



Norfolk Fire and
Rescue Service

Community Risk Management Plan (CRMP)

2026-2031



Norfolk County Council



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Foreword

We are pleased to present Norfolk Fire and Rescue Service's (NFRS) Community Risk Management Plan (CRMP) for 2026-2031. This document clearly sets out how we will keep Norfolk safe by addressing the current, emerging, and future risks facing our county.

Our purpose is simple yet profound: **Keeping Norfolk Safe**. This sits at the heart of all our prevention, protection, and response activities. It drives every decision we make and shapes how we continually improve and adapt.

Our vision reflects our ambition - **to be the UK's leading rural fire service**, committed to excellence, innovation, and dedicated service to our communities.

We are proud of the difference we make locally and our influence nationally.

Norfolk is unique, with beautiful landscapes, close communities, vibrant towns, and significant visitor attractions; these varied environments bring distinct challenges and opportunities.

We recognise that to effectively manage risks, our approach must be proactive, inclusive and comprehensive.

By understanding the hazards facing Norfolk - including extreme weather events, demographic changes, evolving technologies, as well as learning from national incidents, we can plan effectively and provide a service that meets the needs and expectations of all who live in, work in, or visit our county.

At the core of our plan are four key themes:

- **Identifying Risks:** Understanding the immediate and long-term risks to ensure our resources are effectively aligned to minimise harm and enhance community safety
- **Adapting to Change:** Anticipating future challenges to enable us to prepare strategically and respond promptly to emerging threats
- **Supporting Our People:** Recognising that our greatest strength is our dedicated workforce, we aim to provide a supportive, inclusive environment, promote health and wellbeing, and ensure our teams are skilled and equipped to deliver outstanding service
- **Working in Partnership:** Collaborating with local authorities, emergency services, and the voluntary sector, to enhance public safety, improve service delivery, and build resilience against risks we cannot tackle alone.

Your involvement is crucial. We have, and will continue to, engage extensively with the communities we serve, gathering your views and insights to inform our strategies and actions. This CRMP is the outcome of thoughtful consultation, data-driven analysis, and strategic foresight, ensuring our service remains responsive, effective, and trusted by everyone in Norfolk.

We are immensely proud to serve our county; together, we will continue striving for excellence, innovation, and most importantly, a safer Norfolk for all.

Thank you for your ongoing support and partnership as we implement this ambitious and essential plan; we hope you enjoy reading it.



Margaret Dewsbury
Cabinet Member for
Communities and
Partnerships



Ceri Sumner
Chief Fire Officer

Introduction

We provide an emergency service across Norfolk 24 hours a day, 365 days a year. To be ready to respond to emergencies, we must understand the different risks in the county and prioritise our activities and our resources in a planned and coordinated way.

Under the Fire and Rescue Services Act 2004, we have a duty to:

- Respond to fires and other emergencies
- Prevent fires and other emergencies
- Protect commercial and public buildings
- Educate and inform the public.

As a category one responder, we also have duties under the Civil Contingencies Act 2004 to:

- Identify and assess the risk of emergencies occurring, developing plans to respond effectively to them
- Maintain critical services through business continuity plans
- Train, exercise and share information with other responder agencies
- Warn, inform and advise the public before, during and after an emergency.

The CRMP is our strategic blueprint, setting out how we will fulfil those duties and keep people safe.

This CRMP will span 5-years, to provide sufficient time to develop meaningful changes and implement long-term initiatives with a consistent approach to emerging risks.

It is built on robust analysis of our service data, local and national learning, our strategic assessment of risk, alongside community and staff engagement and collaboration with partners.

The CRMP reflects our commitment to:

- Support safe, strong and resilient communities
- Reduce the likelihood of incidents through education and proactive safety measures
- Ensure buildings and businesses are safe and compliant
- Deliver an efficient, agile and effective emergency service
- Focus on our people.

This plan is not static, it will evolve as new risks emerge, our communities change and technologies advance. Through transparency, accountability and innovation, we will deliver a fire and rescue service that is fit for the future and trusted by the people we serve.

Governance

The CRMP is our overarching strategy outlining foreseeable risks in Norfolk and the actions we plan to take to mitigate them.

We have service level strategies setting out how we will deliver on the CRMP; they include Prevent and Protect, Response, People, Planning and Performance, Fleet, Estates and Capital.

Every financial year we produce detailed plans with activities, performance targets and planned programmes of development. Our service delivery plans provide detailed information for our teams to work to.

Our Statement of Assurance sets out information about our service and our work with our partners. It also provides assurance on financial, governance, and operational matters.

About us

We are driven by a clear and simple purpose:
Keeping Norfolk Safe.

Our vision is to be the UK's leading rural fire service.

We are committed to excellence, innovation, and service to our communities, and are proud of both the difference we make locally, and our influence nationally.

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About Norfolk Fire and Rescue Service

NFRS serves the fifth largest rural county in England, with 932,000 residents over 2079 square miles. It operates with a cost-per-head funding level of £45.65 per resident—which is just below the national average of £45.75 for county council fire and rescue services.

Table 1: Overview of Norfolk Fire and Rescue Service’s assets and incident data.

Service Area	Population	No. of Employees	Operational Workforce	Building Assets	Incidents
2,079 square miles	0.93 million people	Approx 737	41% wholetime 59% on-Call	1 Headquarters 2 training centres 42 fire stations 1 USAR	2.1 fire incidents per 1000 Norfolk population. (2.4 national) 3.5 non-fire incidents per 1000 Norfolk population. (3.6 national) 4.0 fire false alarms per 1000 Norfolk population. (4.3 national)

Our statutory duties are prevention, protection and responding to fires and other emergencies, and this is where we focus our priorities. We analyse data to understand where the areas of greatest risk are within our county; this means we can prioritise our resources to make the most difference.

Norfolk operates 51 operational fire engines and a range of specialist appliances. Our firefighters are multi skilled and provide technical capabilities including Swift Water Rescue, Rope Rescue, Large Animal Rescue, Environmental Protection, Emergency Medical Response, Wide Area Searching and Drone Operations.

We work closely with our partners to protect the most vulnerable in our communities by understanding where they live, the challenges they face and ensuring our people are trained to spot safeguarding concerns and act appropriately to mitigate the risk of harm.

Our Values

Our values are a set of principles which promote professional standards, challenge inappropriate behaviour and guide us in how we work with colleagues, with partner agencies and within our communities.

Our Purpose: Keeping Norfolk Safe

Our Service adheres to the ethical principles of fire and rescue services, known as the Core Code of Ethics. The principles aim to help improve organisational culture and to inform excellent quality decision making, support all our people and communities.

- Our Service puts communities first, as we exist to make Norfolk safer for all. Our actions prioritise the needs of the public
- Everyone within our Service acts with integrity, for example, striving to deliver what we have been asked to do and behaving appropriately
- All within our Service show dignity and respect to others and are not afraid to challenge inappropriate behaviour
- Our staff show good leadership, including and supporting others and being positive ambassadors for our service
- Everyone within our Service gives thought to how our behaviour and actions support equality, diversity and inclusion, for example solving a problem in different ways to meet the needs of different residents.



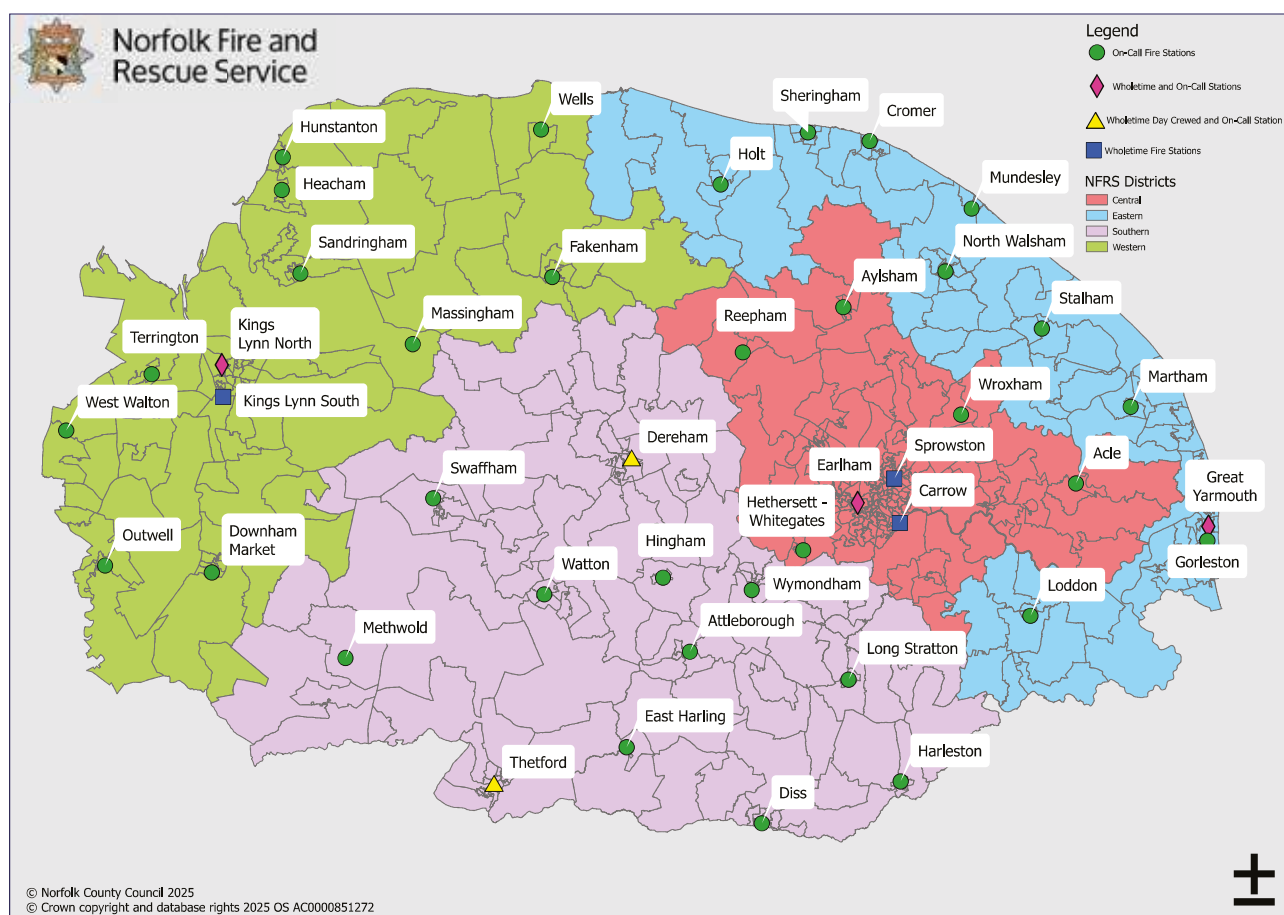
Our People live by our Core Values:

- ✓ **Our People are Reliable and Flexible**
We can be trusted to do our jobs and are open to change and new ideas.
- ✓ **Our People are Respectful and Inclusive**
We are fair, kind and consistent to all, helping to ensure that everyone feels welcome and valued.
- ✓ **Our People are Proud and Positive**
We are passionate about what we do, celebrating our successes and striving for excellence.
- ✓ **Our People are Supportive and Understanding**
We work together well, listening and supporting colleagues.

Our Fire Stations

We provide emergency response from 42 fire stations with a range of different working patterns; wholetime 24/7 shifts, day crewing with on call night cover, and on call only. Map 1 shows where our stations are located throughout Norfolk.

Map 1: Norfolk Fire and Rescue Service Districts and Stations



Our fire engines are deployed to meet daily demands and provide resilience and capacity to handle occasional large-scale incidents or multiple, smaller incidents simultaneously. We continually monitor availability to maximise emergency cover at all times.

We also host National Resilience assets which have been strategically placed across England.

The Urban Search And Rescue (USAR) team comprises specialist equipment and vehicles which can be deployed locally, regionally and nationally to complex incidents to provide specialist advice and skills. The team also has a live casualty search dog, Axel, who is used locally, and nationally when requested by other services.



The High Volume Pump has been deployed nationally for major flooding incidents and is often used within Norfolk to carry water long distances to a fire ground with poor local water supplies.

The Mass Decontamination Unit (MDU) provides the ability to decontaminate members of the public that may have been contaminated following the release of a hazardous substance. Each MDU contains the equipment to provide decontamination for up to 150 walking and non-walking casualties per hour.

About Norfolk

Geography

Norfolk is the fifth largest county in England, having borders with Lincolnshire, Cambridgeshire, Suffolk and 90 miles of coastline. It is a relatively flat county subject to flooding and coastal tidal surges, making it prone to the impacts of extreme weather events.

Wetland, heathland, coastal, ancient woodland and grassland habitats are all well represented within Norfolk, with 29 sites of international importance and a further 185 nature reserves and sites of special scientific interest.

The county is nearly two thirds rural land and 10% woodland with Norwich being the only major city in Norfolk, complemented by four large market towns: Great Yarmouth, King's Lynn, Dereham and Thetford. It has a strong agricultural sector with a growing science, research and renewable energy sector.

