emergencies within acceptable and strict attendance time targets set out by each fire service.

Unlike volunteer firefighters, retained firefighters are paid for attending incidents. Both Volunteers & Retained are paid an annual "retainer fee" for being on call, but only Retained firefighters receive further pay for each emergency call they respond to.

Over the years due to the demographics of the county, employers moving to more urban areas and less employment in the smaller towns and villages, it has been harder for us as a service to attract 24/7 on call firefighters. The on-call system is also subject to Grey Book terms and conditions, so it is hard to vary the way we employ on-call staff.

Being an on-call firefighter is a very large commitment for potential recruits and involves a process of selection, enrolment, initial training and continuation training over the first 3 to 4 years.

As a service, we would like to look at how we can provide a better service to the more rural areas of the county, and as such, we would like to review all aspects of our on-call provision. This is aspirational and will take place for the duration of this document.

As part of this process, it is appropriate that we should review how we set Availability expectations across the County, differentiating between Urban and Rural station locations. HMI recommends that Predominantly Rural services should compare themselves against similar. There are 14 such services in the UK. We will need to consider whether it is effective and / or efficient to have a standard Availability expectation for all stations, or whether there should be differentiation based on Urban or Rural location.

A review of the On-Call model will also allow us to evaluate the potential effectiveness of a dynamic roaming resource (DRR) fire engine, staffed by On-Call Support Officers (OCSOs).

On-call support officers

The On-Call Support Officer (OCSO) team establishment is 7 staff consisting of 1 Watch manager, 1 Crew manager and 5 Firefighters. The team work a nine-day fortnight based on Monday to Friday 0900 to 1700. Staff members are able to deploy to On-Call stations in order to make up the crew at an On-Call station with insufficient staff for the fire engine to be available. Whilst at the fire station they are also able to carry out other work such as prevention activities.

Agile fire engines

Agile fire engines are crewed vehicles that can be deployed throughout the county of Norfolk to provide an operational response where there are resource deficiencies. There are sufficient staff in the On-Call Support Officer (OCSO) team establishment to form one agile fire engine crew, based on working 42 hours per week Monday – Friday. In order to form an agile fire engine crew, a vehicle and base station would be required. One solution would be to utilise one of the two fire engine On-Call stations as the base station, and the second fire engine would be used as the agile fire engine during the day Monday to Friday. The crew would start and finish their shift at the base station and deploy to the required locations throughout the day to improve operational response and carry out prevention work at high and very high risk LSOA areas.

Proposal 7 is that during the CRMP23-26 period we should undertake a detailed review of the On-Call Model in tandem with an anticipated national review. This will be a holistic review of all aspects encompassing recruitment, reward, training, support, management, and availability (including a trial to evaluate the effectiveness of a dynamic roaming resource (DRR) fire engine).



13. Engagement and Consultation

When planning a CRMP, or any major changes, we meet with groups of people who work within our service, within the wider Council and who live in Norfolk to ask them what they think of our ideas and if we are using our resources, including our people, in a fair and cost-effective way. We set up a CRMP Working Group to canvas the views of Senior and Middle managers in shaping the plan.

We also commenced early public engagement through the Norfolk's Resident Panel in Spring 2022 when we were preparing this Plan. We have used the responses we received to inform the development of this CRMP23-26 (as well as inform our approach to other strategic activities). It is particularly good to hear that 82.9% responded they had confidence (somewhat, very or extremely) that we provide an effective overall service (10.6% didn't have an opinion on this). You have told us that our priorities should be:

You have told us that our priorities should be:

1. Responding to fires
2. Rescuing people from road traffic collisions
3. Responding to emergencies such as flooding and terrorist incidents
4. Preventing fires and promoting fire safety
5. Ensuring those responsible for public and commercial buildings comply with fire safety regulations
6. Collaborating with other organisations, for example the police and ambulance service
7. Obtaining information from landlords/building owners to improve response if a fire or other emergency occurs in the building

We have also shared our developed proposals for change both internally and externally to seek views on these.

Public Consultation

A public consultation, focussing on the proposal areas, ran from 7th November 2022 to 19th December 2022 and provided Norfolk communities, stakeholders and partners with the opportunity to comment on the specific proposals, as well as providing further information and insight that can broaden our understanding of risk. There was a total of 265 responses to the public consultation. 75% of these were from members of the public, 5% represented the views of community groups or businesses, 2% were councillors and 14% were employees of NCC or NFRS. A separate written response was received from the Fire Brigade's Union.

The majority of responses to the original proposals were positive (strongly agree or agree). As a result of this, proposals 1 to 4 and 6 have not been amended. Where negative comments were received for those proposals, the concerns of respondents focussed on potential implications arising from the way the proposal is implemented. Therefore, these concerns will be considered as part of the implementation planning for each proposal.

As part of our approach to public engagement on CRMP, we arranged a series of 10 public events across Norfolk. Eight of these were held on fire stations and incorporated Brew with a Crew – a chance for people to enjoy refreshments with the team, with optional donations to The Fire Fighters Charity. The other events were held at North Norfolk District Council's offices in Cromer and at Thetford library (as the town fire station is undergoing renovation work). At all events, we offered residents the chance to complete the consultation on ipads and also assisted them to complete it where this was required. We promoted these events, and how to take part in the consultation online, in the mainstream media, via social media and through a series of leaflets and posters within the local areas. Flyers with links to the consultation were also handed out to residents who attended 'quick strike' events which take place after large fire incidents and by our community safety team at other events and service open days in the run-up to Christmas.

Vulnerable residents

As well as appealing to the general public to take part, we worked with some of our more vulnerable groups by holding three focus group sessions with members of Vision Norfolk. These were held in Great Yarmouth, King's Lynn and Norwich and were well attended by blind and visually impaired residents. As well as talking to these residents about the CRMP to gain their views on our proposals, we also engaged with them around community safety, their preferences on communication and interactions with our service. We also held a focus group meeting with Inclusive Norwich at Carrow fire station to gain the views of their members on our proposals. We were also asked to attend a coffee morning at Hellesdon library, to speak to vulnerable residents, and carers, about the CRMP. At all these five meetings we assisted residents to give their views by taking part in the online consultation, with support from our staff. In addition to this, we undertook focus groups with 15 Black British, Black African and Black Caribbean residents of Norfolk.

We are award-nominated by the Local Government Association for our engagement with 212 residents from seldom-heard communities to identify risks to inform this CRMP.

Key stakeholders

Face to face meetings with Norfolk's Police and Crime Commissioner and the Chief Constable of Norfolk Constabulary were held by our Director of Fire/ Deputy Chief Fire Officer. Verbal briefings from our Director of Fire included full proposal details and consultation details and 10 briefings were held, to ensure they were accessible to all Norfolk Fire & Rescue Service staff.

Cascading messaging to other stakeholders:

We delivered messages to stakeholders, asking them to give feedback on our CRMP proposals and promote the face-to-face sessions, in the following ways.

- Written communication to all Norfolk Fire & Rescue Service staff.
- Written communication to all members of Norfolk County Council's online Residents' Panel.
- Written communication to all Norfolk County Council's elected members.
- Written communication to all Norfolk County Council staff through the internal staff newsletter, the Friday Takeaway.
- Written communication through NALC (Norfolk Association of Local Councils) to local councillors across Norfolk.
- Written communication to professional partners who are part of the Flourish group.
- Written communication to social care providers to children, through Children's Services weekly newsletter.
- Written communication in a newsletter to adult social care providers, sent through Adult Social Services.

The CRMP consultation survey was also made available in paper format, large print and easy-read versions. The website survey was fully accessible.

Proposal changes as a result of feedback

The first part of proposal 5 received a smaller majority support but also a significant number of concerns and alternative suggestions related to the impact on On-Call crew availability. The respondents expressed concerns around the ability to predict demand, the impact on fire cover across the service and the need for a more holistic approach to improving on-call availability. As a result, this part of the proposal was moved to be considered in scope for proposal 7 to embed it as part of the wider review of the on-call model. Accordingly, proposal 7 was amended from its original wording (*during the CRMP23-26 period we should undertake a detailed review of the On-Call Model in tandem with an anticipated national review*).

The second part of proposal 5 related to the impact of the climate changes and prolonged heatwaves was more positive. As a result, proposal 5 was amended to focus on a review of our response to summer wildfire conditions, including the number and use of TRVs. Accordingly, Proposal 5 was amended from its original wording (*we commence a trial of 1 Agile (DRR) fire engine by resourcing 4 OCSOs to crew in order to evaluate and review the effectiveness of reinvesting staff in dynamic response risk mitigation and high value prevention (and other) activities and review the use and consider the emergent requirements of increasing our stock and use of TRVs as agile response vehicles*).

All feedback received through the consultation process will inform the implementation of the finalised Proposals.

14. Appendix: Links to Source Material

- Norfolk Strategic Infrastructure Delivery Plan 2020
- [Community Risk Management Planning | Fire Standards Board](#)
- [Norfolk's JSNA](#)
- Defining Risk | NFCC CPO
- [Council Tax: stock of properties, 2021](#)
- [IMD - Overall district rank in England](#)
- [Census 2021 results: Phase one of Census 2021 results - First results - Census 2021](#)
- [Council Tax: stock of properties, 2021](#)
- [HMICFRS](#)
- [Fire and Rescue Services Act 2004](#)
- [Civil Contingencies Act 2004](#)
- [The Regulatory Reform \(Fire Safety\) Order 2005](#)
- [Fire and rescue national framework for England](#)
- [Norfolk Fire and Rescue Service - Norfolk County Council](#)
- [Guidance on Li Ion Battery Fires](#)
- [Community Risk Management Planning Strategic Framework](#)
- [Know your risks – Norfolk Resilience Forum](#)
- [The UK Government National Risk Register](#)
- [NCC Environmental Policy](#)
- [Community Risk Register](#)
- [JESIP Website](#)
- [Neighbourhood Flood Vulnerability Index](#)
- [Norfolk Strategic Flooding Alliance](#)
- [Regulators' Code](#)
- [The Enforcement Concordat](#)
- [NCC Strategic Planning & Infrastructure](#)



Norfolk Fire & Rescue Service Community Risk Plan 2023-2026

Consultation: Analysis of open (free) text questions

Introduction

This document provides analysis of the open text questions in which respondents had the opportunity to explain why they agreed or disagreed with each proposal.

Every response has been read in detail and carefully analysed by a team of analysts using the approach and methodology developed as standard practice for all Norfolk County Council consultations.

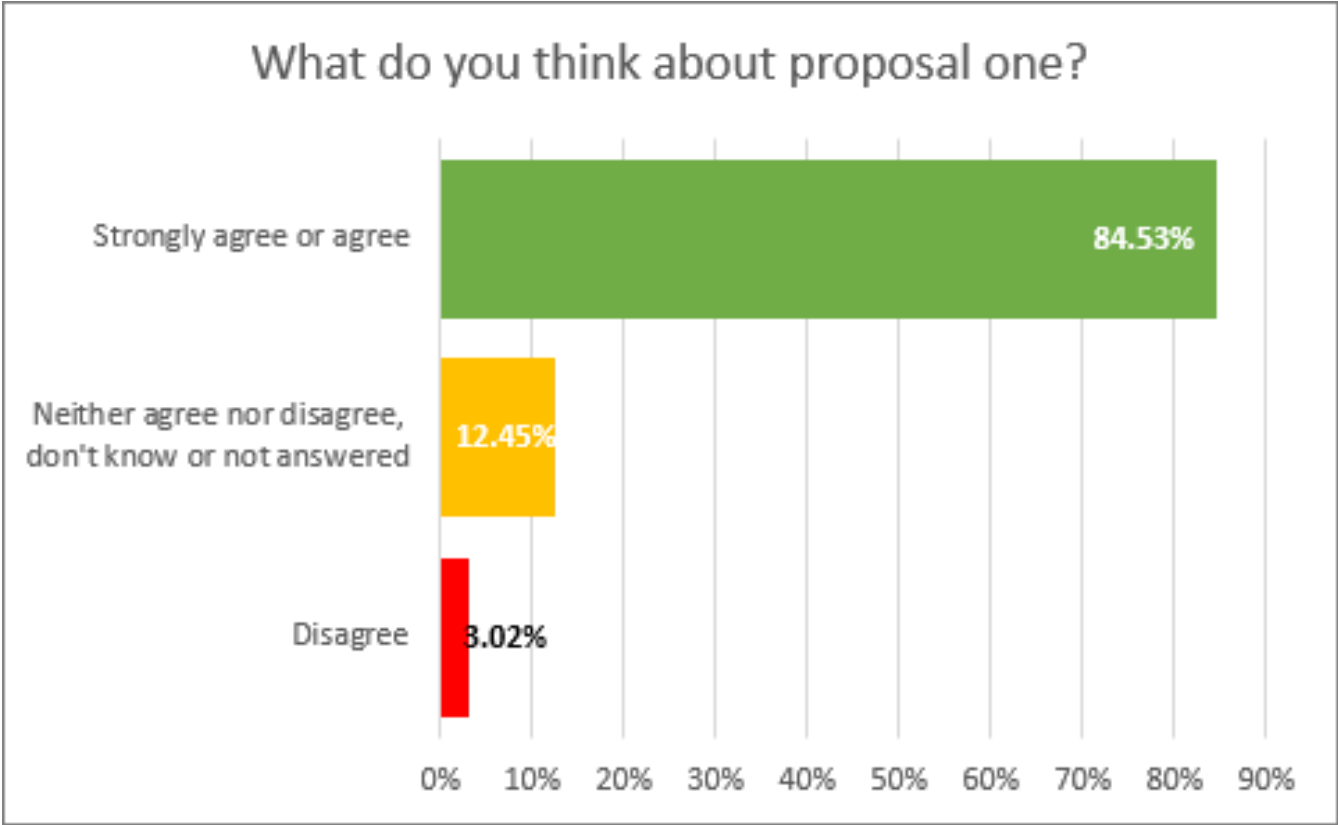
Analytical Notes

- For each question, themes which are mentioned ten or more times are shown in a table below the summary of findings.
- A sample of quotations (reported as written by the respondent) is included in the table.

What do you think about proposal one? [Develop a more targeted approach to prevention activity across Norfolk’s communities, prioritising vulnerability and those at highest risk.]

257 people answered question 2: the breakdown of responses is shown in the table below.

Option	Total	Percent
Strongly agree	137	51.50%
Agree	87	32.71%
Neither agree or disagree	24	9.02%
Disagree	8	3.01%
Don't know	1	0.38%
Not Answered	9	3.38%



Of the 224 people who **agree/strongly agree** with the proposal, 111 provided further comments. The main reasons people gave for supporting Proposal 1 are: how vulnerable groups are prioritised and the different types of vulnerable groups, the importance of prevention, and the principle or practice of targeting resources (please see table below for number of times each comment was made and illustrative quotations).

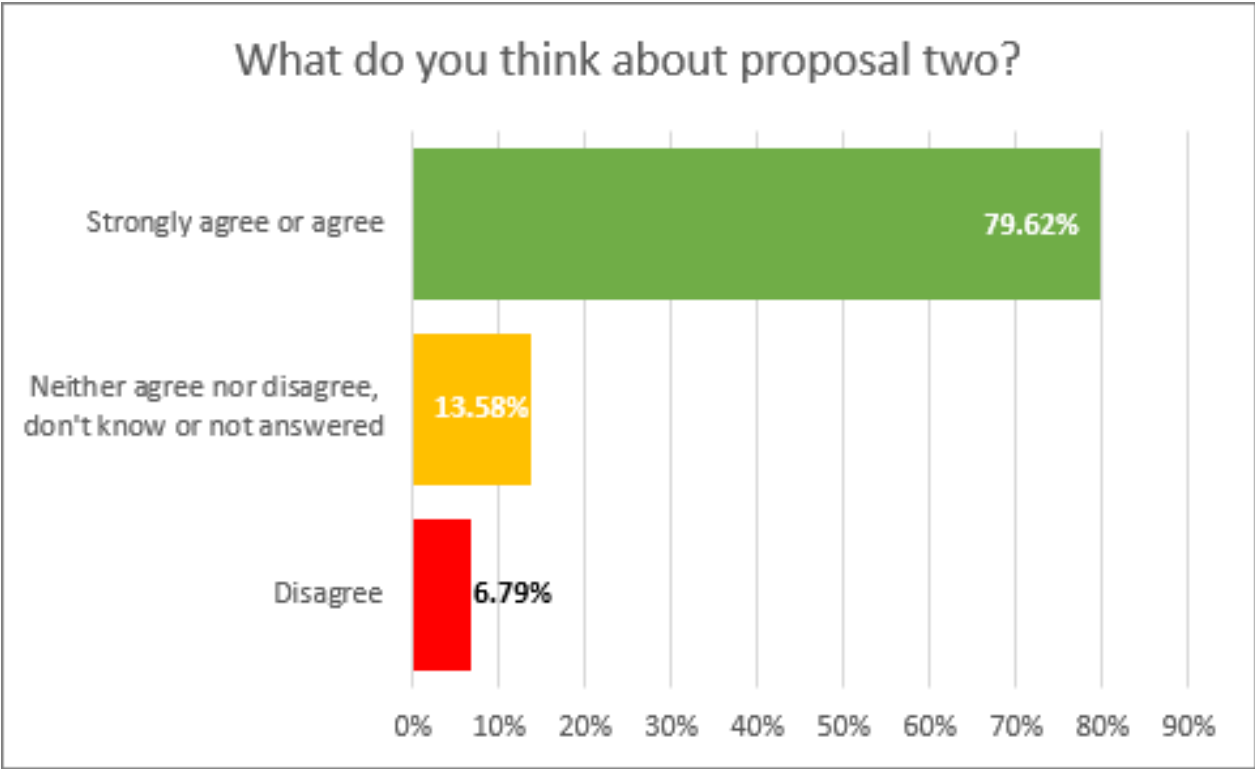
Theme	No.	Comments
Comments about the vulnerable being prioritised, or different types of vulnerable groups.	30	<p>Vulnerable persons such as the elderly, frail and disabled are at a high risk and they really need some support to make sure they are safe in their homes.</p> <p>It makes common sense that you would prioritise the most vulnerable.</p> <p>It is the older and disadvantaged populations in our communities that need the most targeting.</p> <p>Make good use of traditional methods to reach older people and hard to reach groups such as travellers, mobile home dwellers, isolated communities especially those at a distance from services.</p> <p>I work with vulnerable adults, some of whom live alone and would greatly benefit from professional consultation about fire safety.</p>
Comments about a preventative approach.	21	<p>Prevention effort gives a much greater return on resources than incident response and recovery effort.</p> <p>Prevention is better than cure - better to stop fires starting in the first place than fight them.</p> <p>Prevention results in better outcomes for the population and a more effective use of resources.</p>
Comments about the principle or practice of targeting services.	14	<p>Targeted publicity has greater effect than blanket information promotion.</p> <p>Agree but unsure how you decide who are the priorities- eg elderly versus those with young children.</p> <p>Targeted approach via risk means resources not wasted.</p>
Comments about work which could/should be undertaken with partners.	13	<p>Making use of partnerships and 3rd sector agencies which have good face to face experience with the cohorts you want to reach both assists the agency and the end user and is to be recommended.</p> <p>The closer folk work together, the more effective they will be- particularly cost effective.</p> <p>Great to work with as many agencies as possible to share the load, particularly with the state of funding for public services. There is no point duplicating information.</p>
Comments expressing agreement but with little or no explanation.	11	<p>I fully agree with this.</p> <p>Good idea.</p>

There were 8 comments from people who **disagree** and 9 comments from those who **neither agree or disagree** with Proposal 1: no consensus emerged from the small number of comments.

What do you think about proposal two? [Relocate our water safety equipment currently at Thetford to Great Yarmouth.]

260 people answered question 8: the breakdown of responses is shown in the table below.

Option	Total	Percent
Strongly agree	121	45.49%
Agree	90	33.83%
Neither agree or disagree	28	10.53%
Disagree	18	6.77%
Don't know	3	1.13%
Not Answered	6	2.26%



Of the 211 people who **agree/strongly agree** with the proposal, 125 provided further commentary. The main reasons people gave for supporting Proposal 2 are the presence of numerous bodies of water around Great Yarmouth, the proximity of Yarmouth to the Norfolk Broads, the perceived or evidenced prevalence of risk, and other reasons (please see table below for number of times each comment was made and illustrative quotations). There were 11 comments about the implications for access to water safety equipment in other parts of the county if relocation to Great Yarmouth goes ahead.

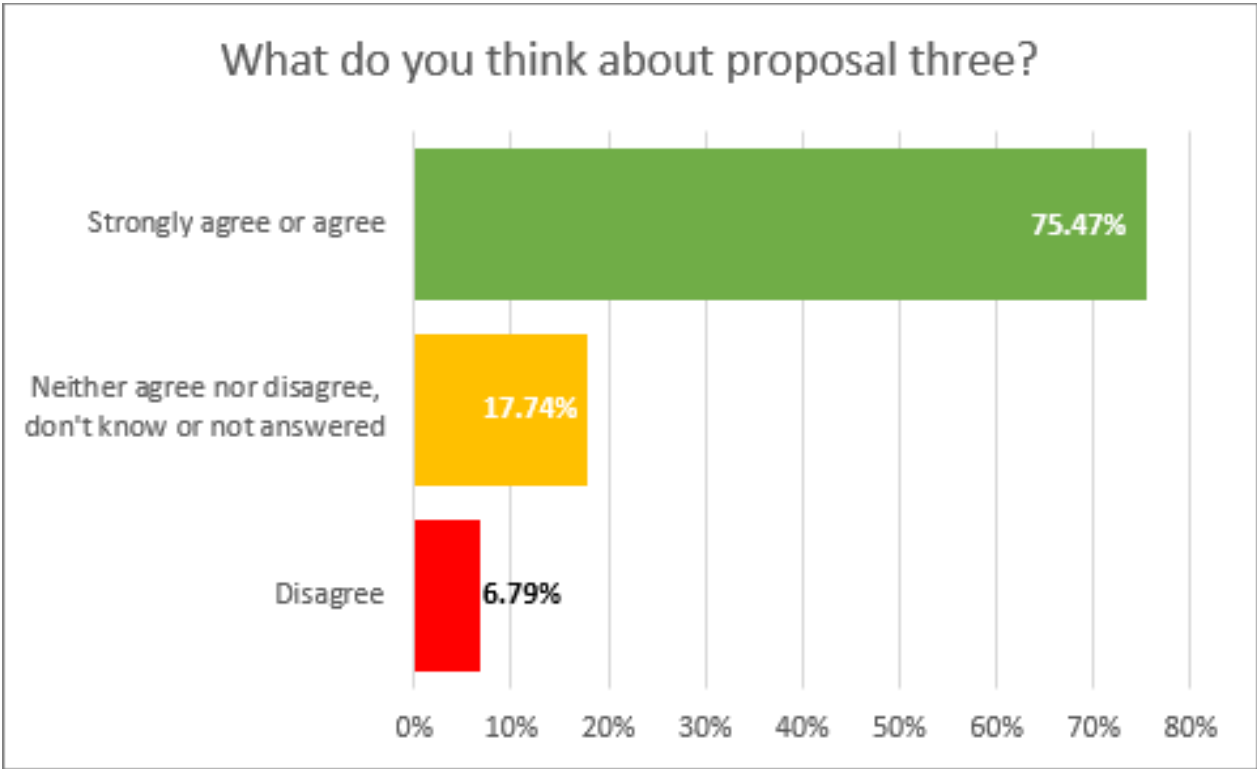
Theme	No.	Comments
Comments about risk due to large bodies of water in/near Great Yarmouth.	37	<p>Very important, Great Yarmouth is a gateway location to the Broads and its 7 rivers and all the associated Broads, it is a coastal location and is host to a large port.</p> <p>Because Yarmouth is on the coast and Thetford is a forest. Having water Rescue near water makes sense.</p> <p>On the coast and with easy access to the broads, our biggest waterway seems a logical proposal to get people on to tasks quicker.</p> <p>As Great Yarmouth has a significantly greater risk area for water rescue incidents it makes more logical sense for the resource to be located there.</p>
Comments expressing agreement but with little or no explanation.	24	<p>Makes sense .</p> <p>No brainier should of been there all along.</p> <p>Absolutely good idea.</p> <p>Logical.</p>
Comments about the proximity of Yarmouth to the Norfolk Broads.	16	<p>The Broads are very busy in holiday season, would it be worth having a boat positioned close by ?</p> <p>Great Yarmouth's proximity to the National Broads.</p> <p>On the coast and with easy access to the broads, our biggest waterway seems a logical proposal to get people on to tasks quicker.</p> <p>Great Yarmouth seems a more sensible location than Thetford as it is nearer to the Broads.</p>
Comments about WSE needed anywhere with high risk or where data shows most risk.	14	<p>It makes more sense to relocate this equipment and enhance personal training to high risk areas.</p> <p>Because you have Risk Assed where it is required the most.</p> <p>Better to have more resources closer to more people and risks.</p>
WSE should be relocated to Gt Y for other reasons.	12	<p>If it was to be relocated to GT Yarmouth, it would serve the Acle Straight better for animal rescues without the need of the city water / animal unit being drafted in.</p> <p>Save more lives in Great Yarmouth as people try to take their own lives or messing around jumping in the River.</p>
Comments about coverage throughout the county as a result of relocating WSE.	11	<p>Best to have kit where it is most likely to be needed. Question though about how quickly you can cover the county from an eastern location.</p> <p>It makes sense to locate equipment where it is most needed, but also as it is less central means longer journey when needed elsewhere in the county.</p> <p>There is a higher risk in coastal areas where rivers are more tidal but this should not impact on safety provision for all water ways where someone is likely to get into difficulty.</p>

There were 16 comments from people who **disagree** and 18 comments from those who **neither agree or disagree** with Proposal 2: no consensus emerged from the small number of comments.