Norfolk has the second largest road network in the UK (after Devon) and is home to the Norfolk Broads, a national park with over 125 miles of waterways. The international airport at Norwich has regular connections with the hub at Schiphol in the Netherlands, providing routes to worldwide destinations.

Ports at Great Yarmouth and King's Lynn provide for offshore industries and freight movement to and from European ports and beyond. Great Yarmouth provides the shortest sea crossing between the UK and the Netherlands and is England's principal support port for offshore energy in the Southern North Sea.

Buildings and Infrastructure

- A complex of 6 gas terminals on the North Norfolk coast
- 4 military bases
- Significant hazardous materials sites which come under the Control of Major Accidents and Hazards Regulations (COMAH)
- Mainline rail links and 4 working heritage railways; over 6000 miles of roads, most of which is single carriageway
- More than 50 high rise residential buildings over 18m
- Over a hundred ecologically important areas and more than 1300 listed buildings
- Norfolk's net building gain in 2023-24 was over 4,600 additional dwellings
- The Royal Residence at Sandringham.



Norfolk Communities

Norfolk is the 5th largest county in the country of 2,079sq miles. With urban, rural and coastal communities.

Norfolk has a population of 932,000 across 444,600 households, with one of the lowest population densities nationally of 448 per square mile.

Population

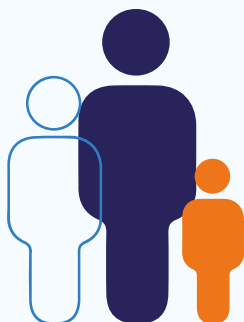
- **932,000** predicted to exceed 1m by 2036 (increase of 3.1% in the five years to 2023)
- **231,000** people aged over 65 in Norfolk
- **167,000** people aged under 18 in Norfolk
- **94.7%** of population from white ethnic group (England 81.0%).

Main languages

- **95%** English
- **0.8%** Lithuanian
- **0.8%** Polish
- **0.6%** Portuguese.

Religion

- **47%** Christian
- **44%** No Religion. No other religious group accounts for more than 1% of Norfolk population.
- **9%** all other religions



Population Growth

The most significant demographic change in Norfolk is our ageing population. Over the five years to 2023, Norfolk's population increased by 3.1% with the largest increase being in the older age group.

It is projected that by 2043 nearly one third of residents will be over 65. Currently, 7% of residents are over the age of 80, compared to 5% nationally.

Living Arrangements

- **31%** of households are one-person
- **41%** of households are married or co-habiting couples
- **9%** are lone-parent households
- **Almost a quarter** of all Norfolk households have dependent children.

Disability

Over 184,000 people in Norfolk identify as having a physical or mental health condition or illnesses, lasting 12 months or more, that reduces their ability to carry out day-to-day activities.

Levels of disability vary across districts, with the highest numbers of disabled people living in King's Lynn & West Norfolk and Norwich. Around 56% of Norfolk's disabled people are aged 55 years and over.

We are often asked to support ambulance colleagues in moving patients with complex needs or gaining entry to homes so they are able to assess patients.

Ethnic Diversity

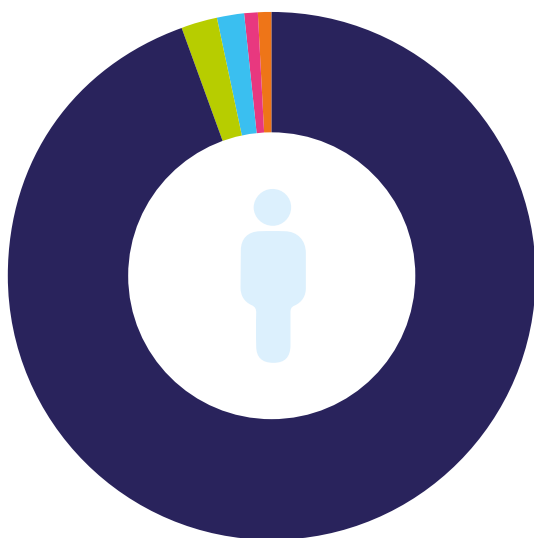
Norfolk is less ethnically diverse than England as a whole (5.3% compared with 19%), but ethnic diversity in the county has increased significantly since the 1990s (from less than 1% to 5.3%).

We work hard to reach everyone in Norfolk and to understand the risks people may face. We want to ensure effective prevention messaging reaches all communities so that we can build trust and support across Norfolk.

North Norfolk has the least ethnically diverse population, with Norwich having the most ethnically diverse population.

Figure 1:

Population by race in Norfolk 2021 Census



- **White - 867,151 people or 94.7%**
- **Asian - 18,992 people or 2.1 %**
- **Mixed - 15,080 people or 1.6%**
- **Black - 8,369 people or 0.9%**
- **Other - 6,528 people or 0.7%**

Identifying Risks

We need to know what is happening now - locally, regionally and nationally - to identify risks that could harm Norfolk communities, the environment or the economy.

We must anticipate what is heading our way in the next 5 years that could impact us if we're not ready.

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Our CRMP identifies existing and emerging local, regional and national risks to build a risk profile. We have overlaid our own operational data so we can analyse and prioritise those risks.

This CRMP focusses on how we will reduce risks to ensure the safety and resilience of Norfolk's communities.

Our assessment of risks process is based on National Fire Chiefs Council guidance and aligned to National Operational Guidance and the CRMP Fire Standard.

Our risk analysis looks at both existing risks and how we will adapt to change, including looking at every type of incident to understand who, or what, is impacted by them. This could be our communities or the local economy but also includes impacts to the safety of our firefighters or to the environment.

This also helps us to understand the evolving risks that are causes of incidents such as climate change, the rise in use of lithium-ion batteries and the growing number of people in our communities experiencing mental health crises.

We have also looked at the health risks posed to firefighters, how exposure to harmful contaminants or traumatic incidents might impact their health, safety and wellbeing.

Reducing risk

Through the life of this CRMP we will reduce the impact of these risks by:

- Training and exercising to ensure our preparedness
- Engaging with our public and our communities to build resilience
- Using data led analysis to target our activities
- Investing in improved facilities and new equipment to support our people
- Developing new approaches and processes to become more efficient
- Working with partner organisations locally and regionally to enhance public safety.

Existing Risks

National Risks

The National Risk Register 2025 is maintained by the UK Government and based on the National Security Risk Assessment. It outlines the most serious risks facing the country and the potential consequences of them.

These risks include terrorist attacks, critical national infrastructure failures (such as electricity or gas supplies), cyber-attacks, extreme weather events, industrial action, widespread public disorder and public health emergencies (such as emerging infectious diseases or pandemics).



In 2024 over 40% of UK businesses reported experiencing a cyber security breach or attack (UK Cyber Crime Statistics 2025).

National Resilience

National Resilience provides specialised vehicles and equipment, and skilled staff, to enhance the ability of local fire and rescue services to respond effectively to large-scale or critical incidents. These could be natural disasters such as flooding, major accidents involving industrial sites, or terrorist attacks.

The vehicles and equipment are strategically located across the UK fire and rescue services based on the potential risks and impacts identified in the National Security Risk Assessment.

Norfolk Resilience Forum

As a Category One responder we are a key member of the Norfolk Local Resilience Forum (NRF). We work alongside other responder organisation members to plan for, respond to and recover from localised incidents and devastating emergencies.

One role of the NRF is to maintain a Community Risk Register which identifies and communicates the most significant of the national risks which could affect the county. The partners will come together to assess the risks and prepare for incidents involving them.

We work with our NRF partners to create plans and carry out exercises so we are ready to act in the event of an emergency while ensuring we can carry out our statutory duties if we are affected by such events.

The Community Risk Register also informs our operational preparedness, business continuity and response plans within the Service.



Incident Risks

We assess every type of incident we respond to so we can understand the risks associated with them.

The first stage is analysing key information and statistics from incidents over the last 7 years, including time of day, month of occurrence, location and whether casualties were involved.

We then score each incident type based on severity and likelihood. Severity is the impact of the incident on members of the public or society, our communities, our firefighters, the environment, heritage or economic cost. Likelihood is how often the incident occurs, ranging from less than once a year through to at least once a day.

The outcome of this assessment gives an overall score for each incident type, ranging from 1 – Very Low through to 5 – Very High. This helps us to prioritise and build our training and response models.

This assessment of risk tool allows us to analyse our risk profiles down to District or Station area to understand the variance in risks across the county.

Table 2 shows some examples of our incident type risk scores.

Incidents such as domestic fires or hazardous materials have both high likelihood and severity, leading to a very high risk score.

Whilst terrorism occurs rarely based on Norfolk data, these incidents have huge impacts which also leads to a very high risk score. Automatic fire alarm activation has a very low severity but the likelihood of it occurring is so high it becomes medium on the risk score.

Alongside this work, we give special focus to understanding community risks and to those risks where injuries and fatalities often occur.

Table 2: Examples of Incident type risk scores

Incident Type	Risk Score
Building related incidents	Very High
Hazardous materials	Very High
Flooding	Very High
Domestic property fire	Very High
Terrorism	Very High
Fire in the open - large	Very High
Vehicle fire - large	Very High
Person trapped - RTC	High
Rescue from water - moving	High
Rail incident – fire	High
Boat/Ship incident - Fire	High
Fire in the open - small	High
Below ground fire	Medium
Rescue from water - still	Medium
Animal assistance – large	Medium
Alarms automated	Medium
Medical – co-responder	Low
Medical – ring removal	Low
Animal assistance - small	Low
Person locked out	Very Low

Community Risks

We can identify patterns and trends from past incidents to help us understand why some people are more at risk of being affected by fire or other emergencies. A combination of vulnerability factors leads to a much higher likelihood of being killed or seriously injured in a fire.

People at Risk of Fire

From our fatal fire reviews, we know that smokers, using emollient creams who are non-mobile are at greatest risk.

Vulnerability factors include:

- Aged 65 or older
- Lives alone
- Smokes in the home
- Reduced mobility
- Uses emollient creams
- Hearing or visual impairment
- Hoards in the home
- Drug, alcohol or medication dependencies
- Learning disabilities
- Needs care or support
- Has a mental health condition or cognitive decline.

In Norfolk we use the mnemonic SHERMAN to help raise awareness of fire risks with professional partners and the public to improve Home Fire Safety Visit (HFSV) referrals for those most at risk.



Levels of Deprivation

Norfolk has around 136,000 residents living in areas with high levels of deprivation. This includes 67,000 people living in the 20% most deprived areas in England and another 69,000 people living in the 10% most deprived areas nationally, with most of those living in Norwich and Great Yarmouth. 84th most deprived upper tier local authority out of 151 based on indices of deprivation with concentrations of need focused on urban centres and some market towns.

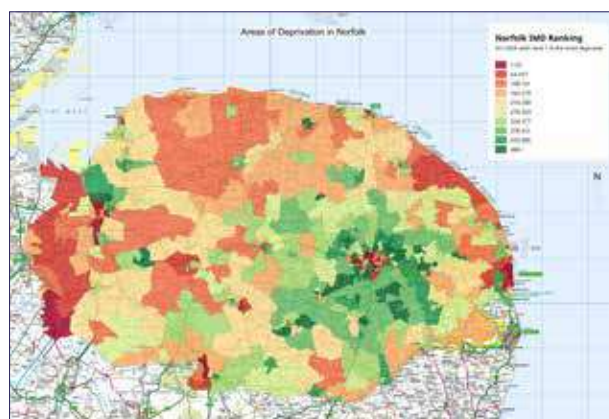
More than 33,000 children live in families with low income in Norfolk.

- **84th** most deprived upper tier local authority out of 151 based on indices of deprivation with concentrations of need focused on urban centres and some market towns
- **135,000** or 15% residents live in areas classified as the most deprived in England
- **£27,650** average gross annual pay (England average £29,960)
- **3.8%** unemployment rate Dec 2023 (3.7% England)
- **27,740** Children eligible for Free School Meals (2023/2024).

Location and deprivation can impact on the likelihood of some types of incidents, such as deliberate fires.

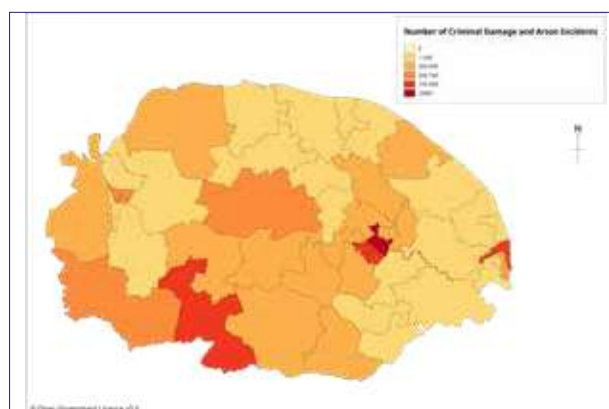
The Index of Multiple deprivation looks at income, employment, education, health, crime, barriers to housing and services, and living environment to work out where the most and least deprived areas in are in England. The data in map 2 shows that the most deprived areas in Norfolk (shown in dark red) are urban centres, with some pockets in rural areas.