What do you think about proposal three? [Locate gas tight suits, used in hazardous incidents such as chemical leaks, on our two specialist Environmental Protection Units, at our wholetime (full time) fire stations and on several on-call stations.]

259 people answered question 9: the breakdown of responses is shown in the table below.

Option	Total	Percent
Strongly agree	105	39.47%
Agree	95	35.71%
Neither agree or disagree	28	10.53%
Disagree	18	6.77%
Don't know	13	4.89%
Not Answered	7	2.63%



Of the 200 people who **agree/strongly agree** with the proposal, 104 provided further commentary. The main reasons people gave for supporting Proposal 3 are the money-saving potential of the proposal, the possibility of incidents to happen anywhere necessitating swift access to gas tight suits, and concern about the safety of crews (please see table below for number of times each comment was made and illustrative quotations).

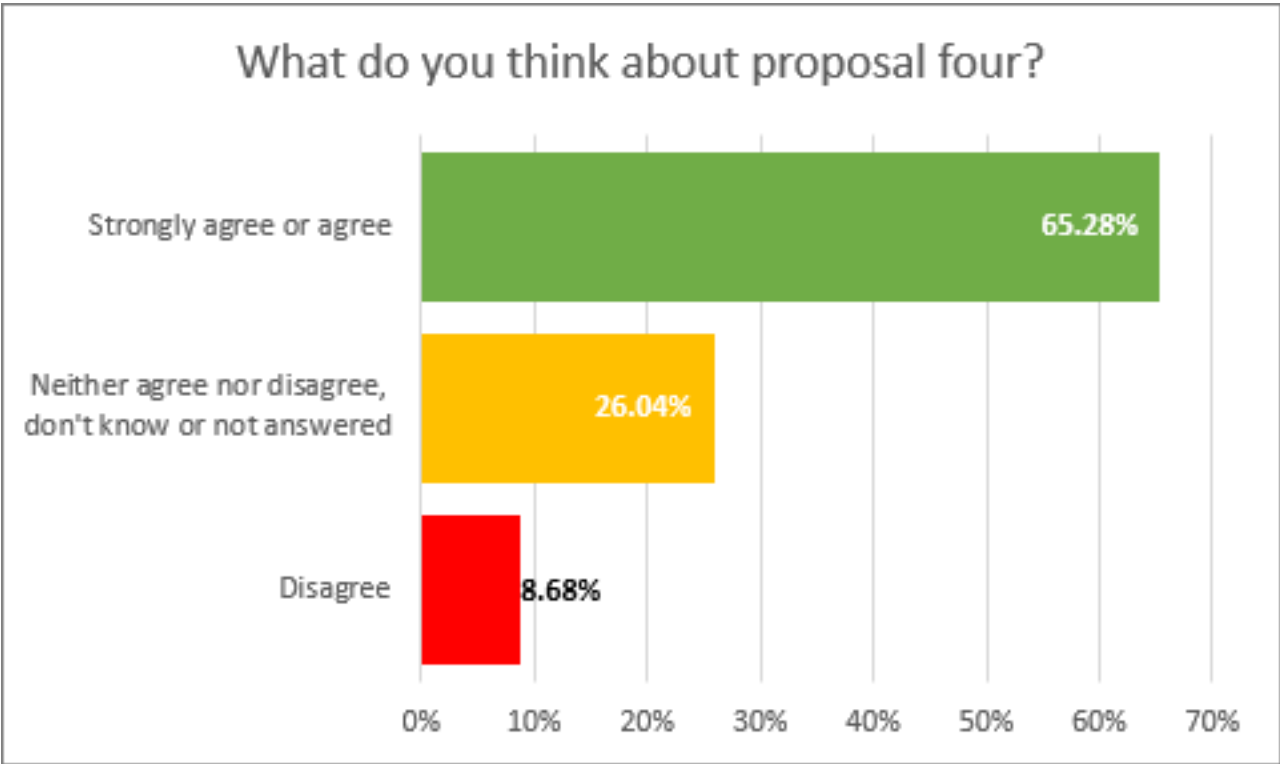
Theme	No.	Comments
Comments expressing agreement but with little or no explanation.	31	Seems to be a sensible proposal. Seems reasonable based on information provided. If best for firefighters.
Comments about the proposal saving money.	11	I think it be beneficial because it would save money. No loss of response but significant money saved on unused equipment. Better use of money not putting on all if not used.
Comments about potential for incidents to happen anywhere requiring immediate access to equipment.	10	Incidents can happen anywhere and access to equipment is required immediately. There might come a time when numerous suits will be required so spreading them across the network makes more sense. In case there is a chemical emergency as these can happen anywhere. They would be able to respond quicker to the incident.
Suits should be available to all staff who need them to keep them safe, other comments about staff safety.	10	If this is OK with the firefighters. If this suggestion has come from them then yes. If they have issues or concerns then this proposal needs to be revisited. The people who put themselves at risk need to have the greatest input on this. Yes again - look at the type of fires and risk to the fire men and women who attend - their safety should be a priority as well as the safety of the people they are helping then comes property.

There were 15 comments from people who **disagree** and 17 comments from those who **neither agreed or disagree** with Proposal 3: no consensus emerged from the small number of comments.

What do you think about proposal four? [Amend the way we calculate and report our emergency response attendance time to align with the Home Office and our inspectorate (HMICFRS). Until there is an agreed national standard which we are committed to adopting.]

259 people answered question 10: the breakdown of responses is shown in the table below

Option	Total	Percent
Strongly agree	88	33.08%
Agree	85	31.95%
Neither agree or disagree	54	20.30%
Disagree	23	8.65%
Don't know	9	3.38%
Not Answered	7	2.63%



Of the 173 people who **agree/strongly agree** with the proposal, 84 provided further commentary. The main reasons people gave for supporting Proposal 4 are: the ability to compare results, the purpose of national standards, and the importance of consistency of data (please see table below for number of times each comment was made and illustrative quotations).

Theme		No.	Comments
Comments expressing agreement but with little or no explanation.		24	Reasonable change. Makes more sense. This is a good idea if you want to improve your response time.
Comments about comparing results or being able to measure performance.		16	Makes sense to align our measures to other counties, so we can compare more easily in the future. It will make it easier to see which areas are performing the best and then you may be able to get advice from the areas that have better response time than others. Good to compare.
Comments about the uses of national standards.		13	Generating data that is compatible to national standards would be preferable so that comparisons can be made and conclusions drawn as to emergency services effectiveness. Operational performance standards need to be set by a national body for transparency and to ensure they have merit for what they were set to achieve - targets need to be set to ensure best service is delivered upon. Keeping target setting in house lends itself to manufacturing the results you wish to show
Comments about being consistent across governing bodies, other services, or counties.		12	Consistency in data reporting with others. Consistency is key, why have different reporting mechanisms for people who are all doing the same job and have the same inspection regime. One of the biggest concerns in many major incidents is the lack of or poor communication between key agencies. It's vital that inter-agency work is properly coordinated to agreed standards across the nation.

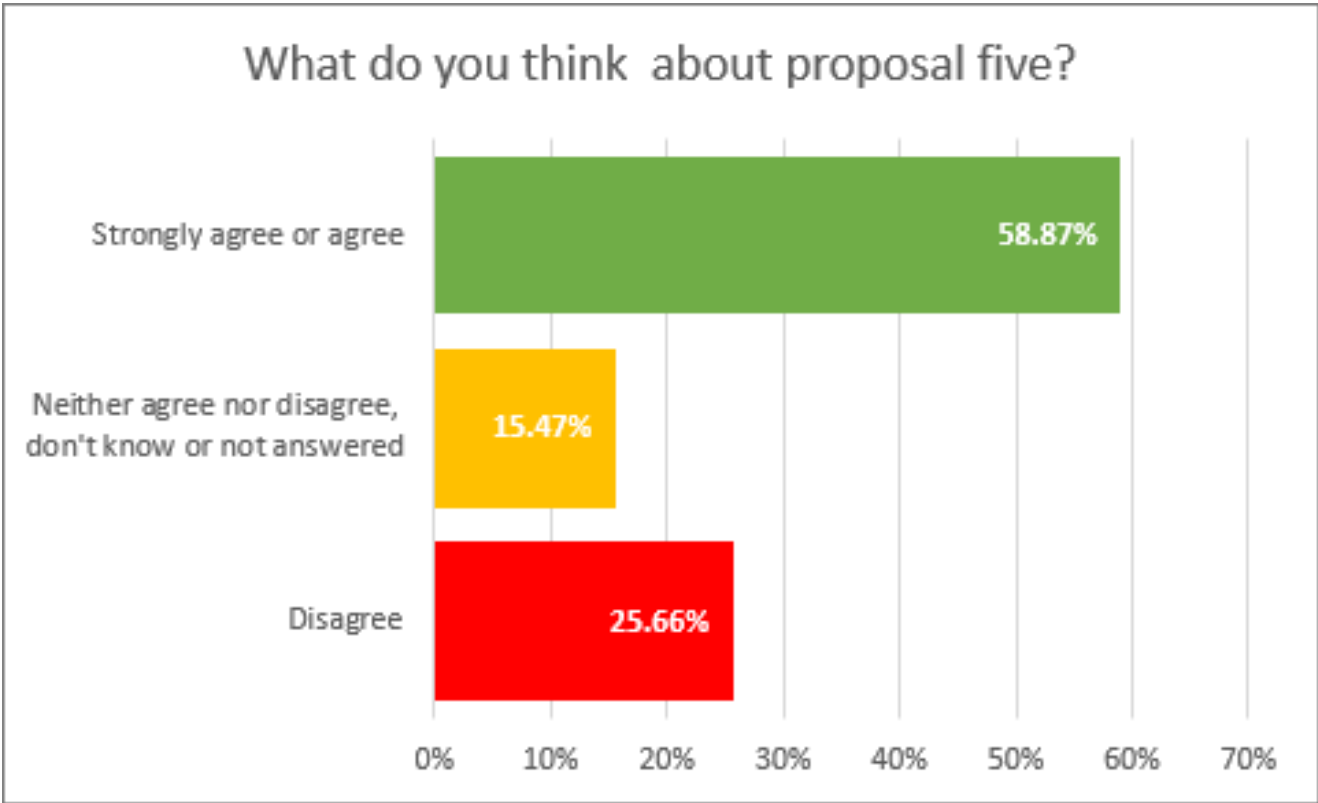
There were 22 comments from people who **disagree** with Proposal 4. While no theme was mentioned ten or more times, five comments related to concern about negative impacts of the proposal for on-call crews.

There were 18 comments from people who **neither agree or disagree** with Proposal 4: no consensus emerged from the small number of comments.

What do you think about proposal five? [Trial having a fire engine in use as a ‘roaming pump’ meaning its location changes on a daily basis to ensure there is good fire and rescue response available across all of Norfolk.]

260 people answered question 11: the breakdown of responses is shown in the table below

Option	Total	Percent
Strongly agree	90	33.83%
Agree	66	24.81%
Neither agree or disagree	33	12.41%
Disagree	68	25.56%
Don't know	3	1.13%
Not Answered	6	2.26%



Of the 156 people who **agree/strongly agree** with the proposal, 83 provided further commentary. The main reason people gave for supporting Proposal 5 is the benefit of access to additional kit. However, some respondents who agreed with the proposal still expressed concern about the location of the roaming pump (please see table below for number of times each comment was made and illustrative quotations).