Map 2: Norfolk Areas of Deprivation



Police data in map 3 shows that criminal damage and arson is focussed around Norwich, Thetford and Great Yarmouth which correlates with the 10% and 20% most deprived areas of Norfolk and shows which areas require most intervention by the Police.

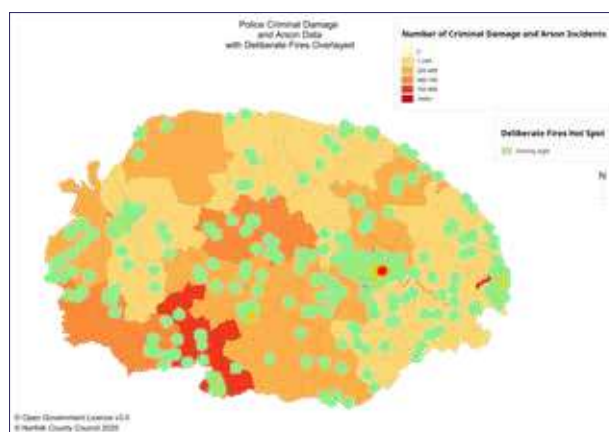
Map 3: Number of Criminal Damage and Arson Incidents



In map 4 we have overlaid the previous map with deliberate fires that the Fire Service attend. Arsons involve deliberately set fires in places like buildings, cars and wheelie bins.

The definition of deliberate fires also includes those fires set intentionally but get out of control, such as bonfires and barbecues, and grassland or field fires caused by discarded smoking materials or farming equipment.

Map 4: Criminal Damage overlaid with Deliberate Fires



The data across the maps shows a clear correlation between the most deprived areas, policing areas requiring greater intervention and deliberate fires.

Age

Some demographic factors increase the likelihood of incidents we respond to; the same factors increase the likelihood of our emergency partners responding too.

An Ageing Population

Over the past 10 years, the highest rate of population growth in Norfolk has been those aged 65 and over (15.4% increase). Norfolk has seen less than 5% growth in all other age groups.

It is expected that around 27% of Norfolk's population will be aged 65 and over by 2028, compared with 24.8% now. The population aged 85 and over is projected to grow significantly with a 24% increase by 2028.

Ageing has associated factors, such as mobility, frailty and cognitive impairment, and all of these increase an individual's risk. Around 56% of Norfolk's disabled people are aged 55 years and over which shows a strong correlation between disability and age.

From our fatal fire reviews, we know that the risk of dying in a domestic house fire increases substantially from the age of 65. And that risk significantly increases where an individual has poor mobility, lives alone or has a care package for additional support for day-to-day activities. These factors may impair their response actions or ability to evacuate their houses in an emergency.

There are further risks for older drivers. From our critical care partners, we have learnt that the risk of serious injuries following relatively minor road collisions increases with age; as our bodies naturally become more frail, they are less able to withstand impacts that younger people can walk away from with only bruises.

Young Adults

Risk factors are also associated with young adults, such as the use of alcohol or drugs, dangerous driving and other risk-taking behaviours.

Young adults are more likely to be unemployed or have insecure employment which can lead to financial pressures and unsafe choices. They are more likely to drive older cars with less safety features, and more likely to drive a car with known defects or illegal tyre tread depths to save money.

Road traffic accidents are still the leading cause of death among 17–24-year-olds, especially males.



Water Risks

Norfolk has 90 miles of coastline, 110 miles of river networks and over 60 navigable broads and lakes. Water safety and water rescue are an increasing part of our work.

Norfolk is a relatively flat county subject to coastal erosion and tidal surges; climate change and rising sea levels will increase these risks in the future.

Inland flash flooding incidents are on the rise; caused by heavy and intense rainfall, often exacerbated by poor or blocked drainage systems unable to cope with the sudden influx of water. The Norfolk Strategic Flood Alliance aims to address this issue by promoting integrated water management, combining flood risk reduction with water supply planning.

Norfolk is home to over 50 named fords — shallow river crossings that can be driven or walked across in normal conditions. These fords are spread across the county, and we are seeing a rise in incidents where cars have tried to cross during flooding, where water rises rapidly and flows quickly, endangering the occupants and requiring firefighters to rescue them.

Most people aren't aware that water and flood response are not statutory duties of fire and rescue services, this means we're not funded by government to provide the protective equipment, boats and training our firefighters need when carrying out rescues.

Accidental Drownings

Nationally around 85% of accidental drownings occur at inland open water sites, such as lakes, rivers and quarries. Of these accidental drownings, 55% of drowning victims never intended on being in the water.

In the last 6 years we have responded to 39 water related fatalities, 16 in 2024 alone; we have analysed our data from these incidents to understand the risk factors for Norfolk.

What do we know?

- There is significant gender disparity, with males accounting for 79% of water fatalities
- The most at-risk age group is aged 40-59
- Having mental health issues or having drunk excessive alcohol are the highest risk factors.

The cost-of-living crisis also plays a part in water safety; many children are unable to swim the government target of 25m by the end of primary school due to the cost of swimming lessons and access to a swimming pool.

Norfolk beaches are tourist hot spots in the summer months and, unfortunately, many visitors lack an understanding of beach flags and when they indicate danger.

The hiring of boats by holidaymakers on our beautiful Broads has also ended in tragedy for some, this can be through lack of experience piloting rivercraft, but alcohol will often play a part.

Road Risks

Fire Service statutory responsibilities are limited to preparing for and responding to Road Traffic Collisions (RTCs). But we also deliver wide-ranging road safety prevention activities, including educational campaigns and programmes encouraging people to become safer road users.

The Fire Service is a key partner in the multi-agency work undertaken by Norfolk Road Safety Partnership to improve road safety in our local communities.

Historically, our targeted prevention work has been with 17–24-year-olds, but we are seeing an increase in older drivers over 65 being involved in road collisions.

The department of transport official figures for older driver road casualties in 2023 tell us that killed or seriously injured (KSI) casualties, from collisions involving at least one older car driver, increased from 3,082 to 3,451 since 2004, a rise of 12%. We also know that 53% of KSI casualties from older car driver collisions occurred on rural roads.

A high percentage of the over 65 population in Norfolk live in rural areas with no, or limited, public transport links and close amenities, this means that some older drivers may carry on driving for much longer than they are safe to do so.

Modern vehicles with assistive technology and complicated driving systems are also bringing new challenges. Our firefighters are observing a rise in RTCs caused by mistaken use or lack of understanding of driver controls, and these are more often older drivers.

Norfolk's 6,200 miles of roads are mostly single carriageway in rural areas.

Novice Drivers

A lack of driving experience is an important factor in the disproportionate numbers of young drivers involved in RTCs; in 2022, a fifth of all KSI casualties were from collisions involving a young car driver.

The National Fire Chiefs Council (NFCC) proposes the government should consult on introducing graduated driver licensing to support young and novice drivers through their transition to independent driving.

Graduated driver licensing encourages greater and more varied driving practice during the learning phase and limits driving in the riskiest situations for young and novice drivers, in particular driving in the dark and carrying peer-age passengers.

Deer

The increase in suitable habitat for deer and the lack of natural predators has led to deer populations increasing significantly over the last 50 years, in Norfolk the average deer density is over 20/km², peaking to 100/km² in some areas.

There are around 700 deer collisions every year in the UK, with around 15 people killed by hitting or avoiding deer. Peak times are spring and autumn especially around dusk and dawn. The introduction of electric vehicles could have increased the risk, as quieter cars give less warning time to wildlife.

As a tenth of our county is woodland we are working closely with the British Deer Society and the Forestry Commission to reduce the numbers of such collisions.

Environmental Risks

Fire and rescue services do not receive any dedicated or protected funding for wildfire or flood response. The costs of preparing for and tackling the significant increase in wildfires and flooding incidents must currently be absorbed through core budgets. Since 2022 Norfolk County Council have invested £1 million to buy equipment, protective clothing and boats.

Climate Change

The Met Office projections for climate change anticipate the UK will experience:

- Warmer and wetter winters
- Hotter and drier summers
- More frequent and intense weather extremes.

The impact of climate change could lead to:

- Extreme weather events
- Rising sea levels
- Coastal erosion
- Flooding of coastal regions
- Damage to marine ecosystems.

By the 2070s, projections show that Norfolk's summer average temperatures could be 30-31°C with more frequent extreme heat days, above 30°C, and longer drier spells. Winters will become milder and up to 20% wetter, with more intense rainfall events and the number of frost days, below 0°C, significantly reduced.

Due to its geography Norfolk is particularly vulnerable to heatwaves, droughts and coastal impacts.

Coastal Inundation

Norfolk has experienced numerous coastal flooding events causing evacuations, and huge community impacts. These events are typically caused by a combination of storm surges, high spring tides and strong onshore winds.

The most recent major event was in December 2013 which caused widespread flooding of coastal areas, property damage and coastal erosion.

Norfolk is in flood zone 2 and 3; map 5 shows areas at risk of flooding over the coming years.

Map 5:

Map of Norfolk overlaid with Flood Zone 3



Flash Flooding

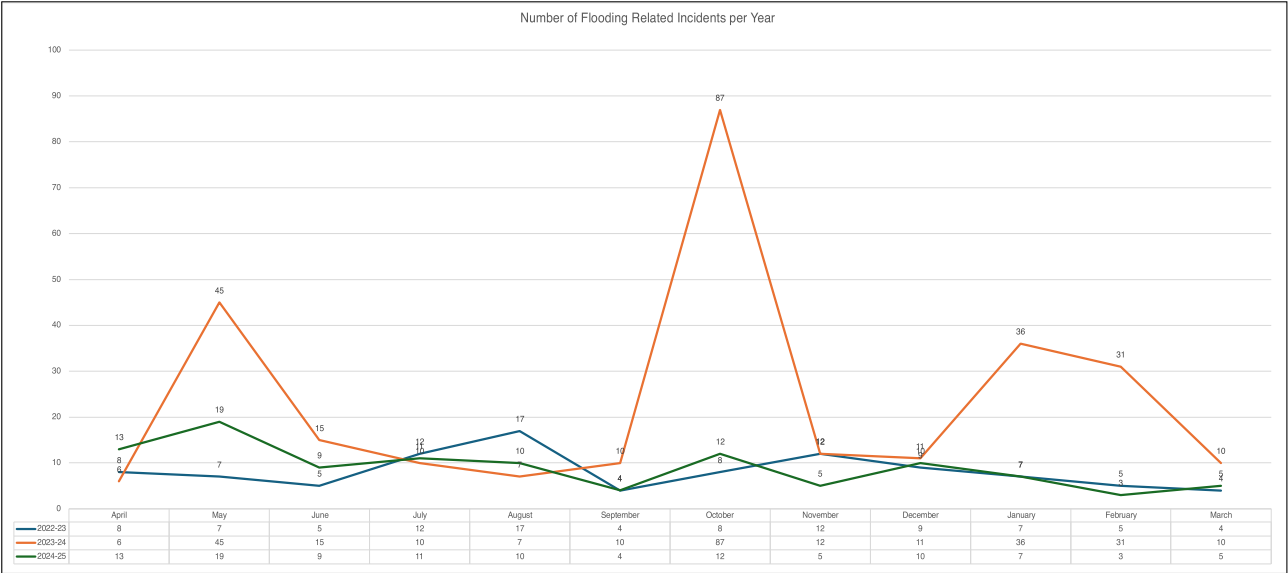
The UK Health Security Agency estimates that approximately 6.1 million people in the UK currently live in flood prone areas, while the average number of flooding incidents attended by Fire Services has steadily increased by 18% over the last 5 years.

Flash flooding is more likely to happen during winter storms but can also happen in summer; intense rainfall on surfaces which are too dry to absorb the water can lead to local flooding of drainage networks, spreading to the surrounding houses.

Figure 2 shows how Storm Babet in October 2023 created a huge surge in flooding related calls, but the summer season can still produce large numbers of incidents such as May 2023 when we had intense rainfall and thunderstorms over a short period.



Figure 2: Number of Flooding Related Incidents per Year



Wildfires

Milder and wetter winters encourage plant growth, which can then act as a fuel when hotter and drier summers create ideal conditions for increased fire.

Projections from the Met Office show that a 2°C increase in global temperatures will double the days in the UK with ‘very high’ fire danger and extend the wildfire season into early autumn. These changes are expected to be most marked in the south and east of England.



Most wildfires in the UK are caused because of human activity, including discarded cigarettes, incorrectly disposed of barbecue coals or deliberate acts, however, the impacts of climate change increase the risk and severity of wildfires.

On 19th July 2022 Norfolk Fire received 968 fire calls in a 24-hour period, compared to 50 on an average day, and responded to over 400 incidents.

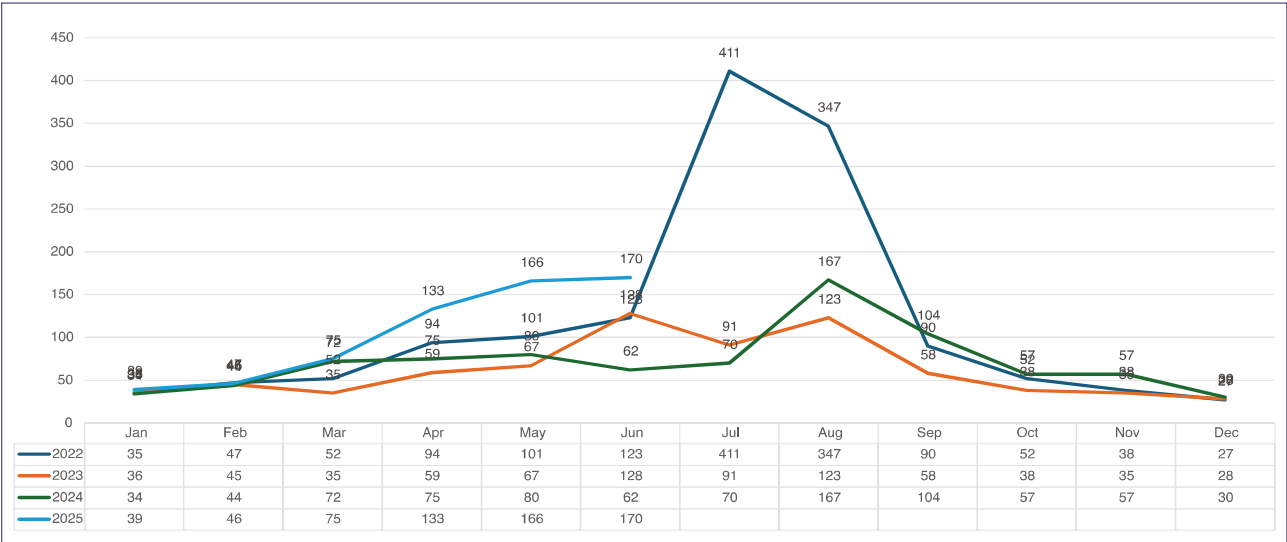
Norfolk also has 4 heritage railways using steam engines; embers from these can increase the risk of rail embankment fires in hot weather when vegetation is dry.

Wildfires were previously limited to primarily rural areas, but we are increasingly finding that wildfires can now occur anywhere in the county, including wildfires crossing the ‘rural urban interface’ (where vegetation meets the built environment).



Figure 3 shows that the level of fires in the open we are seeing in 2025 already exceeds what we saw in 2022. There were 73 fires in the open incident types on 19th July 2022, with many other incidents attended because of these, such as where the fire breached the rural urban interface.

Figure 3: Number of Fires in the Open – Including Secondary Fires



Adapting to Change

We need to anticipate what is heading our way in the next 5-years that could impact us and our communities if we are not prepared and ready to respond.

By horizon scanning we can plan and prepare for emerging and evolving risks, such as changing demographics, alternative fuels, electricity generation and battery storage.

New Technologies

Lithium-ion batteries can be found in most rechargeable devices, including smartphones, laptops, power tools and e-bikes. The growth in the use of lithium-ion batteries presents challenges across all our core areas of Prevention, Protection and Response.

While this technology provides opportunities for green transport such as bikes and scooters, the consequences of fire involving these technologies can be devastating for residents, cause significant damage to homes and present risk to firefighters attending incidents.

Lithium-ion batteries can ignite if overheated, damaged or overcharged.

According to insurance industry research, UK fire services are now tackling at least three lithium-ion battery fires a day, following a 93% surge between 2022 and 2024, with the most common location for these fires being in residential properties.

Vapes and Waste Fires

In 2024, there were 1,056 vape-related fires nationally (a 348% increase in 4 years) driven largely by the improper disposal and charging of devices containing lithium-ion batteries.

Research estimates that over 8 million vapes are discarded or incorrectly recycled each week in the UK, often ending up in general waste where damaged batteries can cause fires in bin lorries, waste facilities and recycling centres.

“Battery fires in bin lorries and at waste sites in the UK have reached an all-time high with over 1,200 in the last year, an increase of 71% from 700 in 2022.”
- NFCC.



Electric Vehicles

Norwich has a fleet of 70 fully electric buses, and the county has approximately 20,000 electric cars on its roads, projected to be around 150,000 by 2035.

Electric vehicles are seen as an essential part of improving air quality and reducing carbon emissions, but an increasing number on our roads raises the likelihood of fires involving them.

We need to ensure that our firefighters have the right equipment, training and knowledge to be able to deal with fires involving electric vehicles, whether they occur on the roads or in an underground or multi-story car park.

Around Norwich and Wymondham, there is public access to nearly 500 e-bikes and over 300 e-scooters for hire, which are well maintained and managed. The private ownership of e-bikes and e-scooters is also increasing rapidly, and where these are not properly maintained or incorrectly charged problems can occur.

E-bikes are a major contributor to lithium-ion battery fires in the UK, linked to almost a third (27%) of all such recorded fires in 2024. Many owners still charge their e-bikes

overnight in their entryways and if a fire occurs in the battery this can tragically lead to families being unable to escape and having to be rescued by firefighters.

Battery Energy Storage Systems (BESS)

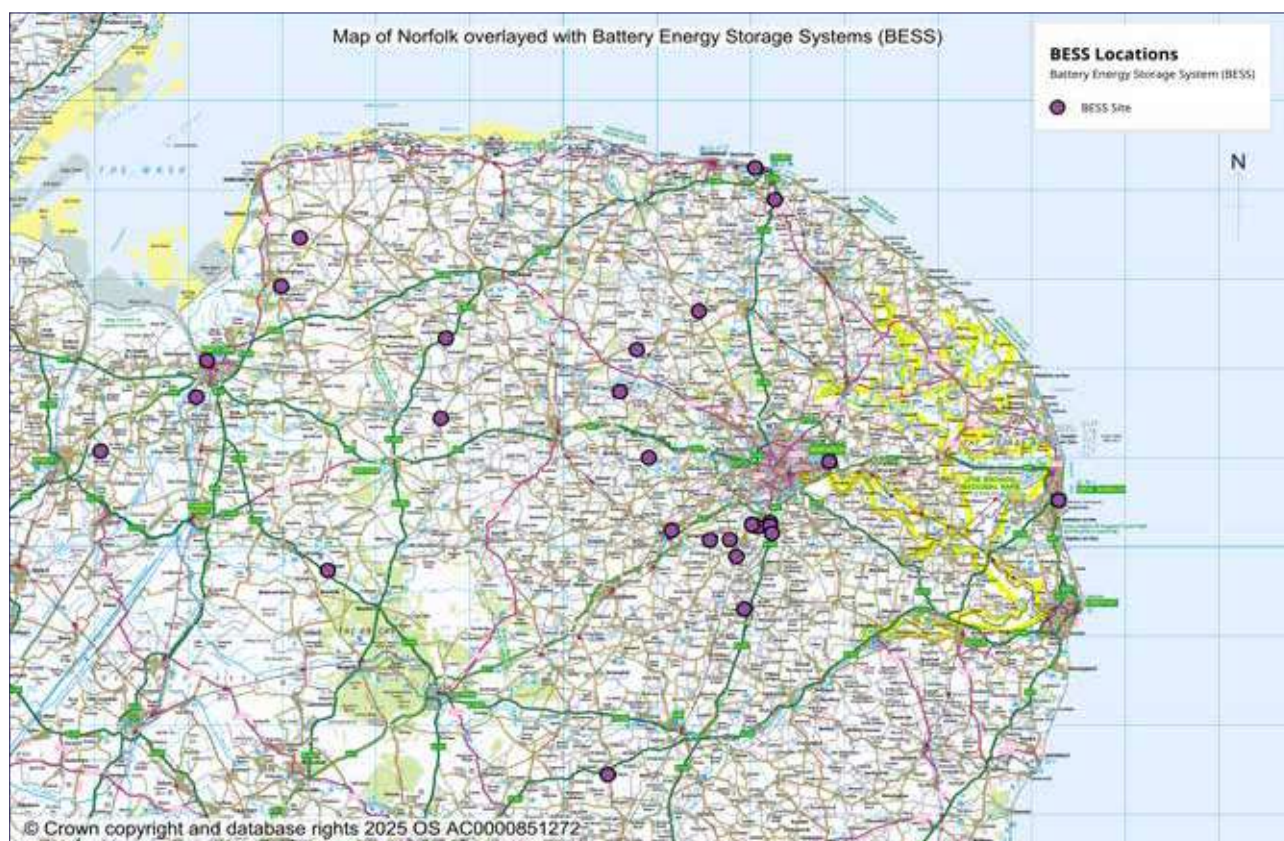
BESS sites, which help store excess energy and balance the load in the network, are being installed across Norfolk at an increasing pace, they are shown in Map 6.

Nationally, there have been some high-profile incidents at older BESS sites which have raised significant learning for the sector, and there are concerns from those living in the vicinity about the impact a fire might have on their communities.

Although fire safety guidance has been issued from the NFCC there is no legislative compliance requirements under the Fire safety Order.

Currently, the Lithium-ion Battery Safety Bill is making its way through parliament which aims to make consulting with the local fire and rescue service a statutory requirement at the planning stage.

Map 6: Battery Energy Storage Sites in Norfolk



Demographic Change

Based on ONS projections, by 2031 Norfolk's population is expected to increase by 8.3% (or around 75,400 people in those 13 years), compared with lower rates of increase for the East of England (6.1%) and England (6.1%).

An Ageing Population

The highest rate of growth is in our over 65 population, and people living longer can put pressure on health and other Services. This can consequently affect how busy we are through assisting other agencies, such as gaining entry to a property for the Ambulance Service who are responding to an older person unable to get up after a fall.

In the last 5 years we have averaged over 1000 calls per year to assist our partner emergency services.



Housing

Demographic pressures are driving physical changes in towns and cities across Norfolk where planned housing is determined by Local Plans. Since local plans were adopted, around 52,100 of the planned 90,100 have been completed. South Norfolk, Breckland and Broadland districts are projected to have the fastest growth for housing in the county.

Meeting the needs of the expanding population has led to more housing, which in turn increases the demands on our services. Expanding geography of development locations requires that we consider reviewing the locations of our fire stations to ensure we can meet the standards we set to get to domestic fires within 10 minutes.

While we recognise the need for Councils to have a positive strategy to promote renewable energy generation in developments, the inclusion of solar PV arrays, domestic energy storage systems and electric vehicle charging points brings new challenges and added risks to residents and our firefighters attending incidents.

This means we must consider new equipment and firefighting techniques to resolve incidents as quickly and safely as possible.

We also respond to planning applications to ensure the fire safety of developments, such as making sure that water hydrants are appropriately placed and water pressure is sufficient for firefighting purposes.



Alternative Living Situations

Unlicensed and unauthorised encampments are increasing in numbers across the county. They are made up of caravans or mobile homes, often with poor electrics, no smoke detection and an increased fire risk.

75% of those living in these situations are likely to have mental health issues and are at high risk of exploitation from local organised crime gangs.

They pose additional response hazards to our firefighters and present a clear safeguarding risk for the occupants. We are working with other agencies to identify these camps and provide basic fire safety advice and smoke detection to reduce the fire risk.



Cost of Living

Economic constraints can also change the risk profiles within our communities. Cost of living pressures can lead to unsafe cooking practices, an increased use of candles and not servicing household appliances or getting chimneys swept.

An increasing cause of fatal fires in Norfolk is the unsafe use of portable heaters, when heating the whole house becomes unaffordable, especially in winter.

Research from Brake, a road safety charity, and AXA has found that 62% of people are concerned about being able to carry out timely repairs to their vehicle, while more than half of those surveyed worried about the cost of having their vehicle serviced.

1 in 10 said they had driven with a broken light in the dark and 18% had driven with known tyre defects to save money.

Vehicle defects contribute to nearly 500 people being killed or seriously injured on UK roads every year.

Financial constraints will also encourage people to look for cheaper options, such as buying non-manufacturer chargers or self-modifying bikes with second hand batteries bought online; this can lead to an increased risk of fire.

Mental Health and Persons in Crisis

Increasing deprivation, financial constraints and continued pressures on social and health care are leading to an increase in vulnerability and people in crisis. This is requiring us to work in more effective partnerships to best protect the most at risk within our community.

Our crews are attending a growing number of incidents involving people experiencing mental health crises and threatening to end their lives. We also find ourselves interacting with residents with decreasing mental health during Home Fire Safety Visits.

These incidents have huge impacts for the families and communities of the people involved, but they also affect the mental health of our own firefighters who are being regularly exposed to these incidents and having their own resilience compromised.

We need to understand how we can manage our activities to effectively support our staff and those in our communities experiencing mental health crises.

This Autumn we will support the Baton of Hope Tour as it passes through Norwich. We are in the process of signing the Baton of Hope Workplace Pledge and believe we are the first fire and rescue service to do so. Signing this pledge underlines our commitment to removing stigma around mental health at work, increasing awareness of suicide, doing our best to save lives and making suicide awareness, support and prevention a workplace priority.