Theme	No.	Comments
Comments expressing agreement but with little or no explanation.	27	Wasn't aware of the problem but this seems like a good option. Think it's a good idea. I agree because it would be good to have a fire engine on call as it would help people out.
Comments about positive benefits of roaming pump/4x4.	19	The 4x4 response vehicles sound a great idea, considering how bad this year was for wild fires, it shows how remote some can be and spread. The increased flexibility offered seems to make the proposal worthwhile. Assuming this is in addition to usual services, it sounds useful to have a vehicle that can be deployed where they may be short term shortages, or higher levels of need e.g. seasonally. Making sure there is someone available at all times is only going to increase safety.
Comments about the roaming pump 'being in the right place at the right time', or location of the roaming pump.	12	Only agree if the location of the appliance is matched to known data regarding most likely use of the appliance. Agree on balance. Flexibility is useful but for example, if the roaming pump was situated in the north of the county but the emergency was in the south, it may prove to be of little assistance, given the distances involved.

Of the 68 people who **disagree** with the proposal, 57 provided further commentary. The main reasons people gave for not supporting Proposal 5 are: negative impact on on-call crews, the logistics of managing a roaming pump, and the location of the pump (please see table below for number of times each comment was made and illustrative quotations).

Theme	No.	Comments
Comments about the roaming pump 'being in the right place at the right time', or location of the roaming pump.	20	I don't believe that would statistically help. Fires are random and the chance of having the unit in the closest location is going to be a rare coincidence. If this is central it may stand a reasonable chance attending any incident within Norfolk, from GY to Kings Lynn is a jaunt at the best of times, you can never ever predict where they will be needed? I can't see how this makes any sense at all. You will be committing a crew to roam the county, wasting fuel, who will have to return to their point of origin every day, meaning that its location cannot be changed daily as you suggest. Makes little sense, presumably stations are already optimised for location benefit. We all know sods law which means it would be in the wrong place when needed. Best to have pumps in a central position so it/they can get to incidents as quick as possible.
Comments about managing the roaming pump not related to location, how it would work in practice.	18	When this was introduced in Cambridgeshire they had 24 posts throughout the wholetime staff that were reallocated to their two roaming pumps. With 7 staff assigned to one pump for the whole of Norfolk it would be logical to have those 7 to make 3 or 4 available with the on-call? Those manning it would have to potentially carry more equipment with them, PPE, clean clothes, lunches / drinks and also work bags with laptops etc which could then potentially contaminate more when supposed to be having clean cab policy.... Time would be lost everyday for those on the roaming pumps to fully check appliance and equipment before taking it and again at the end of the day if used at incidents, meaning even more time would be lost being operationally effective. If a roaming pump or pumps is preferred get one of the two. Wholetime pumps on wholetime stations to act as a roaming pump so still wholetime cover in that area but then also roaming availability in each / most districts.
Comments about the negative impact of introducing a roaming pump on staff.	17	A roaming pump would only be using P2's from other stations, which would cause resentment amongst crews. It would more than likely be different P2's on different days meaning additional driving for those On-Call Support Officers that would man them. At present they start at 08:00 and depending on deployment are usually all deployed within the first hr, this being more effective. The roaming pump would be available less as crews would have to drive to whichever station to man it, from all

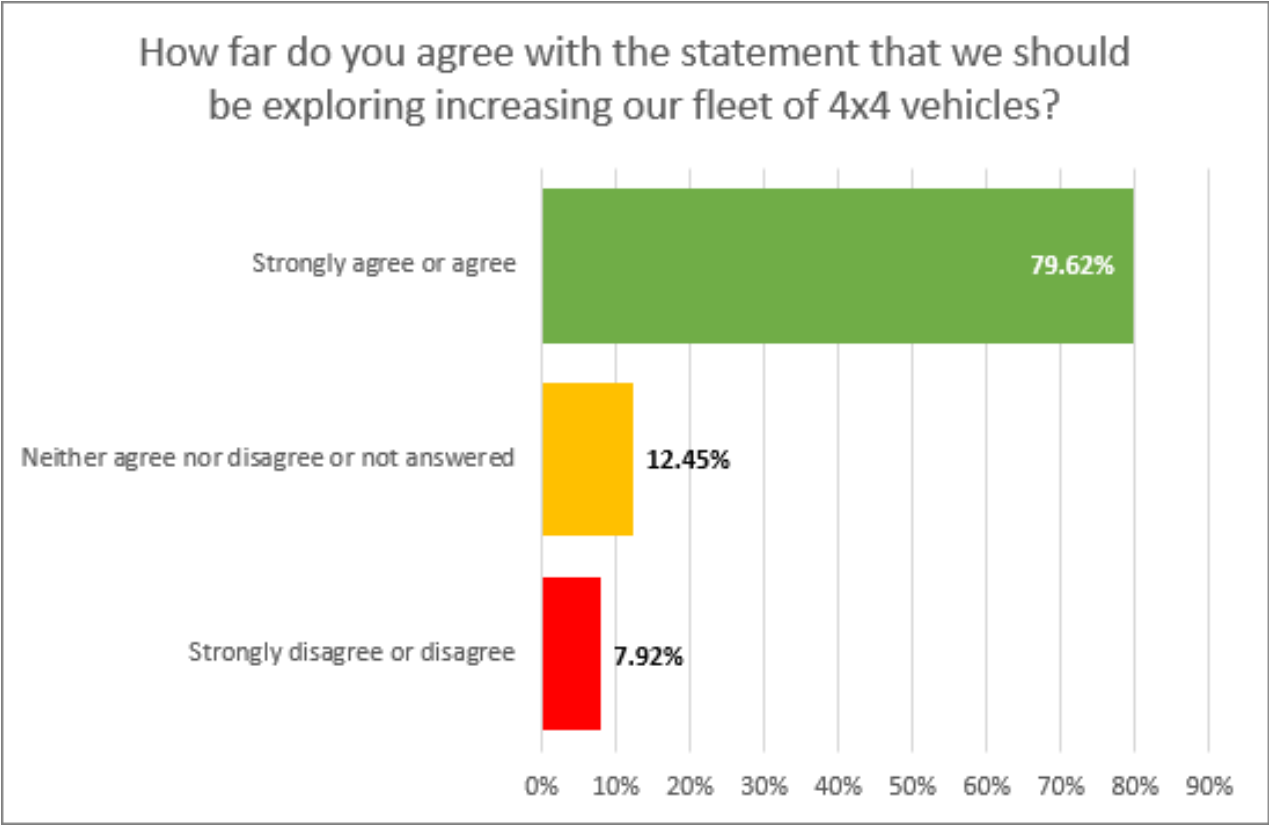
	<p>areas of the county, primarily Western at present and then drive to wherever required.</p> <p>Where is the incentive to give 500+ hours a month to the service to provide firecover when a roaming appliance picks up your call on the way through your patch.... Whoever thought of this is completely disconnected from what the oncall are about!</p> <p>The roaming pump would poach calls from crews who are on call and ready to respond. The roaming crews could not have as good a local knowledge as the crews in their own areas.</p> <p>Those crews [on roaming pump] would then potentially be less productive than currently sat on stations where then complete projects, training and also other areas such as HFSV's and local risks and fire prevention tasks.</p>
<p>In addition to comments about potential negative impact of the proposal on staff, there were a further eight comments expressing concern that a roaming pump should not be used to 'plug' gaps in crew levels.</p>	

There were 24 comments from those who **neither agree or disagree** with Proposal 5: seven comments related to potential issues with the roaming pump 'being in the right place at the right time'.

Question 12: How far do you agree with the statement that we should explore increasing our fleet of 4x4 vehicles to extinguish rural fires more quickly, preventing further damage and fire spread?

258 people answered question 12: the breakdown of responses is shown in the table below

Option	Total	Percent
Strongly Agree	141	53.01%
Agree	70	26.32%
Neither agree or disagree	26	9.77%
Disagree	15	5.64%
Strongly disagree	6	2.26%
Not Answered	8	3.01%



Of the 211 people who **agree/strongly agree** with question 12, 108 provided further commentary. The main reasons people gave for agreeing with question 12 are the ability of 4x4s to access difficult locations and the potential benefits to rural areas. Some respondents who agreed did so with caveats and others noted that the provision of 4x4s should be in addition to existing equipment, rather than as a replacement for current provision (please see table below for number of times each comment was made and illustrative quotations).

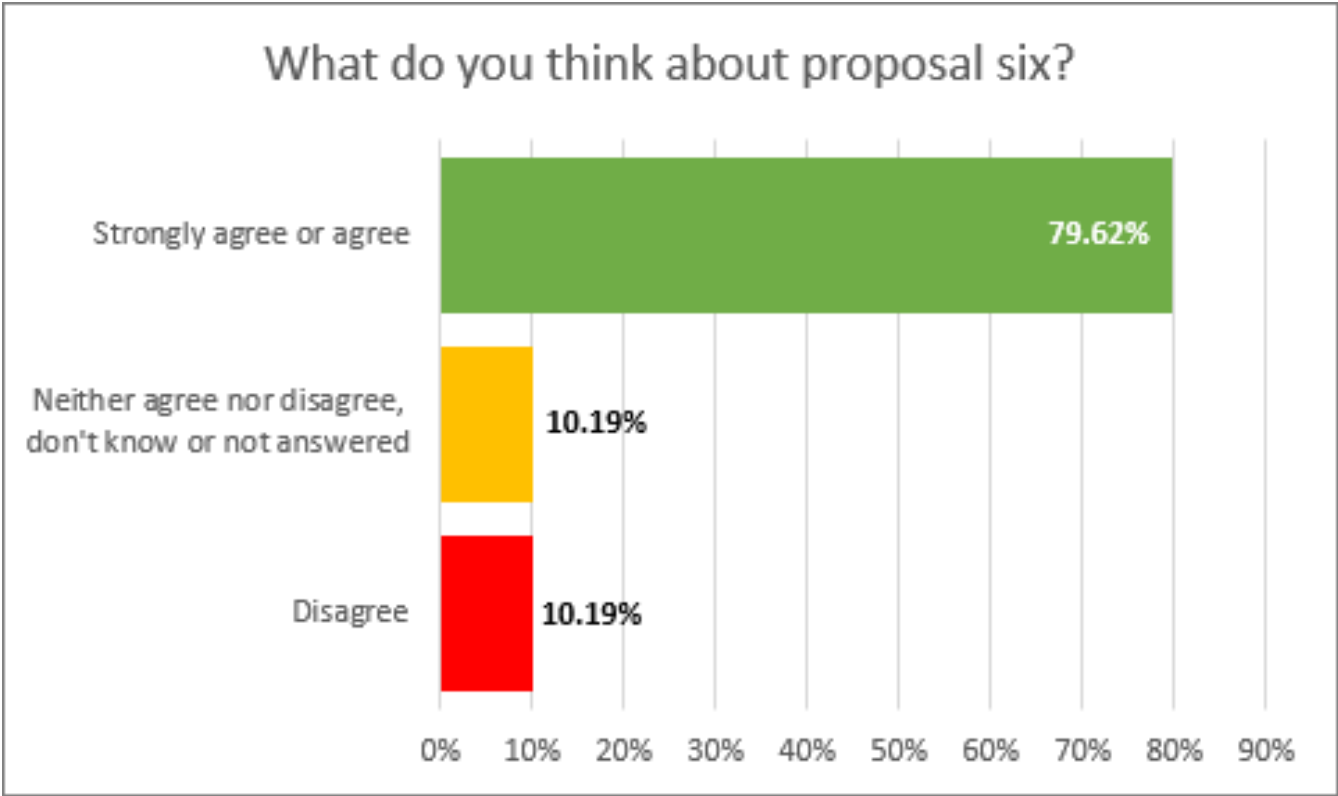
Theme	No.	Comments
Comments expressing agreement but with little or no explanation.	30	Makes sense. Any increase in fire cover should always be a positive thing and new appliances that can help extinguish a fire faster is a good thing. This sounds like a great idea, small is beautiful. This provide more help to people in communities.
Comments about 4x4s ability to access difficult locations and the need for such accessibility.	18	I think having more 4x4 would help out such as down a trail road in the woods a fire engine wouldn't be able to get to the fire/rescue fast enough and I think it would prevent further damages. Having 4x4 is a great idea because they can get to locations that the other engines can't meaning that it can prevent a lot of damage by getting the and managing the scene early. These vehicles can move quicker on rough terrain and stop the spread quicker than the large appliance.
Comments with a caveat.	17	The 4x4's were used widely this summer 2022, it would be good if there was a slightly bigger version, to carry possibly a bit more equipment and a bigger water tank, I found that the size of tank was quite restrictive. Additional 4x4 capable appliances are a good idea. However, these must be full fire fighting appliances with the same capability as other front line pumping appliances. Stations must not have their primary appliance replaced with a Hilux-type vehicle.
Comments about impact on rural areas of the county.	16	A sensible approach faster time on task helps reduce loss in rural areas. The increased flexibility of these vehicles would seem to be very appropriate in a rural county such as ours. We are a rural county which often experiences floods/snow so very important. Rural fires are an increasing risk so this makes sense.
Comments about using 4x4s as extra resource, not as a replacement for larger pumps.	12	This proposal makes perfect sense to place them along side of existing fire appliances. The 4x4 vehicles have proven invaluable over the past summer and would be a great investment to increase the fleet. Perhaps they could be located at some stations where full daytime crewing serves to be an issue, but they consistently have enough to crew these smaller 4x4 appliances, thereby also assisting with fire cover for that area? Agree providing the 4 x 4 equipment is added to existing appliances and not replacing existing appliances.
There were nine comments about the ability of 4x4s to respond to incidents quickly.		

There were 9 comments from people who **disagree** and 18 comments from those who **neither agree or disagree** with question 12: no consensus emerged from the small number of comments.

What do you think about proposal six? [Continue to collaborate with other emergency services in Norfolk.]

260 people answered question 13: the breakdown of responses is shown in the table below

Option	Total	Percent
Strongly agree	149	56.02%
Agree	62	23.31%
Neither agree or disagree	20	7.52%
Disagree	27	10.15%
Don't know	2	0.75%
Not Answered	6	2.26%



Of the 211 people who **agree/strongly agree** with the proposal, 117 provided further commentary. The main reasons people gave for supporting Proposal 6 are the increase in potential life-saving capacity and the benefit of having a combined frontline emergency service. However, some people who agreed also expressed concern that fire crews could end up ‘plugging gaps’ in the NHS which is not their primary role (please see table below for number of times each comment was made and illustrative quotations).

Theme	No.	Comments
Comments expressing agreement but with little or no explanation.	29	Very good idea. Anything that helps people get the help they need has to be good. Makes sense. I think this is a good idea.
Positive comment about proposal or agreement not covered by other tags but which gives a reason.	24	Speed and quick response is good, regardless of who gives it. I believe that there is huge potential for maximising the utilisation of the skill sets of all our emergency services. It does require (as mentioned above) that inter-agency communication is [?]. Sounds like a good idea for a fast response and then I suppose an ambulance would be needed in due course to transport.
Comments about medically trained fire crews potentially saving lives, or the wider role of emergency services to preserve life.	23	Fire fighters are highly trained and should be utilised in any situation where they could save life. Given that the fire and rescue service should always have 'to save life' as their primary goal this is an area in which they can make the most difference. Save people's lives quicker as a first responder. I strongly agree with proposal six because I think having the firefighters there for someone who is having cardiac arrest is great as that is good to have someone there because cardiac arrest is a life or death situation.
Comments about working with partners.	20	Emergency services need to develop much more collaborative working practices across various service sectors so this is to be welcomed. Emergency services should all work together. No new fire stations without due consideration of joint use building with ambulance service and possibly the Police too.
Comments about fire crews filling gaps in health services.	11	Although I agree with this proposal, there could be a risk as EEAS currently are so stretched, that the Fire Service then inadvertently becomes the alternative to EEAS. My concern would be that fire crews are then expected to take on more and more medical emergencies that they have not been trained to deal with. Although I feel the NHS should be funding more ambulances able to deal with these things rather than the fire crews doing it?
In addition, there were eight comments in which people expressed a caveat or reservation about the proposal, eight comments about how incidents would be prioritised, and eight comments about the ability, fairness or payment of crew taking on extra medical functions.		

Of the 27 people who **disagree** with the proposal, 25 provided further commentary. The main reason people gave for not supporting Proposal 6 is that the proposal would place additional burdens on existing crew (please see table below for illustrative quotations).

Theme	No.	Comments
Comments about ability, fairness or payment of crew taking on extra medical function.	10	Nowhere near enough support available for the mental wellbeing of firefighters who will be affected by this. Also, asking them to do this for free when they have had real term pay cuts for the last 10 years or so is a piss take. We should not replace the role of the ambulance service. It is difficult for firefighters to maintain competence in this specialist area. Duty of care to our own staff is paramount. If you want to go down this route then collaborate with the EEEAST, build purpose built stations with ambulances on them and pay people the correct remuneration for the role. Also get agreement from trade unions for the change in role map. All you'll do with this proposal is mentally exhaust already stretched crews and upset primary employers to the point where you'll lose day crew personnel as companies withdraw their support for the oncall. They're employed as fire fighters not paramedics. They deal with a lot of trauma as it is. If they assist other services this is likely to be the majority of their calls. If they mainly dealing with cardiac arrests, they're likely to quit. That's not a nice situation - paramedics are trained for it mentally, firefighters not so much.
There were also an additional seven comments about potential negative impacts on crew wellbeing if additional medical functions were adopted.		

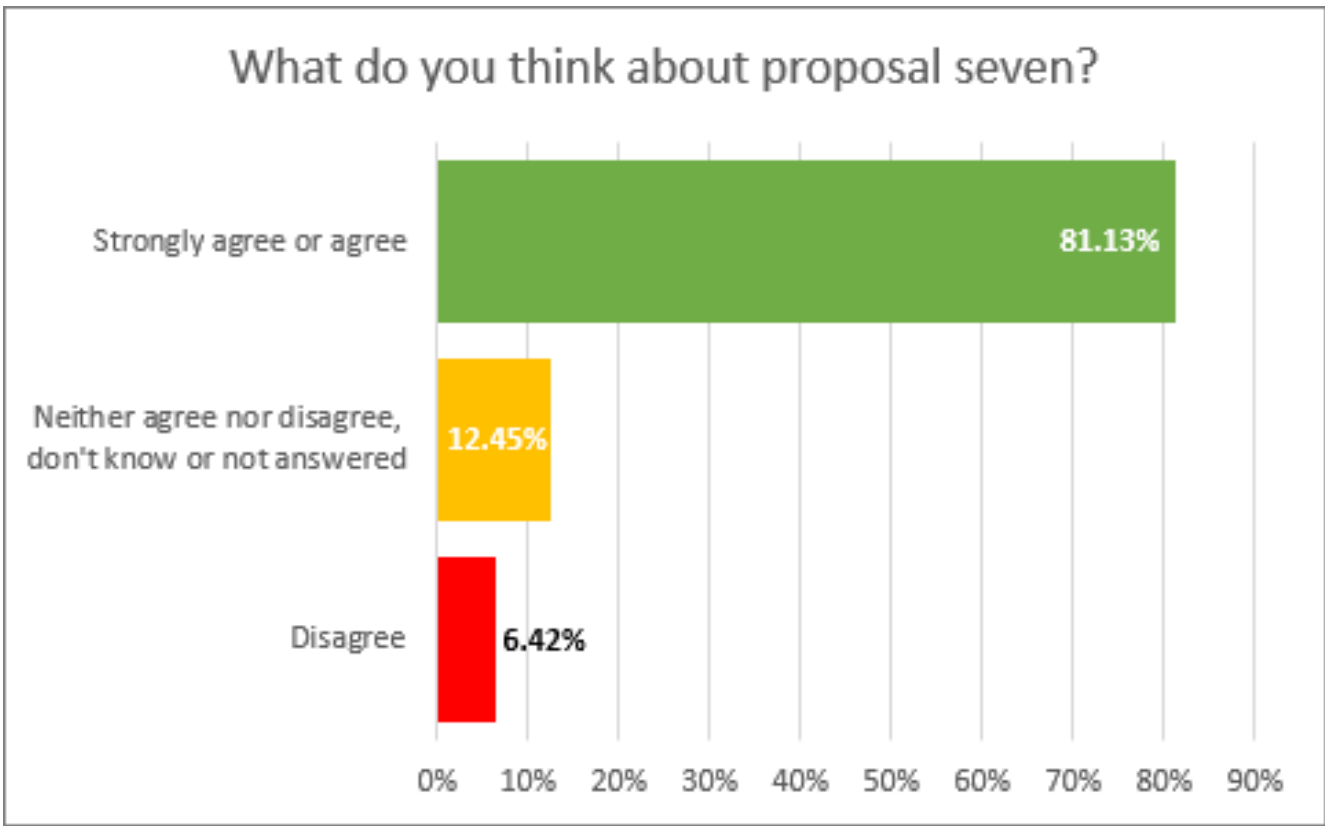
Of the 20 people who **neither agree or disagree** with Proposal 6, 17 provided further commentary, please see table below.

Theme	No.	Comments
Comments about fire crews filling in gaps for health services.	10	<p>Another plaster over a crack in an Ambulance service thats not fit for purpose.</p> <p>If the NHS or the ambulance service can't meet or keep up with the growing need in health care, then it needs far more funing and resources put in place before you ask the hard working already busy firefighters to do it.</p> <p>We pay into an NHS, this sounds like it's plastering over the crevices caused by an under funded ambulance service. This is a good idea when a fire engine is close by, but the ambulance service is failing and this should not be used to make up for that.</p> <p>This is a good idea but masks the real issue with NHS provision and should only be considered as a short-term measure rather than detracting from the real issue.</p> <p>The ambulance service is under severe strain and any help can only be a good thing.</p>

What do you think about proposal seven ? [Carry out a review of our on-call firefighting model in conjunction with a planned national review.]

260 people answered question 15: the breakdown of responses is shown in the table below

Option	Total	Percent
Strongly agree	133	50.00%
Agree	82	30.83%
Neither agree or disagree	23	8.65%
Disagree	17	6.39%
Don't know	5	1.88%
Not Answered	6	2.26%



Of the 215 people who **agree/strongly agree** with the proposal, 106 provided further commentary. The main reasons people gave for supporting Proposal 7 are: issues with the existing service and the need for a review, in particular with regards to pay/rewards and the recruitment criteria (please see table below for number of times each comment was made and illustrative quotations).

Theme	No.	Comments
Comments about the oncall model more generally, how it works, flaws and benefits, fitness for purpose (in the modern world).	23	The current on call model doesn't work. You are held hostage by them. Make it simply pay as you go. No show, no pay. It's broken. The oncall system no longer works. Recruitment takes too long, the pay is poor for what you ask people to commit to. The stresses of modern day working and living do not support on-call. My own opinion is this is a 1930's system which is not relevant to the modern day. The system seems old fashioned. More day crewed stations to ensure availability is more consistent and suitable pay
Comments about the need for a review.	21	A holistic review of operational duty system (on-call / wholetime and officer cover) is required as it hasn't been conducted for some time. Emergency services are needed and must not be reduced, so hopefully a review will continue to show the need. Reviews should be happening constantly to look at what is working and what improvements need to be made.
Comments expressing agreement but with little or no explanation.	20	More firefighters can only be a good thing. Makes sense! Commonsense approach. Don't know about how this works however we need more firefighters so do what you need to do to get them!
Comments about pay/incentives for oncall firefighters.	13	More attention needs placing on the On-Call model with regards recruitment, training and development as well as how On-Call stations are funded, i.e. retainer model and pay. It is too out of date to be effective and less attractive to recruit successfully. Retaining staff may have a lot to do with realistic wage increases. As with the majority of public services, attractive pay, conditions of service, training and good management support will help to recruit - and retain - new firefighters.
Comments about recruitment criteria.	11	I'm concerned that criteria used to recruit new staff is described as 'restrictive' and this needs addressing. Test about personal attributes. Get rid of barriers. My son considering joining police but had to have a degree so didn't want to. The criteria for becoming on call is certainly dated, who ever in this day and age can sign up for 24/7 cover? It's a joke!
There were a further nine additional comments about a caveat or reservation to agreement about the proposal, eight about the amount of time on-call crew have to be available for, and seven about the need for more wholetime crews/stations		

There were 14 comments from people who **disagree** and 12 comments from those who **neither agree or disagree** with Proposal 7: no consensus emerged from the small number of comments.

Equality Impact Assessment evidence

In total, there were 18 comments relevant to the EQIA: a *sample* is shown below.