Having signed up at Bronze level, we are ambitious to meet the target of Silver in the near future.

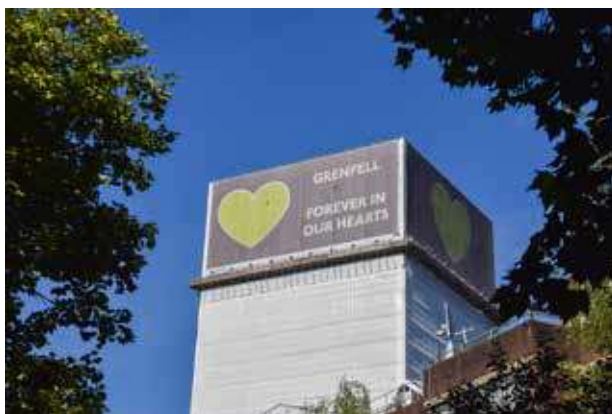
National Learning

Public inquiries following major incidents, such as Grenfell Tower and Manchester Arena, provide learning and recommendations for all emergency services; this can include new equipment, procedures and training for our staff.

National Operational Learning (NOL) is a system hosted by the NFCC to capture and share learning from operational incidents across the UK fire services, while Joint Organisational Learning (JOL) aims to improve multi-agency interoperability by sharing lessons across all emergency services.



We consistently engage with recommendations and learning, reacting quickly to changes so we can turn lessons identified into lessons learned, improving safety, performance, and collaboration.



Digital Futures

Artificial Intelligence (AI) is increasingly being used by cyber criminals to attack organisations in sophisticated ways, through highly convincing phishing emails or by identifying vulnerabilities in systems.

While it is a threat, it also presents us with an opportunity to use AI-based tools and algorithms to improve the efficiency and effectiveness of our activities.

We want to understand how it can improve outcomes for our communities and our staff, such as predicting where incident types are likely to occur so we can better focus our prevention activities, or minimising the time spent on administrative tasks which could be better spent on operational training.

We have drawn up a digital roadmap to improve our approach, and are upgrading our control mobilising system, asset management tracking and human resources processes.



Devolution and Local Government Reorganisation

Over the life of this plan, national changes to how local services are governed could have a significant impact on NFRS. In July 2025, the Government introduced the English Devolution and Community Empowerment Bill, building on the 2024 White Paper.

The Bill sets out how counties such as Norfolk and Suffolk, who have been prioritised for devolution, could form a Combined County Authority, led by a directly elected mayor. If approved, this new arrangement could be in place by 2026. Under current proposals, if the combined authority area matches the boundaries of the fire and rescue services, the mayor would automatically take on oversight of both Norfolk and Suffolk Fire and Rescue Services. We have recently been informed this is set to happen in May 2027.

This would mark a major shift in how both fire and rescue services are governed, with decisions on funding, priorities and accountability moving to the new combined authority. It would also bring greater alignment between Norfolk and Suffolk in how services are developed and delivered.

At the same time, the Government is considering local government reorganisation (LGR). This could involve replacing the current two-tier system (county and district councils) with new unitary authorities responsible for all local services.

While the full details and timescales are still to be confirmed, both devolution and LGR are expected to progress during the life of this CRMP. We will continue to monitor developments closely and will review and update this plan as needed to reflect any changes to how our service is governed or delivered.

Responding to Risks

Our assessment of risk helps us to prioritise our Prevention and Protection activities and ensures we can Respond effectively to fires and other emergencies when they arise.

Through our engagement we have identified 8 priorities to focus on through this CRMP, you can read those proposals in the following pages.

Preventing Fire and Other Emergencies	32
Protecting People, Businesses, Buildings and the Environment	37
Responding to Emergencies	42
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Preventing Fire and Other Emergencies

Building strong relationships with our community through education and engagement, we aim to reduce risks and enhance safety across Norfolk.

Our Aim: Keeping people safe by reducing the volume, impact and harm caused by fires and other emergencies. Supporting our communities to reduce risk by educating and advising them.

Our Prevention activities focus on reducing the risk of harm to individuals in their homes, on the roads and in the water. We will deliver these activities through our Prevention function delivery plans.

We have reorganised our Prevention team to better meet the needs of our communities and fully achieve the recommendations made by the HMICFRS in 2021 & 2024.

During our CRMP 2023-2026 we have invested in new technology and software to appropriately triage Home Fire Safety Visit (HFSV) referrals and introduced a response standard so that all high-risk referrals are completed within a week.

We have upskilled our entire workforce, including our on call firefighters and volunteers, to the national best practice HFSV person centred framework.

Through our fatal fire reviews, we have been instrumental in leading national risk reduction in the public and private sector. We've highlighted learning and brought together partners to develop new national guidance for the Technology Enabled Care sector; this ensures users of Telecare/Community Alarms are best protected in an emergency.

We have introduced the supply of personal misting units for our most vulnerable residents who are at highest risk from death or injury from fire. If a fire were to start in the room of a non-mobile occupant, the misting unit would raise the alarm which would initiate an emergency fire and rescue response whilst a water mist would suppress the fire, making the environment more survivable.

Norfolk is split into small geographical areas called Lower Super Output Areas (LSOAs). Our intelligent Community Risk Profile (CRP) helps us to proactively target our highest risk LSOAs; it uses several different measures to calculate vulnerability and risk, including multiple deprivation factors, risk factors and historical fire call data.

Our staff made 357 safeguarding referrals in 2024-25, of which 7 were for children. Self-neglect was the most frequently identified concern with over two thirds of all referrals. Our firefighters identified most of the concerns; 60% following a fire call and 37% during a home fire safety visit.

Over the life of this CRMP 2026-2031 we want to build on our relationships with partner agencies, working closely with them to better reach those in our communities at most risk of harm.

We want to grow our engagements with at risk and seldom heard communities to deliver bespoke home fire safety advice, this will include attending festivals and celebrations, such as SENDfest and Pride. We will do this through our position in the community as a trusted Service.

HMICFRS Inspection Areas:

- Preventing fires and other risks
- Understanding and managing the risk of fire and other emergencies.

Key Risks

- **Fires in the home** resulting in injuries or death
- **People killed or seriously injured on the roads**
- **Incidents on our waterways** resulting in drowning
- **Climate related incidents** such as wildfires or flooding
- **Fires involving lithium-ion batteries** with the ever-increasing use in our homes
- **Children and young people at risk** of serious violence or exploitation
- **Increasing vulnerability factors** in an ageing population
- **Safeguarding referrals.** Ensuring staff are consistently trained to spot concerns and can use the right mechanisms to refer onwards to our partners.

Table 3: Incident Type Risk Scores Which Relate to Prevention

Incident Type	Risk Score
Domestic property fire	Very High
Flooding	Very High
Fire in the open - large	Very High
Person trapped - RTC	High
Rescue from water - moving	High
Rescue from water - still	Medium

Domestic Property Fires

The risk profile score for domestic property fires is Very High due to their high likelihood and severity of impact when they occur. Our overarching prevention priority is to target community fire safety advice for vulnerable people and to increase the number of homes in Norfolk with working smoke detection. We aim to complete a minimum of 460 HFSV per month, which would equate to 27,600 over the life of the CRMP.

By reducing domestic property fires, we can reduce the risk of injury and loss of life within our communities. Our figures show a potential correlation between the increase in numbers of our HFSVs and the reduction in fire related fatalities over the last 4 years, although overall figures are too low to definitively prove a causal link.

Figure 3: Number of Home Fire Safety Visits

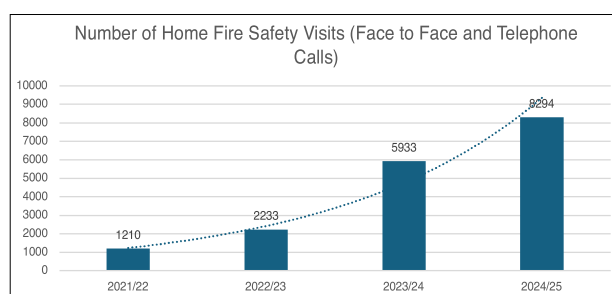
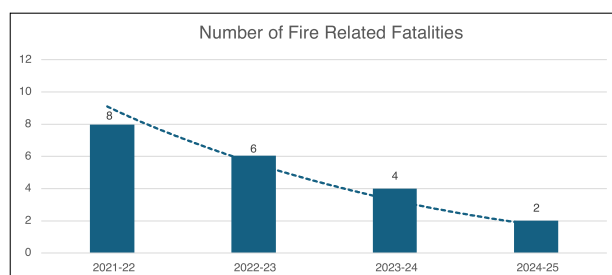


Figure 4: Number of Fire Related Fatalities



Home fire safety visits

2021-2022 1210
2024-2025 8294 **up by 585%**

Fire fatalities in Norfolk

2021-2022 8
2024-2025 2 **down by 75%**

Service Delivery Plan Priorities

- Providing early intervention to those most at risk
- Reducing the volume, impact, and harm caused by all emergency incidents.

Over this CRMP we will:

Safer Homes

- Ensure that all staff within our service understand the role they play in preventing fires, reducing risk and saving life
- Strengthen our after-incident standard of care, leaving residents safer than when we found them and providing reassurance
- Proactively target our prevention activities to the most vulnerable and high-risk people and places
- Create awareness among our partners of the SHERMAN principles so they can refer those most at risk to us for support
- Support landlords and care providers to provide risk mitigation, such as personal misting units, to protect those residents who are at highest risk of death or injury through a fire
- Engage with people from different backgrounds and communities to deliver bespoke home fire safety advice that meets their needs.



Safer Communities

- Work closely with Commercial Fire Safety teams to target harden and protect those businesses at risk of arson
- Engage with communities following fires to reassure, educate and support them
- Work with our partners to identify and engage with at risk children and young people to reduce fire setting behaviours via our Fire Safety Intervention Scheme
- Work with the Prison and Probation Service and local councils to pilot and progress an adult arson rehabilitation programme funded through the Proceeds of Crime Act
- Support local communities, landowners and farming groups to reduce wildfire and flooding risk, enabling community resilience.

Safeguarding

- Continue to build partnerships to best protect the most at risk within our community and enable more onward referrals
- Increase awareness amongst our workforce of the Serious Violence duty, enabling them to spot young people at risk of exploitation.

Early Intervention and the Serious Violence Duty

- Partner with Youth Justice and Targeted Youth Support to develop an engagement program for early intervention and diversion where a risk of child exploitation is identified
- Strengthen our commitment to Community Safety Partnership groups tackling serious violence and the underlying factors (Domestic Abuse, County Lines, PREVENT, Modern Slavery)
- Develop the fire cadet offer for young people to learn life skills and leadership, as well as scoping longer term funding options including developing pathways to employment.

HMICFRS Inspection Areas:

- Preventing fires and other risks
- Understanding and managing the risk of fire and other emergencies.

Safer Roads

- Develop and deliver data led, targeted workshops and campaigns with our partners, aimed at positively changing driving behaviour and making our roads safer
- Strengthen our commitment as a partner of the Norfolk Road Safety Partnership to reduce road deaths across Norfolk
- Undertake fatal RTC reviews to understand causation factors and how to better reduce the risk of RTCs occurring
- Explore the effective use of virtual reality (VR) as a prevention tool to aid reaching a younger audience
- Coordinate, promote and support local and national road safety campaigns, physically and via the media.



Safer Waters

- Strengthen partnership working to further develop education initiatives to reach those more likely to find themselves in danger in water
- Create further engagement opportunities with leisure and retail businesses in waterside locations to provide throwline training and advice for their staff
- Provide the opportunity for our partners (RNLI & Coastguard) to deliver water safety education to over 6000 Year 6 students per year via our Crucial Crew initiative.



Service Delivery Plan Priorities

- Providing early intervention to those most at risk
- Reducing the volume, impact, and harm caused by all emergency incidents.

Outcomes:

- Fires in the home are reduced
- Collisions on our roads are reduced
- A reduction in people seriously injured or killed in fires, on our roads and in our waterways
- Communities are left safer after every fire service interaction
- Improved trust and confidence in our service.
- Staff are better able to spot vulnerable people in need of support, including those at risk of exploitation or serious violence.



CRMP Proposal 1

Working to Improve Road safety: We will play a more active role in Norfolk's Road Safety Partnerships to analyse data and coordinate action to reduce the occurrence and impact of collisions on our county's roads.

CRMP Proposal 2

Focussing on prevention: We will work within Community Safety Partnerships to further focus on vulnerable groups, including children and young people. We will increase our early intervention activities, developing resilience in our communities and improving outcomes.

Protecting People, Businesses, Buildings and the Environment

Through business engagement and our Risk-Based Inspection and Audit Programme (RBIAP), we aim to reduce the risk and impact from fire in the built environment and enforce fire safety legislation.

Our Aim: Prioritising inspection and engagement activity for the highest risk buildings to keep people safe in their homes, at work and during their leisure activities.