EQIA Evidence
<p>The following statement is really helpful example assuring us that you are aware of the risks of fires within our communities, however I would like to see agreed action plans (control measure) to mitigate all identified risks and placing them in priority order. I would like to be consulted (or at least engaged with) to enable me to have my say on whether I agree with your priority like, this would also support evaluation which needs to be improved: "There have been a possible 52 fires on Gypsy, Roma and Traveller (GRT) sites between 2017-2021. The year-on-year figure has been decreasing since 2019. The GRT community is identified in the EqIA as having a higher risk of dwelling fires due to their lifestyle and culture". (Q2)</p>
<p>It is the older and disadvantaged populations in our communities that need the most targeting. (Q2)</p>
<p>Would be very happy as older people to be in receipt of a visit. (Q2)</p>
<p>Vulnerable persons such as the elderly, frail and disabled are at a high risk and they really need some support to make sure they are safe in their homes. With finances right across the country purchasing, maintaining and replacing smoke alarms are sadly not on their priority list. (Q2)</p>
<p>It is the older and disadvantaged populations in our communities that need the most targeting. (Q2)</p>
<p>We need to protect our most vulnerable but also need to target other people who's first language isn't English and they need more awareness of free home fire safety checks. (Q2)</p>
<p>Accessible building due to disability. (Q6)</p>
<p>Not able to attend as disabled and unable to drive [to public events]. (Q7)</p>
<p>Happy to hear but wouldn't attend [public events] due to age. (Q7)</p>
<p>Epileptic so don't drive but live one door down to a station. seizures are infrequent but not enough to meet your standard. (Q16)</p>
<p>I unexpectedly found myself resigning due to all of a sudden my age seem to become an issue with a couple of officers. At the time the station percentages were at 80&90%. Since I resigned the cover plummeted and this didn't seem to matter anymore. The cover is still poor at this station now and another colleague felt he had no other option but to resign. I should have gone to a solicitors as this was age discrimination. (Q16)</p>
<p>I am disabled - I don't think anyone would be happy me rolling up to put out a fire or rescue them. (Q16)</p>
<p>I'm colourblind. (Q16)</p>

Comments about the consultation process

There were 28 comments about the consultation process: a *sample* is shown below.

Comments about the consultation process
I have not been able to view the prevention framework as cited on page 27 of the draft CRMP, this needs to be a public document to provide context. (Q2)
You've created a sentence that seems like a very sensible proposal but infact means very little. There are no specifics and the broad nature of the statement means that agreeing with it will give you carte blanche to create an overall reduction in services which I think would be a massive mistake. (Q2)
Increasing prevention is always of course great but the small information snippet above leaves concern. (Q2)
Alongside the frameworks for prevention and protection we need to have sight of a response framework outlining the operational risk and identifying the required response asset to mitigate the risk and location. The public should be consulted on this. (Q8)
Why is this a public consultation matter. Statistics should clearly dictate positions of resources. It beggars belief this question is even being asked. (Q8)
I have not been made aware of what data has been used to support this proposal so I am unable to either agree or disagree with this proposal. (Q8)
Why do you need to consult on this, surely it should already have been done, to place the equipment where it is most likely to be needed. (Q8)
I think it would be particularly helpful to be consulted on replacement assets where they are going to cost the County a considerable amount of money. For example, I am aware that you are planning to replace one of the three high reach vehicles, we should have sight on the operational risk assessment and justification for three vehicles with consideration to options to reduce, relocate to share assets from neighbouring counties. This should be done for all operational assets. (Q8)
Can't weigh up benefits and risks from info given. (Q9)
This question has been configured in a purposefully misleading manner. Looking further into it, it is clear that you intend to reduce cover of this manner. Potentially making our firefighters more vulnerable and limiting their ability to assist safely in an emergency. If this decision creates an unsafe situation for the public or firefighters (even if just in extreme circumstances) Who shall we pin that responsibility to? (Q9)
Daft question doesn't say were they are now. (Q9)
Do not really understand this. (Q9)
Would have been nice to understand current use of the gas suits in order to make a better informed decision. (Q9)
[name of respondent] agree with this proposal in principle but it is lacking specific information and detail. (Q9)
Reflecting on the proposal I think you have confused the proposal by also stating an intent to explore increasing use of 4x4s and within the supporting narrative you have then identified an intent to consider expanding the Prince's Trust Team programme (under your prevention framework) but not enabled me to have a say. (Q10)
I also think when trying to get the public opinion in a consultation you need to highlight all the facts to them, not just the points you think will get them to agree to give the answer that your management want. (Q10)
This proposal does not offer enough substance or detail and the real issue here is staffing from existing resources that already provide more flexibility in delivery models. (Q10)

What concerns me most is that usually when these consultations have taken place, none of the comments received from the long suffering public are ever considered and the proposals are implemented anyway. (Q10)

How can comments be made when I do not know how many you have and their locations. (Q12)

This is a very specialist subject which I doubt many residents will fully understand and I would thus caution any reliance placed on the majority of responses given. (Q12)

Lack details. (Q15)

As much as we can comment our concerns in proposals only those doing the work truly know the impacts. (Q15)

My main concern is because of the inevitable reduction in response times that the cuts you will make, even if these 'consultations' wholly oppose them, will cause. (Q19)

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FINAL version, 13.1.23

Norfolk Fire & Rescue Service

Our response to the heat and wildfire emergency of Summer 2022

Initial review summary



Norfolk
County Council



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Foreword by Ceri Sumner, Director of Fire

Welcome to the report on NFRS response to the heatwave conditions of Summer 2022. The summer proved to be one that broke records in terms of high temperatures, low rainfall and continued hot, sunny and sometimes windy conditions.

These conditions, over a prolonged period of time increase the risk of wildfires happening in our county. The service declared a major incident during the heatwave of 18th-19th July, a period which saw the first ever red heat warning issued by the Met Office, denoting very likely threat to life, and widespread damage to property and infrastructure.

The summer of 2022 was incredibly busy for our service. Over the periods June/July/August, we took 8722 emergency calls and responded to over 3,000 incidents. This is around a 100 per cent increase on comparable months over previous years apart from 2018 which was a similarly busy year and similar weather conditions.

We can be proud of Norfolk Fire and Rescue's response as there were numerous examples of lives, properties and environment saved. There were however also some devastating impacts for communities across Norfolk with properties lost to fire, impacts on farming land and damage to our natural environment.

Everyone across the whole of NFRS demonstrated real commitment to the communities of Norfolk, working long hours in arduous conditions and under extreme stress. Strategic and tactical commanders showed strong leadership and sound decision making. Control room operators provided a calm and reassuring presence to the public, providing critical safety advice whilst handling an overwhelming number of calls. Operational crews and officers responded to one incident after another without breaks for whole days

at a time. Our supporting staff took on new roles to provide welfare facilities, food and drink and to deliver staff and equipment across the county.

Finally, colleagues across NCC, other agencies and the voluntary sector provided support to keep our staff safe and well and to support members of the public affected by fires.

We welcomed appliances and resources by way of mutual aid from Suffolk Fire and Rescue Service, Avon, Shropshire, Merseyside, West Midlands, Tyne & Wear, Warwickshire, RAF Lakenheath. My sincere thanks go to everyone who assisted our efforts within NFRS and the wider fire service family across the England including our Local Resilience Forum Partners.

I commissioned this review to look at the response of Norfolk Fire and Rescue service over this period to understand how we could better support our teams in future. As [scientific evidence](#) points to heat emergencies becoming more prevalent, with average temperatures expected to rise by 5c to 27.5c and potentially peak temperatures reaching 45c, I wanted to use the findings to drive organisational improvement across the whole service.

I am confident that the work driven by the recommendations of this review will enhance the safety of our teams and communities within Norfolk.

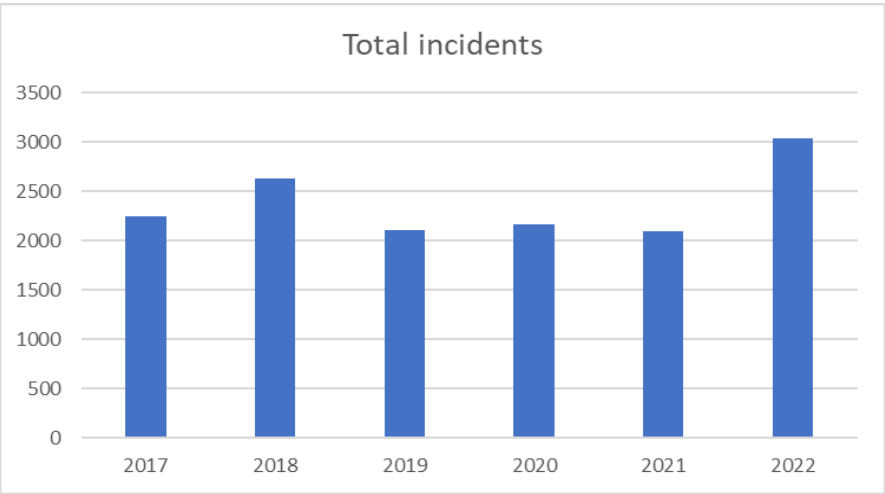
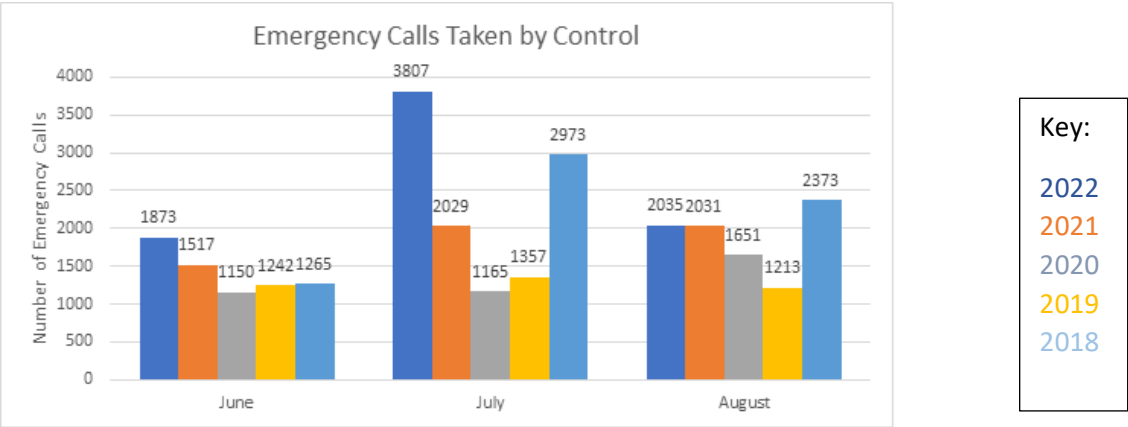


C Sumner 104

Overview of the heat emergency period

The summer of 2022 was an extremely busy period for Norfolk Fire & Rescue Service.
There was a large increase of calls received into NFRS control room compared to the three previous years. NFRS was around 50% busier than any year since 2018, when there were similar dry weather

conditions across the UK and Norfolk, although peak temperatures were previously not as high.
NFRS took more calls in 2018 but attended around 400 more incidents in the summer of 2022.
The graph below shows the number of calls received into our NFRS control from 2018 to 2022 by summer month.

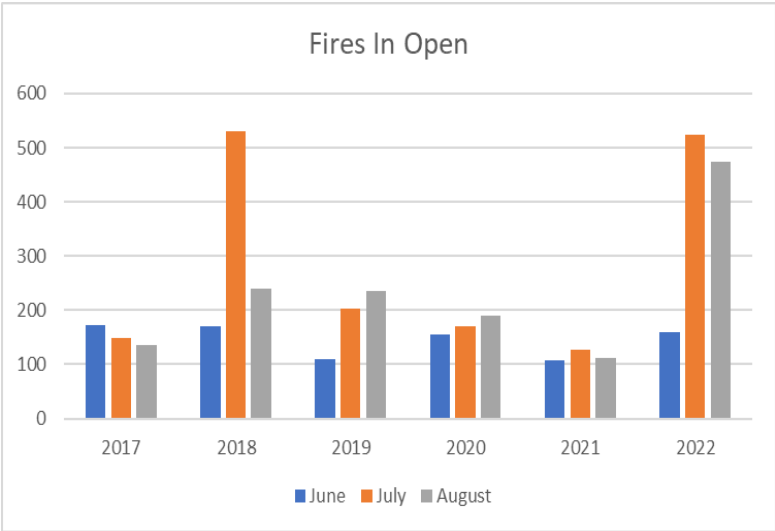


Crop fires

July and August present peak demands on NFRS. Harvest season brings an increased risk of crop fires as there is increased use of machinery, which causes friction, sparks and overheating, and the crops are drier and therefore more likely to ignite and spread.

Fires in standing crop can spread at a very fast rate, whereas once crop has been cut there is a reduced risk due to a reduced amount of “fuel” available. This accounts for the reduction in significant fires after the bulk of the county’s standing crop had been harvested.

Fires in the Open
(incorporates crop, stubble, hedges, trees, bushes, bonfires).



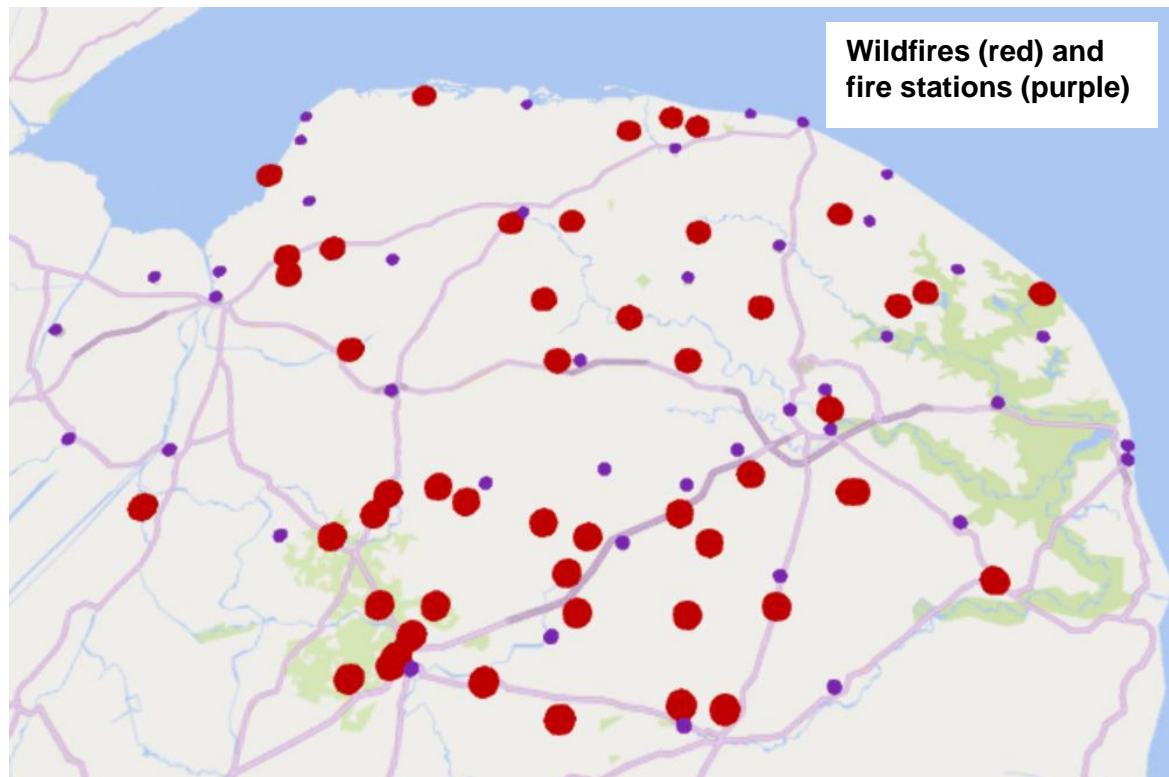
Fire damage in Ashill

Location of fires

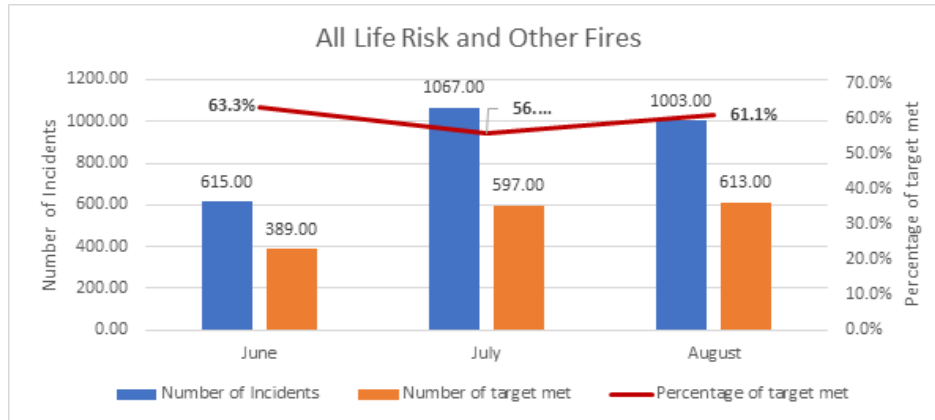
During the summer of 2022, fires occurred spontaneously across the county. This made it difficult to pre-plan deployment of pumping and specialist resources.

It also provided a challenge in responding to incidents; as resources became available at one location, they were mobilised as the nearest available resource to a different part of the county.

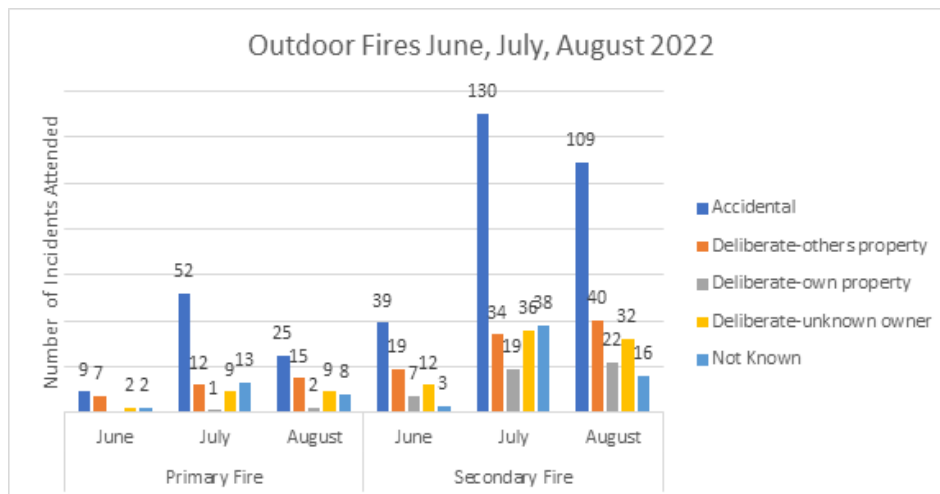
As a result, service performance against the emergency response standard (ERS) was reduced. For the purposes of this review, a wider selection of incidents was included compared to our usual ERS methodology, including non-life risk fires and incidents where the appliance was not at home station.



ERS performance (this includes all mobilisations regardless of “home station starting positions” and/or if a resource could have reached it or not)



Number of outdoor fires by cause





Photographs showing the Rural/Urban Interface – pictures show different types of fire transmission/spread from rural urban interfaces.





Most outdoor fires were started accidentally. The hot, dry and windy conditions experienced over the summer caused fires to spread more quickly and to cross boundaries which would usually hinder fire spread.

Unfortunately, a number of significant crop fires occurred at the urban/rural interface. This is the point where farmland or woodland

meets private property, usually involving hedges or wooden fences.

On 19th July, the second day of the red heat warning, this resulted in fires which destroyed thirteen homes at Ashill, five at Brancaster Staithe, two at Poringland and two at Ashmanhaugh.

Impact on our people

Working durations During the two days of level 4 heat emergency, all operational crews were committed to incidents. At times, we were unable to fully resource incidents and crews were mobilised to an incident as soon as they left the incident they were at. The eight national resilience crews which were deployed from across the country helped with this but most staff worked continuously for long periods without returning to station, meaning that hydration and nutrition had to be delivered to them at incidents

Impact of heat The ambient temperature and nature of the work meant that staff responding to fires were at significant risk of heat related illness. Two instances of heat stroke were recorded as safety events and there were many more instances of staff being removed from operations as they were approaching heat stroke.

Firefighting PPE is designed to protect firefighters from the heat of the fire. As a consequence, body heat is retained, increasing the potential for heat related illness. On the two hottest days in particular, this left incidents commanders with a choice of which risk to take; expose their crews to burns from radiant heat and airborne debris or expose them to heat stress.

Whilst some of this risk can be managed through crew rotation, this was not reasonably practicable due to the number of simultaneous incidents.



Summary of main findings

AREA	RECOMMENDATION	SHORT TERM	MEDIUM TERM	RAG RATING	OWNER
Governance	Clear strategic governance arrangements for all aspects of the summer heat emergency review outcomes should be established.	<p>Andrew Staines, head of strategic foresight was commissioned to deliver an assessment of emerging risk which has driven a focus on climate change over 5-10 years.</p> <p>Prevention and protection steering group and organisational learning and change group are existing governance structures but SLT can provide appropriate prioritisation.</p>	An action plan has been drafted for all aspects of the review. Consideration should be given to appointing a dedicated resource to oversee the work, following the Grenfell improvement plan model (this was supported by grant funding).		DCFO/ACFO
Pre-planning	The service was well prepared thanks to established information flow through Norfolk Resilience Forum (NRF), Resilience Direct (RD), and Natural Hazards Partnership daily hazard summaries but the support but an NRF internal review has highlighted potential improvements.	<p>The risk information group, which meets every Friday as part of the Norfolk Resilience Forum) is well established, creating good working relationships with other agencies and emergency planners.</p> <p>Appoint appropriate staff to support the NRF improvement plan.</p>	Appoint a relevant staff member to represent NFRS at the NRF severe weather working group as they embed wildfire into the risk assessment. Consider using the wildfire Tactical Advisor.		DCFO/ACFO

AREA	RECOMMENDATION	SHORT TERM	MEDIUM TERM	RAG RATING	OWNER
Prevention (1)	Significant demand was placed on our prevention staff as concerned members of the public contacted us for information and reassurance. Ensure that up to date advice is available to the public.	<p>Established media relationships, including radio interviews and embedding of TV crews worked well.</p> <p>Update the NCC website to ensure information is easily accessible.</p> <p>Work with comms team to identify the best way to share information and direct individual calls.</p>	Work with key stakeholders such as DEFRA, forestry commission, NFU to develop key safety messaging and self-reliance advice, particularly regarding the urban/rural interface.		Head of Prevention & Protection
Prevention (2)	Demand for home safety visits increased but operational staff were not available to support this work due to operational demand. Provide sufficient dedicated prevention staff so that demand can be managed without other resources.	Funding uplift has allowed for the recruitment of a dedicated prevention management team and prevention coordinators. Recruitment of additional home safety advisors is ongoing.	Expand the number of volunteers available to be called in to support specific initiatives.		Head of Prevention & Protection
Welfare facilities	The welfare offer for long duration and spate events should be improved.	<p>Establish a welfare working group to consider the nutrition, hydration, and personal hygiene needs of individuals.</p> <p>Establish a robust contract for the provision of portable toilet facilities.</p>	Investigate the feasibility of procuring welfare pods to be carried on prime movers. Capital investment will be required.		<p>Head of Capability</p> <p>People Lead</p>

AREA	RECOMMENDATION	SHORT TERM	MEDIUM TERM	RAG RATING	OWNER
Policy, procedures, guidance and training.	Ensure that operational procedures are as safe and effective as possible and that all personnel are appropriately trained.	<p>Eastern Region Programme Group have created National Operational Guidance compliant operational procedures and training packs. Strategic and training gap analysis need to be completed to adopt these procedures.</p> <p>An SM has been assigned to a wildfire tactical advisor course.</p>	The incident command training team have an established wildfire commanders course package. This can be updated based on the ERPG package and delivered to new and existing Incident Commanders. Additional capacity may be required.		DCFO/ACFO
Vehicles and equipment	The service should review and consider procurement of vehicles and equipment which will maximise the effectiveness of personnel at wildfires.	<p>Consider the use of specialist wildfire PPE which provides adequate protection but minimises heat retention.</p> <p>Purchase misting branches and lances for existing appliances.</p> <p>Trial the use of portable dams to supplement existing water carriers.</p> <p>A fixed term WM secondment is in place to coordinate vehicle procurement programmes. Suitable capabilities, equipment and vehicles are already being considered but capital investment may be required.</p>	<p>Ensure that rural firefighting ability is built into future firefighting appliances.</p> <p>Procure additional tactical response vehicles to supplement those in service.</p> <p>Consider the need to increase the existing specialist vehicle fleet or add new capabilities.</p>		Head of Capability

Equality Impact Statement for CRMP Proposals 2023-26

CRMP Proposals	Impact of Proposals
<p>Proposal 1 – Develop a more targeted approach to delivering prevention across Norfolk’s communities, prioritising vulnerability and those at highest risk. We aim to achieve this by increasing partnership working and knowledge sharing with other emergency services and organisations, eg. housing and local authorities.</p>	<p>If this proposal goes ahead, it should likely impact positively on all service users, including service users with protected characteristics and members of the armed forces community, because it will target those identified as at higher risk of injury or fatality.</p> <p>As set out in the overarching CRMP EqIA this proposal recognises that people at the highest risk may share one or more protected characteristic. Resources allocated to community fire prevention services will be better targeted at those in greatest need including people who share one or more protected characteristic.</p> <p>Activities will include</p> <ul style="list-style-type: none"> • Home fire risk checks – carrying out additional checks in homes to ensure that occupants are aware of how to escape in the event of a fire and how to prevent fires. Smoke alarms will be fitted free of charge during these inspections, if needed. These inspections are targeted at people who are most vulnerable, in particular, older people. • Hoarding and self-neglect – delivery of the Norfolk Safeguarding Adult Board’s Hoarding and Self-Neglect Strategy. This work utilises Early Help Hubs to bring agencies together to work with vulnerable people, whilst still tackling any health, fire or other safety issues caused by the hoarding. • Arson reduction – delivering the Firesetters programme, particularly with young males who are most at risk of instigating arson attacks. • Road safety – carrying out road safety events in secondary and further educational settings; specifically targeted at young males who are most at risk of road traffic collisions, either as drivers or as passengers. • Water Safety Week – targeting safety messages to the most vulnerable at locations where risk is high.