Fire safety is the focus of our Protection activities, in premises such as tall buildings, workplaces, commercial businesses and public venues. We will deliver these activities through our Protection function delivery plans.

We have improved the structure of the Protection team, ensuring that all staff have the right qualifications for their role and managers are better able to support their teams.

We commissioned a fire safety staff retention report and have implemented recommendations including additional training, development pathways and uplifting of pay scales. This means our people will feel supported, valued and invested in, and we can retain their vital skills.

Our dedicated business engagement team links directly with people responsible for premises and provides online seminars, targeted information leaflets and letters and develops links with other agencies to share information.

We are working with local councils and other partners to reduce the risk of fires in derelict buildings by focussing on the people who choose to explore or spend time in them.

The development of fire safety visits carried out by firefighters enables us to target premises less likely to receive traditional fire safety audits. It also improves their knowledge of fire protection systems at incidents and means fire safety issues are identified and shared early.

Over the life of this CRMP 2026-2031 we want to strengthen local partnerships and maximise the impact of our activities to make our communities safer.

We will do this by building a culture of trust and mutual respect among partners and businesses through open communication, shared decision making, and accountability.



HMICFRS Inspection Areas:

- Protecting the public through fire safety regulation.

Key Risks

- **Changes in fire safety legislation** required to be effectively and consistently shared and implemented by those affected or impacted
- **Responsible persons unlikely to comply** with fire safety legislation, either intentionally or due to a lack of understanding
- **The identification of all medium rise buildings** (11-18m) with dangerous cladding. The government has set a deadline of 2029 for completion
- **Sleeping accommodation above commercial businesses.** These present significant risks to occupants due to the responsible persons non-compliance with fire safety legislation
- **Increase in student accommodation.** These present risks due to the height and complex layout of buildings and the nature of the occupants
- **Growth in the energy storage sector.** Norfolk has seen a huge increase in applications for Grid scale Battery Energy Storage Systems
- **Derelict buildings.** These buildings present many hazards for our firefighters and those in our communities who choose to explore them.

Risk Based Inspection & Audit Programme

Our RBIAP focuses on premises with the highest societal risk, which is sleeping accommodation. These have the highest potential risk of death or injury, should a fire occur.

Our RBIAP 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 for dangerous cladding.

Other premises may be included for considerations such as:

- if the site is managed poorly
- the strategic importance of a particular property or business
- the potential loss of heritage
- the potential for environmental damage and
- the need to assess firefighter safety or likely fire-fighting operations.

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.

The main cause of fire in non-domestic premises continues to be electrical fittings, appliances, and cooking.

Table 4: Incident Type Risk Scores Which Relate to Protection

Incident Type	Risk Score
Building related incidents	Very High
Alarms - automated	Medium

Service Delivery Plan Priorities:

- Targeting the inspection programme to the highest risk buildings and people.
- Supporting Building Safety Regulator (BSR) work and engaging with businesses.

Over this CRMP we will:

Engagement and Consultation

- Expand our business engagement activities to agencies like the Care Quality Commission and Adult Social Care, supporting businesses to keep the most vulnerable parts of the community safe.
- Strengthen our relationships with responsible persons through engaging, educating, encouraging and, if necessary, enforcing.
- Continue working with our local authority partners through Memorandums of Understanding to identify medium rise buildings that have dangerous cladding and support them through remediation.
- Provide advice and guidance to businesses on their fire safety regulation responsibilities and how to reduce the risk and impact from fire, including using our wholtime crews to support this with visits to small businesses.
- Provide statutory consultation for buildings that fall under the Regulatory Reform (Fire Safety) Order 2005 once built, and professional fire safety opinion on licensing applications.
- Develop our business engagements through the primary authority scheme to improve building safety locally and nationally.
- Attend Safety Advisory Groups (SAGs) in line with our reviewed policy to make sure that we are giving the right advice to the right events.

Emerging Risks

- Plan for, and respond to, the emerging threat from fires involving alternative fuels, like Lithium-Ion batteries and Hydrogen fuel, working closely with our partners and sector specialists in this important work.
- Proactively engage with developers of sites that will facilitate BESS to ensure fire safety compliance is addressed through the life of the project.

Training and Development

- Use workforce planning to develop staff into roles before they become available, including using role-based training plans and apprenticeship schemes.
- Further develop staff into specialist areas including fire safety in schools, explosives and hazardous installations, sprinklers, tall buildings, and safety at sports grounds.
- Explore further how the Terrorism (Protection of Premises) Act, known as Martyn's law, will change the safety of businesses and events, linking with our specialist officers if there is a potential security risk identified.
- Embed a Quality Assurance process, using a structured programme to develop staff and standardise work. This will encourage continuous improvement and build a strong reputation for consistency and high-quality work.

HMICFRS Inspection Areas:

- Protecting the public through fire safety regulation.

Legislation and Enforcement

- Complete annual risk-based inspection targets, making sure buildings are safe and any risk to firefighters is identified and shared
- Support the Building Safety Regulator to promote compliance with building regulations and fire safety standards in higher risk residential buildings over 7 floors or 18m in height
- Work with Local Authorities to understand how we will implement and enforce the new Fire Safety (Residential Evacuation Plans) (England) Regulations 2025. This will ensure that those who are most vulnerable have the required support to evacuate their home in an emergency
- Take appropriate enforcement action for serious fire safety deficiencies, including the use of informal action or formal court proceedings, as determined by the severity of each individual case
- Develop our work with Police and Local Authorities to carry out impact sessions on the nighttime economy in Norwich and commercial premises with sleeping above in Great Yarmouth.

Post Incident

- Utilise data and analysis to identify incident trends and patterns in high-risk areas to inform our inspection and enforcement activities
- Engage with the business sector to drive down the number of unwanted false alarm activation calls
- Undertake fire investigations to understand the cause of fire. This will assist our partners with their investigations and help us to learn for future improvements and to stop repeat incidents.



Service Delivery Plan Priorities:

- Targeting the inspection programme to the highest risk buildings and people
- Supporting Building Safety Regulator (BSR) work and engaging with businesses.

Outcomes:

- Increased engagement and improved compliance for large and small organisations
- Enforcement activities carried out appropriately and robustly
- Early engagement with all BESS developers, delivering best safety practice and response arrangements
- RBIAP fully reviewed and implemented to assess and manage the highest risk buildings
- A suite of learning opportunities and a development pathway available, to invest in and retain our Protection team
- A reduction in fires in non-domestic premises.



CRMP Proposal 3

Ensuring better Building Safety: We will prioritise inspection and engagement activity for the highest risk buildings in Norfolk, effectively applying legislation across relevant residential and commercial buildings to keep people safe in their homes, at work and during their leisure activities.

Responding to Emergencies

We will deliver an all-hazards emergency response, prioritising the safety of those at the incident, enabling us to meet our duties under the Fire and Rescue Services Act 2004 and the Civil Contingencies Act 2004.

Our Aim: To train for and respond effectively to fires and other emergencies when they arise, limiting harm to life, property and the environment and preventing situations from deteriorating.

Preparing for, and responding to, emergencies is the focus of our Response activities. This includes training our firefighters, exercising our plans, managing our operational risk and learning from incidents. We will deliver these activities through our Response function delivery plans.

To strengthen our ability to appropriately respond we have implemented a web-based platform that allows 999 callers to instantly share their location and live video via their mobile phone's camera.

This allows our control room to have a much clearer picture of the incident so they can send more fire engines than our standard response if they assess that the incident requires it.

Figure 6: Percentage of Incidents Attended by Number of Fire Engines.

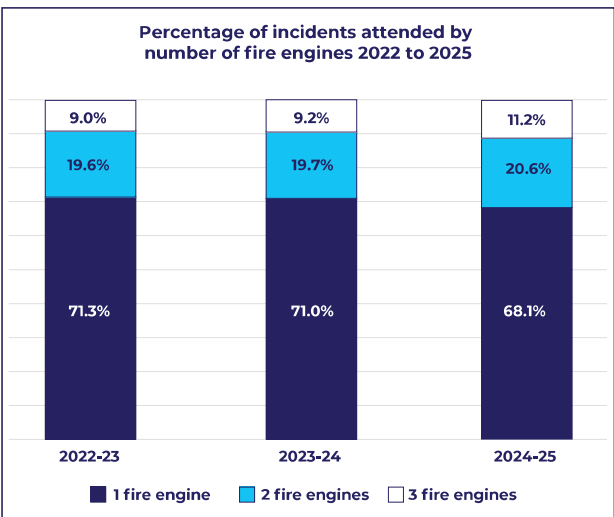


Figure 6 shows that in the last 3 years 70% of the incidents we attended were dealt with safely by 1 fire engine, but sometimes we have needed 15 fire engines to deal with larger fires.

Based on historical data analysis we have assessed that, at any one time, we should plan to be able to respond to two large scale incidents (5 plus fire engines) plus numerous other small incidents (1 - 3 fire engines).

We have 51 operational fire engines strategically placed around the county. We aim to always have 80% of our fire engines available, but we can respond quickly and effectively to all areas when 25 or more are available.

Currently, our fire engines are either wholetime (available for immediate deployment) or on call (available for deployment within 5 minutes). Both crewing systems make up our available fire engines.

If our availability were to drop below 50%, we would instigate business continuity arrangements such as degradation plan, mutual aid from neighbouring fire services or recalling staff where appropriate.

HMICFRS Inspection Areas:

- Responding to fires and other emergencies
- Responding to major and multi-agency incidents. Making the best use of resources.

Key Risks

- **Challenges of On Call recruitment and retention** impacting on fire engine availability
- **An increase in electric vehicles, e bikes and e scooters.** Ensuring our firefighters have the right skills, equipment and training to deal with incidents involving them
- **An increase in fires in the waste and recycling system** due to incorrect disposal of vapes and other lithium-ion battery products
- **Flooding and water incidents.** Having the right vehicles, equipment, PPE and trained staff in the right locations.
- **Hot fire training provision,** which is critical for firefighter training, and the options available to renew the facility when it reaches end of life
- **Fire contaminants** and reducing the impact of them through adherence to policy, operational best practice and estates improvement.
- **Reduction in firefighting water pressure and flow** due to leaks and the age of the piped water infrastructure and reducing rainfall and reservoir levels.
- **Budgetary constraints** and the need to find efficiencies through new ways of working and ensure responsible spending decisions.

Response Standards

A response standard is a commitment to respond to incidents within a set time from the time we are called; we prioritise the protection of life in our standards. We aim to meet our standards at least 80% of the time.

- We will respond to fires where life may be at risk within 10 minutes
- We will respond to other emergencies where life may be at risk within 13 minutes – these include things like road traffic collisions or water rescues
- We will respond to all other fires within 13 minutes – as well as property fires these include outdoor fires and secondary fires, these are small fires generally not involving property.

Spate Conditions

Events, such as wildfires or flooding, that place high demand on our resources for short periods of time are called spate conditions. In the summer of 2022, there were 2 days when all our fire engines were dynamically being committed to incidents, this would mean being unable to respond to other incoming emergency calls, so we requested regional mutual aid and national assistance.

Spate conditions can have a devastating effect on our communities, due to the increased risk of fire or flooding and the concurrent pressures on emergency response.

In these conditions accidents caused by fatigue is a huge risk for firefighters moving from incident to incident for protracted periods – while wholetime firefighters work shifts it is difficult to swap out on call crews as all the station staff may be on the fire engine.

Service Delivery Plan Priorities:

- Responding effectively to fire and other emergencies when they arise.
- Prioritising the safety of those at incidents; focusing on the community and responders.

Operational Risk Information

To make sure we can keep our firefighters safe and respond appropriately to complex building risks we gather Site Specific Risk Information which is updated and held on our risk management platform.

This information is shared with responding crews via the fire engine mobile data terminal (MDT) on the way to an incident. We share this risk information with our neighbouring fire services when the buildings are near our borders.

Our firefighters regularly visit these buildings, and we hold exercises at the venues, with local crews or multi-agency partners, to test our plans.

Operational Assurance

We regularly review our performance at operational incidents to identify good practice and areas for improvement.

Our Operational Assurance Officers will attend large incidents and those most likely to have the greatest impact on our communities which may require a formalised debrief.

Incidents where a structured debrief may be required would include a domestic fire with a fatality, a commercial fire where the business cannot function or recover, or a major incident such as the Florida Shoe Factory in Norwich in 2025.

Outcomes will be shared internally across departments, externally with our emergency service partners and to other fire services through the national operational learning structures.

We are committed to develop our service delivery and operational response, based upon self-awareness of our own performance and continuous improvement within relevant key areas. A three-year cycle of internal audit and review across all our departments helps us to do this.



HMICFRS Inspection Areas:

- Responding to fires and other emergencies
- Responding to major and multi-agency incidents. Making the best use of resources.