	<p>The service will continue to work collaboratively with others to help ensure that resources are used effectively to promote equality, diversity and inclusion wherever possible, such as through the Prince's Trust</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> • The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who identify as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics; • The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to accessing services in comparison to disabled people who face less complex and substantial barriers <p>This is because</p> <ul style="list-style-type: none"> • Service users should not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so. • The proposal will not lead to new or increased costs for service users. • The proposal will be implemented in accordance with all corporate and departmental policies and procedures and national guidance. • The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements.
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	<ul style="list-style-type: none"> • There is no evidence at this time to indicate that staff with protected characteristics will be disproportionately affected compared to staff without these characteristics. There may be some organisational changes to staffing structures or changes to staff terms or conditions as a result of this proposal. Any changes be undertaken in accordance with the Council's contractual obligations and workforce policies which have been impact assessed separately. Staff have already been consulted with respect the proposed changes to structures. • Similar proposals have been successfully implemented elsewhere in the UK.
<p>Proposal 2 - Relocate the Thetford Technical Rescue Unit (TRU) to Great Yarmouth in order to better align our specialist water capability to the location of greatest risk. Enhance training for selected Water First Responder (WFR) crews to allow them to perform swimming or buoyant raft rescues in non-swift water (rivers, broads etc), providing additional specialist rescue capability for persons in water across the county. There are no capital investment costs associated with this proposal.</p>	<p>If this proposal goes ahead, it should likely impact positively on all service users, including service users with protected characteristics and members of the armed forces community.</p> <p>This is because the Technical Rescue Unit will be located where there are higher levels of water safety risk, thereby improving response times and reducing the risk for serious health outcomes some service users.</p> <p>Core prevention activities will be carried out with a focus on protecting people most at risk of drowning and to prevent water safety incidents occurring, including people who share one or more protected characteristics. As set out in the overarching CRMP EqIA this proposal recognises that people at the highest risk may share one or more protected characteristic</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> • The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who identify as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics; • The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example,

	<p>disabled people who experience complex and substantial barriers to accessing services in comparison to disabled people who face less complex and substantial barriers</p> <p>This is because</p> <ul style="list-style-type: none"> • Service users should not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so. • The proposal will not lead to new or increased costs for service users. • The proposal will be implemented in accordance with all corporate and departmental policies and procedures and national guidance. • The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements. • There is no evidence at this time to indicate that staff with protected characteristics would be disproportionately affected compared to staff without these characteristics. There may be some organisational changes to staffing structures because of this proposal. Any changes be undertaken in accordance with the Council's contractual obligations and workforce policies which have been impact assessed separately. • Similar proposals have been successfully implemented elsewhere in the UK.
<p>Proposal 3 - Change the provision of gas tight suits to Environmental Protection Units, Wholetime fire engines, and selected strategic On-Call fire engines. There are no cost increases associated with this proposal.</p>	<p>If this proposal goes ahead, it should likely impact neutrally on all service users, including service users with protected characteristics and members of the armed forces community.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> • The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who identify as intersex or non-binary; disabled people; Black and Asian people or

	<p>people from ethnically diverse backgrounds; people with different religions and beliefs; people who identify as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics;</p> <ul style="list-style-type: none"> • The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to accessing services in comparison to disabled people who face less complex and substantial barriers <p>This is because</p> <ul style="list-style-type: none"> • Service users should not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so. • The proposal will not lead to new or increased costs for service users. • The proposal will be implemented in accordance with all corporate and departmental policies and procedures and national guidance. • The proposal will be implemented in accordance with the Council's Equality, Diversity and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements. • There is no evidence at this time to indicate that staff with protected characteristics would be disproportionately affected compared to staff without these characteristics. There may be some organisational changes as a result. Any changes be undertaken in accordance with the Council's contractual obligations and workforce policies which have been impact assessed separately. • Similar proposals have been successfully implemented elsewhere in the UK.
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<p>Proposal 4 - Amend the way we calculate and report our emergency response attendance time to align with the Home Office and HMICFRS (until there is an agreed national standard which we are committed to adopting).</p>	<p>If this proposal goes ahead, it should likely impact neutrally on all service users, including service users with protected characteristics and members of the armed forces community.</p> <p>This is because there will be no impact on service provision, only on how attendance times are calculated.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> • The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who identify as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics; • The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to accessing services in comparison to disabled people who face less complex and substantial barriers <p>This is because</p> <ul style="list-style-type: none"> • Service users should not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so. • The proposal will not lead to new or increased costs for service users. • The proposal will be implemented in accordance with all corporate and departmental policies and procedures and national guidance. • The proposal will be implemented in accordance with the Council’s Equality, Diversity and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the
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	<p>Accessible Information Standard and all other relevant equality, diversity and inclusion requirements.</p> <ul style="list-style-type: none"> • Staff with protected characteristics will not be disproportionately affected compared to staff without these characteristics. • Similar proposals have been successfully implemented elsewhere in the UK.
<p>Proposal 5 - We will review our readiness to respond to summer heatwave conditions. This will include the emergent requirements of increasing our stock and use of Technical Response Vehicles (TRVs) and other firefighting vehicles and equipment, operational procedures, and training</p>	<p>If this proposal goes ahead, it should likely impact positively on all service users, including service users with protected characteristics and members of the armed forces community.</p> <p>This is because</p> <ul style="list-style-type: none"> • Response to wildfire incidents would improve, reducing risk to people across the county. • Utilising more specialist resources to fight wildfires would leave other resources available to attend business as usual incidents such as house fires and road traffic collisions. <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> • The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who identify as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics; • The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to accessing services in comparison to disabled people who face less complex and substantial barriers

	<p>This is because</p> <ul style="list-style-type: none"> • Service users should not experience any reductions in the quality, standards, or level of response they currently receive. • The proposal will not lead to new or increased costs for service users. • The proposal will be implemented in accordance with all corporate and departmental policies and procedures and national guidance. • The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements. • There is no evidence at this time to indicate that staff with protected characteristics would be disproportionately affected compared to staff without these characteristics. There may be some organisational changes to staffing structures or changes to staff terms or conditions as a result. Any changes be undertaken in accordance with the Council's contractual obligations and workforce policies which have been impact assessed separately. • Similar proposals have been successfully implemented elsewhere in the UK.
<p>Proposal 6 – Continue our approach of collaboration with other emergency responders by progressing the development of local participation in the Emergency Medical Response scheme. Our communities will benefit from lives being saved and from wider Fire and Rescue staff skillsets. Core traditional service responsibilities (fire</p>	<p>If this proposal goes ahead, it should likely impact positively on service users in the geographical locations covered by the trial, including service users with protected characteristics and members of the armed forces community.</p> <p>This is because previous national trials have demonstrated improved chances of survival for patients suffering cardiac arrests and less serious health outcomes.</p> <p>There is insufficient evidence to determine at present whether</p> <ul style="list-style-type: none"> • The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs;

<p>cover) will not be negatively impacted.</p>	<p>people who identify as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics;</p> <ul style="list-style-type: none"> • The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to accessing services in comparison to disabled people who face less complex and substantial barriers <p>However</p> <ul style="list-style-type: none"> • Service users should not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so. • The proposal will not lead to new or increased costs for service users. • The proposal should be implemented in accordance with all corporate and departmental policies and procedures and national guidance • The proposal should be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements. • There is no evidence at this time to indicate that staff with protected characteristics will be disproportionately affected compared to staff without these characteristics. There may be some organisational changes to staffing structures or changes to staff terms or conditions because of this proposal. Any changes be undertaken in accordance with the Council’s contractual obligations and workforce policies which have been impact assessed separately. Staff have already been consulted with respect the proposed changes to structures.
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	<ul style="list-style-type: none"> • Similar proposals have been successfully implemented elsewhere in the UK. <p>This proposal will require officers to undertake a more in-depth equality impact assessment when developing detailed implementation plans, including assessing the impact on the workforce. If, during consideration of these, it emerges that an aspect of a proposal may have a significant detrimental or disproportionate impact on people with protected characteristics or in rural areas that it was not possible to predict at the time of conducting this assessment, this will be reported formally, to enable next steps to be agreed before proceeding further.</p>
<p>Proposal 7 - Undertake a detailed review of the On-Call Model in tandem with an anticipated national review. This will be a holistic review of all aspects encompassing recruitment, reward, training, support, management, and availability (including a trial to evaluate the effectiveness of a dynamic roaming resource (DRR) fire engine).</p>	<p>If this proposal goes ahead, it should likely impact positively on all service users, including service users with protected characteristics and members of the armed forces community</p> <p>This is because the review should explore whether there are further opportunities to recruit and retain a diverse on-call workforce and increase opportunities for flexible working while still meeting the demands of Norfolk's diverse communities.</p> <p>There is insufficient evidence to determine at present whether</p> <ul style="list-style-type: none"> • The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who identify as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics; • The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to accessing services in comparison to disabled people who face less complex and substantial barriers <p>However</p>

	<ul style="list-style-type: none"> • Service users should not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so. • The proposal will not lead to new or increased costs for service users. • The proposal should be implemented in accordance with all corporate and departmental policies and procedures and national guidance • The proposal should be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements. • There is no evidence at this time to indicate that staff with protected characteristics will be disproportionately affected compared to staff without these characteristics. There may be some organisational changes to staffing structures or changes to staff terms or conditions because of this proposal. Any changes be undertaken in accordance with the Council's contractual obligations and workforce policies which have been impact assessed separately. Staff have already been consulted with respect the proposed changes to structures. • Similar proposals have been successfully implemented elsewhere in the UK. <p>If the proposal to trial a DDR fire engine goes ahead, it should likely impact positively on all service users, including service users with protected characteristics and members of the armed forces community.</p> <p>This is because</p> <ul style="list-style-type: none"> • The fire engine will be based in geographical locations where on-call fire cover is difficult to maintain through general availability.
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	<ul style="list-style-type: none"> • While in the locality, the OSCOs will target their prevention activity at service users with a higher level of risk to fire in the home, road traffic collisions and water safety incidents, as identified through Medium Super Output Area risk data. <p>There is no evidence to indicate that this proposal would have a disproportionate or detrimental impact on people with protected characteristics who are at risk of a fire in the home, a road traffic collision, or a water safety incident. This is because resources allocated to community fire prevention services will be better targeted at those most at need, in particular people with protected characteristics who are most vulnerable. As set out in the overarching CRMP EqIA this proposal recognises that people at the highest risk may share one or more protected characteristic</p> <p>The overall proposal will require officers to undertake a more in-depth equality impact assessment to inform the review and any associated implementation plans, including assessing the impact on the workforce. If, during consideration of these, it emerges that an aspect of a proposal may have a significant detrimental or disproportionate impact on people with protected characteristics or in rural areas that it was not possible to predict at the time of conducting this assessment, this will be reported formally, to enable next steps to be agreed before proceeding further.</p>
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