Over this CRMP we will:

Response and Availability

- Explore ways to strengthen our On Call availability during the day to increase service wide availability; we're currently trialling a flexible crewing system
- Invest in our mobilising and availability management tools to make it easier for our On Call stations to predict their availability
- Use data led analysis to review our water and flood response capability, to make sure we have the right vehicles, equipment and skilled staff in the right locations
- Continue to meet our fire call response standards, to get to our communities as quickly as we are able when they need us
- Review our efficiency and productivity data to understand how we can achieve a 3% increase in the productivity of wholetime firefighters, as part of the requirements outlined in the 2021-22 Government Spending Review
- Work with Anglian Water and Essex & Suffolk Water, to secure sufficient firefighting water supply, in terms of pressure and flow, across the whole county. We aim to adopt the standards set out by NFCC and Water UK in the National Guidance Document on the Provision of Water for Fire Firefighting
- Review our assets, including our national resilience assets, in line with local, regional and national risks to understand if they are in the right locations.

Training and Exercising

- Continue to strengthen the Joint Emergency Services Interoperability Principles (JESIP) approach across all areas, including information sharing, exercising and live incidents
- Ensure relevant site specific risk information is captured and shared across all departments to enhance firefighter safety
- Plan and carry out exercises with neighbouring fire services and multi-agency partners, aligned to the Community Risk Register, incident trends, national learning and emerging risks
- Implement and embed recommendations from public inquiries, updating our procedures, skills and equipment to follow national best practice.
- Strengthen our ability to respond to the potential threat of terrorism through maintaining specialist officers and response teams and promoting awareness among all our firefighters
- Review the location and options for our hot fire training facility, so our staff can be sure of excellent training in the most high-risk activities
- Work with our partners to plan for and respond to the risk from fires involving lithium-ion batteries, including electric vehicles, domestic energy storage systems, waste sites and recycling facilities.

Service Delivery Plan Priorities:

- Responding effectively to fire and other emergencies when they arise
- Prioritising the safety of those at incidents; focusing on the community and responders.

Outcomes:

- Continued investment in our people and equipment aligned to evolving risks
- Flood and water response capabilities reviewed and fully aligned to areas of greatest risk
- Regional cross border exercising agreement in place and implemented
- A dedicated hot fire training facility in the right location to provide excellent training in high-risk skills for our firefighters
- Reduction in fires in the waste and recycling system
- Increase in On Call recruitment and retention with flexible crewing systems to improve daytime availability.



CRMP Proposal 4

Enhancing our Response: We will review how we locate and deploy our assets and resources to optimise how we train for, and respond to, emergencies.

CRMP Proposal 5

Responding to Climate Change: We will review our extreme weather response, specifically water and wildfire capability, to mitigate the impact of these incidents. We will continue to lobby government to make water and flood response a statutory duty for all Fire and Rescue Services in England.

Supporting Our People

Our Service relies heavily on the skills, dedication, and expertise of our people, that's why it's vitally important for us to support their physical, mental, and emotional wellbeing.

Our Aim: To attract, retain, and develop a diverse and talented workforce, fostering a culture where everyone is valued and supported, which prioritises wellbeing and high professional standards.

We want to strengthen our high performing and inclusive culture, so our people feel supported, invested in and inspired to deliver our goals. We will do this through our People strategy.

We have employed a Workforce planning and Competence Manager to produce a workforce plan. This means we understand the competencies and capacity needed for all roles to be performed effectively and we can recruit, train and promote people in the right way.

Many of our staff want to contribute to the service by using their skills across multiple roles. We will monitor the working hours of those people to help maintain work life balance and reduce impacts on their wellbeing, while ensuring compliance with Working Time Regulations.

We are committed to providing equality of opportunity and our recruitment practice supports our aspirations for a workforce which reflects the demographic make-up of the population of Norfolk.

We recognise that some members of our high performing workforce may be a minority in the service- particularly in terms of sex, gender and ethnicity. As a responsible employer, we offer a range of support for employees with different protected characteristics, to enable them to thrive at work.

The health, safety and wellbeing of our workforce is a priority. This includes protecting them from harmful contaminants, supporting them to return to work after sickness or injury, and providing a diverse wellbeing offer which is co-designed with our staff.

Contaminants refer to combustion byproducts and other hazardous substances that firefighters may be exposed to during and after fire incidents. They can pose serious health risks if not properly managed.

Figure 7: Norfolk Fire and Rescue Service Wellbeing Offer.



Traumatic incidents or working with people in challenging circumstances can impact the mental health of our staff. We are committed to supporting them manage their personal resilience whilst they are active within the service and as they transition out of the service.

Figure 7 shows the 4 pillars of how we look after our staff in relation to mental health and traumatic incidents.

HMICFRS Inspection Areas:

- Promoting the right values and culture
- Developing leadership
- Demonstrating fairness and diversity
- Ensuring staff have the right skills and their health and wellbeing is considered.

Developing and maintaining operational skills and focussing on development pathways and leadership means our people will have the right skills for today and for leadership in the future.

Three Core Code of Ethics

Leaders at all levels in our Service role model our values and the core code of ethics, embedding a culture which is professional, inclusive and delivers excellence to our communities. They will do this by role modelling positive behaviours, having open conversations and always being confident to challenge poor behaviour. Decisions at every level of the Service will be made in a way that aligns with the Core Code of Ethics.

We have developed a professional standards function and created the role of Professional Standards Officer. This has furthered a culture of trust in fair and unbiased discipline and grievance procedures, where staff are confident telling us if they experience unwanted behaviour.

Our staff have a voice through engagement surveys, confidential reporting lines, feedback and findings from grievances and senior leadership visits to stations.

Key Risks

- **Recruiting and retaining staff** so that we have the right skills in the right places and our workforce is reflective of our communities
- **Introducing a leadership development and talent management offer** so that our existing, new and aspiring leaders at all levels are upskilled and empowered
- **Continued investment in our fire stations** so that staff are protected from contaminants
- **Upholding professional standards** so staff feel physically and psychologically safe and enjoy coming to work
- **Ensuring staff are physically fit** so they can meet the fitness requirements and carry out their role safely
- **Continuously developing a wellbeing culture** so staff feel supported and are treated fairly, with dignity and respect
- **Ensuring resilience in our staff** to protect them from the increase in incidents involving persons in crisis
- **Policies, processes and procedures** relating to people are reviewed and up to date.

Table 5: Incident Type Risk Scores Which Relate to People.

Incident Type	Risk Score
Suicide Attempt	Very High

Service Delivery Plan Priorities:

- Leading our people well at all levels
- Ensuring our people are fully supported physically and mentally
- Training our staff with the skills they need so they are prepared for the future.

Over this CRMP we will:

Attraction, Retention, Succession

- Work to attract, retain and develop a workforce that reflects the local population and has the right skills and leadership qualities to meet the needs of our communities.
- Strengthen our leadership development and talent management offer so our existing, new and aspiring leaders at all levels are upskilled and empowered to inspire others.
- Protect those staff with multiple contracts or other employment by having effective policies, systems and data in place to manage impacts on their wellbeing.

Health, Wellbeing and Culture

- Safeguard the health, safety and welfare of firefighters, through investment in contaminant management in our estates and through our operational procedures
- Continue to lead and embed our well-being programme, so that every employee feels cared for in the workplace and that all of us know how to support people when they need it
- Enhance an inclusive culture that values and respects individual differences, fostering an environment where everyone feels empowered to contribute their unique perspectives.



HMICFRS Inspection Areas:

- Promoting the right values and culture
- Developing leadership
- Demonstrating fairness and diversity
- Ensuring staff have the right skills and their health and wellbeing is considered.

Learning and Development

- Deliver an operational training programme which equips all staff with the necessary knowledge, skills and understanding to allow the Service's priorities to be delivered to the people of Norfolk
- Further develop our learning management and recording systems to enable effective tracking of the training and competence of our staff
- Reflect the requirements of National Operational Guidance, the NFCC and the Fire Standards Board through our training delivery materials and programme, ensuring our staff have the right skills and knowledge to deal with any challenge.

Estates, Equipment and Systems

- Explore opportunities for standardising operational equipment with neighbouring fire and rescue services to improve interoperability and enable joint training
- Use equality impact assessments in the design, build and purchasing of new equipment and vehicles so we can be sure they are suitable for all our staff. Service user group trials and feedback will mean products are "fit for purpose"
- Protect the future of our service by investing in our buildings, vehicles and the equipment our firefighters use when they respond to incidents. We will look for efficiencies through better use of emerging technologies and ways of working
- Deliver a digital roadmap to streamline operations, reduce duplication, and support better decision-making.

Outcomes:

- Strategic workforce planning accurately predicts the roles and skills required to minimise skills gaps
- Transparent assessment and appointment processes so staff feel treated fairly
- Development opportunities and pathways are accessible for all our staff
- Professional standards are embedded, guiding the behaviour and decision making of our staff
- Our people policies are relevant, inclusive and reflect our culture and legal requirements
- Our firefighters have the right training, equipment and PPE to undertake their role
- Our fire stations are designed to manage the risk from contaminants and are fit for a modern workforce.



CRMP Proposal 6

Supporting our People: We will continue to further develop our high performing and inclusive culture; supporting our staff to be skilled, healthy and engaged, and empowering them to uphold the highest professional standards that our communities expect.

CRMP Proposal 7

Providing Fit for Purpose Fire Stations: We will secure long term investment in our fire stations, so firefighters are protected from contaminants and facilities are fit for a modern workforce.

Working in Partnership

Some risks are too big for us to tackle alone. Collaboration achieves greater innovation, better value for money and is more effective at reducing harm to people, places, the environment and the economy.

Our Aim: Building partnerships to share resources, intelligence and opportunities. Together we're more effective at reducing risk to our communities.

We work in partnership at every level of our service and particularly through our Prevention, Protection and Response functions. This helps us to achieve better outcomes for our communities than we could on our own.

Norfolk Resilience Forum

Resilience forums were established under the Civil Contingencies Act 2004 to ensure multi-agency cooperation in emergency planning and response. They bring together emergency services, local authorities, health organisations, utility companies, transport providers, and voluntary groups in response to emergencies.

As a key partner in the NRF we develop emergency response plans to known and predicted risks and test those plans through regular multi-agency training and simulation exercises so we can be ready to respond together when our communities need us.

We work together to play a vital role in fostering societal resilience by empowering communities, individuals, and organisations to better withstand and recover from emergencies. More information on community preparedness can be found at www.norfolkprepared.gov.uk



HMICFRS Inspection Areas:

- Efficiently using resources to manage risk.

Emergency Medical Response (EMR)

Since the last CRMP we have collaborated with East of England Ambulance Service Trust (EEAST) to respond to life threatening medical emergencies within our local communities.

Firefighters at 12 stations have been upskilled with medical training, as part of an ongoing trial, and are sent alongside EEAST to out of hospital, adult cardiac arrests, often arriving several minutes ahead of the ambulance service.

Since the start of the partnership the stations have achieved a 12% success rate in Return of Spontaneous Circulation (ROSC) rates, compared to the current Norfolk rate of 2%. Outcomes for our communities are improved, and we want to continue developing our work with EEAST to increase these rates further.



**East of England
Ambulance Service**
NHS Trust

Shared locations

We allow other agencies to base themselves at our fire stations to support safety in local communities. This includes having shared bases with HM Coastguard at Gorleston and community first responders based at Loddon who can leap into action from our fire stations.

As examples, we have shared sites with police at Reepham and Holt and with police and HM Coastguard at Sheringham Fire Station. We also share a site with Norfolk Constabulary at Downham Market.

Key Risks

- **Collaborate with Community Safety Partnerships** to make Norfolk safer in terms of serious violence duty and exploitation
- **Working with NRF partners** to promote societal resilience, preparing our communities to be ready for the occurrence and impact of emergencies
- **Meeting our duties under the Civil Contingencies Act 2004** to ensure we train and exercise together with other category 1 and 2 responders and neighbouring Fire and Rescue Services
- **Targeted home fire safety visit referrals**, developing the right partners to send us referrals for vulnerable, high-risk people
- **Developing partnerships to drive down water and road deaths**
- **Trading Standards information sharing** to ensure appliances and products we have in the home are safe, and any fire incidents are picked up nationally.

(RNLI, RLSS, Coastguard, Police, Local Authority, Public Health) to develop joint plans to reduce risk and improve safety.

Fire Safety

- Work closely with Norfolk Police and the Judiciary Service to monitor for trends and intelligence, internally as well as externally, which informs our approach to arson prevention
- Continue joint interventions to ensure the safety of occupants where the Police have identified potential human trafficking or modern slavery
- Develop our Primary Authority partnerships with businesses to improve fire safety in non-domestic buildings. Businesses will receive tailored, consistent, and assured regulatory advice.

Trading Standards

- Work with Trading Standards to share information regarding appliance related fires to prevent future incidents.
- Conduct joint inspections in partnership with other agencies, including Trading Standards, Environmental Health, Housing, and Licensing and Planning, to improve efficiency and share intelligence.
- Collaborate on seasonal campaigns, such as electric blanket testing, to improve safety of residents.

Role Modelling

- Strengthen the partnership between NFRS School Crossing Patrol and NCC Skills and Employment Team, offering coaching, interview help, and employment shadowing and opportunities for those with learning difficulties at risk of exploitation.
- Represent the service in several Safeguarding Board and Community Safety Partnership groups tackling serious violence and the underlying factors (Domestic Abuse, County Lines, PREVENT, Modern Slavery)

Over this CRMP we will:

Fire, Road and Water Safety

- Develop partnerships with other organisations to access those most at risk from fire, for example domiciliary care, and increase high-risk referrals from the community
- Work within the Norfolk Road Safety Partnership to share intelligence and to deliver evidence based and high impact behavioural change interventions, including road safety interventions for older drivers
- Respond to water risks by supporting local action groups to target prevention activities at high-risk sites, for example: Bawsey Country Park and Wensum Park
- Continue to lead the analysis of preventable and accidental water deaths and work within the Norfolk Water Safety Forum

Service Delivery Priorities:

- Collaborating with others to deliver inclusive services that target high risk groups
- Strengthening local partnerships and maximising the impact of our activities.

Outcomes

- Exercises are planned and carried out with our multi-agency partners, aligned to the National and Community Risk Registers and our own incident risks
- An established Primary Authority partnership approach with businesses leading to safer buildings across Norfolk and nationally
- Continuing improvement in EMR pre-hospital ROSC figures, improving outcomes in our communities
- Working with partners has developed data led road and water safety initiatives to target those most at risk
- Communities are more resilient in their preparedness for emergencies
- Safeguarding continues to be a core function of the Service, supporting and leading on risk reduction activities
- Dangerous products have been recalled following the established post fire notification protocol to trading standards.



CRMP Proposal 8

Responding to Life Threatening Medical Emergencies: We will continue to develop our work with East of England Ambulance Service Trust around Emergency Medical Response to improve outcomes for our communities

Performance Delivery

Key Performance Indicators (KPIs) are measurable values that help us to track and assess the effectiveness of our strategies, goals and activities.

Targets are reviewed on an annual basis to drive continuous improvement.

They assure delivery against the CRMP, the Service delivery Plan and other departmental plans, providing a clear picture of performance over time and helping to guide our decision-making.

Performance Indicators page number

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Performance Indicators

Preventing Fire and Other Emergencies

Table 6: Preventing Fires and Other emergencies performance Indicators

Service Delivery Plan Priorities	Performance Indicators	HMICFRS Inspection Areas
- Reducing the volume, impact, and harm caused by all emergency incidents - Providing early intervention to those most at risk	- Numbers of Home Fire safety Interventions - High-risk HFSV completed within timescales - Numbers of road and water safety activities - Number of targeted youth interventions - Safeguarding referrals completed - Key Stage 1 visits and Crucial Crew activities carried out	- Understanding and managing the risk of fire and other emergencies - Preventing fires and other risks

Protecting People, Businesses, Buildings and the Environment

Table 7: Protecting People, Businesses and the Environment performance Indicators

Service Delivery Plan Priorities	Performance Indicators	HMICFRS Inspection Areas
- Focussing our inspection programme to target the highest risk buildings and people - Supporting Building Safety Regulator (BSR) work and engaging with businesses for compliance with Fire Safety legislation	- Completion of Risk Based Inspection and Audit Programme - Numbers of businesses engaged with for support and advice - Enforcement activities carried out for non-compliance - Numbers of primary authority partnerships	Protecting the public through fire safety regulation

Responding to Emergencies

Table 8: Responding to Emergencies performance Indicators

Service Delivery Plan Priorities	Performance Indicators	HMICFRS Inspection Areas
- Responding effectively to fire and other emergencies when they arise - Prioritising the safety of those at the incident; focusing on the community and responders	- Meeting our emergency response standard - Appliance availability - Adherence to maintenance of competence scheme and core skills training requirements - Equipment maintenance standards - SSRI files completed within agreed timescale	- Responding to fires and other emergencies - Responding to major and multi-agency incidents - Making the best use of resources

Supporting Our People

Table 9: Supporting our People performance Indicators

Service Delivery Plan Priorities	Performance Indicators	HMICFRS Inspection Areas
- Leading our people well at all levels - Ensuring our people are fully supported physically and mentally - Training our staff to deliver the skills they need so they are prepared for the future	- Absence rates – physical and mental health - Discipline and grievance - completion rates within timescales - Engagement with staff surveys and senior leadership visits - Percentage successful in Assessment Development Centre processes - Staff turnover rates - Fitness test pass rates	- Promoting its values and culture - Developing leadership. Demonstrating fairness and diversity - Ensuring staff have the right skills and their health and wellbeing is considered

Working in Partnership

Table 10: Working in Partnership performance Indicators

Service Delivery Plan Priorities	Performance Indicators	HMICFRS Inspection Areas
• Collaborating with others to deliver inclusive services that target high risk groups • Strengthening local partnerships and maximising the impact of our activities.	• Exercises carried out with multi-agency partners and neighbouring FRS • Engagements with vulnerable groups • Dangerous products recalled following post fire notification • Numbers of EMR calls attended prior to ambulance arrival • Community emergency preparedness engagements	• Efficiently using resources to manage risk

Supporting Information

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Achievements Against our CRMP 2023-2026

We have made significant progress against the proposals set out in our previous CRMP.

Proposal 1

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

- We have developed partnerships to ensure we receive targeted HFSV referrals for vulnerable and high-risk groups.
- Our fatal fire review process has highlighted learning that has driven the development of new national guidance for the Technology Enabled Care sector and led NFCC prevention messaging using local case studies.
- Our workforce, including On Call and volunteers, have been upskilled to national HFSV delivery standards and we have introduced post incident prevention as a standard process to leave members of the public safer than we found them.
- We have increased the number of HFSVs by 585% which correlates to a reduction of fire deaths by 75% in 3 years.
- We have developed an in-depth Equality Impact Assessment (EqIA) to ensure that Prevention work is focused on those at greatest risk and considers the needs of residents with protected characteristics.
- We are using Community Risk Profile (CRP) mapping to target areas of highest risk.
- We have reduced our completion lead time from 30 days to 1 week for high-risk HFSV referrals

Three areas highlighted as needing improvement in the last inspection were timely home fire safety visits, quantity and quality assurance of home safety activities and engaging with large and small businesses. The HMI has now told us that we have made those improvements.

Proposal 2

Relocating the Thetford Technical Rescue Unit (TRU) to Great Yarmouth to better align our specialist water capability to the location of greatest risk. Enhance training for Water First Responder (WFR) crews to allow them to perform swimming or buoyant raft rescues in non-swift water (rivers, broads etc).

- The Thetford TRU moved to Great Yarmouth in November 2023 and the station personnel began to train in the required skills of Water Flood Rescue Technician, Water Flood Rescue Boat Operator and TRU with trailer driving skills.
- The project to move the TRU to Yarmouth has included station improvements to house the vehicles, and procurement of drysuits and other necessary equipment.
- All WFR are now able to perform tethered rescues in still or slow-moving water and complete regular refresher training in these skills.

Proposal 3

Changing provision of gas tight suits (GTS) to Environmental Protection Units (EPU), Wholtime fire engines, and selected strategic On-Call fire engines.

- We have changed our response model to mirror the JESIP Initial and Specialist Operational Response procedures. GTS have been removed from frontline fire appliances and are now delivered to incidents by EPUs as part of the specialist response.
- The GTS suit type has been updated to a single use suit to improve decontamination, reduce environmental impact and avoid additional cost.

Proposal 4

Amending how we calculate and report our emergency response attendance time to align with the Home Office and HMICFRS

- We have reviewed and modelled our emergency response attendance time data and agreed a response standard of 10 minutes from time of call for the first fire appliance to arrive to fires involving life risk, and 13 minutes to all others. This standard should be reached 80% of the time.

Proposal 5

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

- We captured learning through an in-depth review of our response to the summer heatwave conditions in 2022.
- Bespoke wildfire PPE was trialled and purchased; the majority of operational crews are equipped with two sets of jacket and trousers for use in heatwave conditions.
- Prevention teams have delivered wildfire prevention workshops to young farmers, landowners and farming groups, and supported local communities to reduce wildfire risks.
- We have worked with farmers to identify and ensure access to agricultural emergency water supplies; all fire engines now have misting branches and agricultural water supply adaptors to enable use of these water supplies in the event of a rural fire.
- Four new TRVs with misting capability entered the Service in March 2025; this brings the TRV fleet up to 10 which are placed at strategic station locations across Norfolk.
- All operational staff receive annual wildfire refresher training, and the Service takes part in Summer Preparedness workshops with multi-agency partners.
- The Wildfire Action Group is initiated annually in April to ensure the Service preparation and resilience for the upcoming wildfire season.

Proposal 6

Collaborating with other emergency responders by progressing the development of local participation in the Emergency Medical Response scheme.

- We have 12 On Call stations and one Wholetime station currently live and available for EMR calls.
- We have planned provision of improved wellbeing and post-trauma support for those exposed to EMR incidents.
- We are actively involved in national conversations on EMR models.

Proposal 7

Undertaking a detailed review of the on-call model in tandem with an anticipated national review related to pay. This is a holistic review of all aspects encompassing recruitment, reward, training, support, management, and availability.

- The project realised over 1000 individual points raised by our staff through service wide face to face engagement sessions; this led to 85 prioritised tasks
- An EqIA of the on-call recruitment process has taken place to ensure, where possible, barriers for diverse applicants are removed or reduced.
- We have used learning from seldom heard communities in Norfolk to understand how to deliver better recruitment outcomes.
- A targeted on call recruitment strategy has been implemented to ensure maximum attendance on courses aligned to an optimum model of 90 days turnaround from close of advert to attendance at recruit course.
- We have introduced a tiered pay system and monitor working time against primary employment.
- A new working model has been introduced for On call Support Officers.
- We have engaged with the national on-call review and the NFCC to present current issues with the on-call system to the Home Office
- We hosted the NFCC national on call practitioners' group in 2024 to show the progress made in Norfolk, discuss national issues and implement best practice.

Consultation and Engagement

CRMP Engagement Activities

- Public perception survey
June 2024 – May 2025
- Public engagement survey
June 2025 – ongoing
- Our staff engagement sessions
Throughout June 2025
- Partner engagement sessions
Throughout June 2025
- Council member engagement
June 2025
- Public consultation
– draft document and proposals
Autumn 2025

Community Engagement

- Royal Norfolk Show
- Wheels festival
- Norwich Pride
- Old Buckenham Airshow
- Gorleston Clifftop Festival
- Castle Quarter emergency services day
- King's Lynn Pride
- Cromer carnival
- Hunstanton soapbox derby
- Various careers events and job fairs
- Easton and City College
- Vision Norfolk
- Extra Hands carers
- Bridge Plus
- Community Hubs
- Fire station open days

Partner Engagement:

- Norfolk Constabulary
- Broads Beat
- East of England Ambulance Service Trust
- Maritime Coastguard Agency
- East Anglian Air Ambulance
- Fire Services in our region
- Norfolk Resilience Forum partners
- RAF Marham and Lakenheath
- Norwich International Airport
- Network Rail
- Port of King's Lynn
- Peel Ports
- Forestry Commission
- Briar Chemicals
- Exolum
- Easy Cleaning
- Bacton gas terminal sites
- Norwich and Wayland prisons
- NCC elected members

Glossary of Terms

Assets – fire stations, vehicles, equipment, protective workwear and technology that are used to deliver the services we provide.

Automatic Fire Alarm (AFA) - a system that warns people of a possible fire by automatic or manual means.

Category 1 Responder - an organisation that plays a central role in planning for and responding to emergencies under the Civil Contingencies Act 2004. They include emergency services, Local Authorities, health bodies and government agencies, such as the Environment Agency.

Category 2 Responder – an organisation that supports, shares information and cooperates with category 1 responders. They include utility companies, transport organisations and some government agencies, such as the Health and Safety Executive.

Consultation - a formal survey or way of collecting views.

Crucial Crew – a multi-agency educational programme designed to teach children (Year 6 pupils aged 10–11) about personal safety, including fire safety.

Deploy/deployment - when we allocate a fire engine or officer to a specific incident.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

- An independent body that assesses the effectiveness, efficiency, and people aspects of police forces and fire and rescue services.

Home Fire Safety Visit - a free visit where tailored fire safety advice is provided by your local Fire and Rescue Service to help you stay safe from fire in your home.

Impact sessions - collaborative, multi-agency operations aimed at improving safety, reducing crime, and managing risks associated with nightlife activities. They involve fire services, police, environmental health and trading standards and look at adherence to fire risk assessments and licensing conditions and ensuring public safety.

Joint Emergency Services Interoperability Principles (JESIP) - a UK-wide framework designed to improve how the police, fire and rescue, ambulance, and other emergency services work together and communicate during major or complex incidents.

Lower Super Output Area (LSOA) - a small geographical unit created for statistical purposes, primarily for the Census. It is designed to provide consistent and comparable data across the country, making it a valuable tool for analysing social, economic, and demographic information.

Mobile Data Terminal (MDT) - a tablet device in our fire engines. Crucial information, such as specific risks present at certain sites, can be sent to firefighters.

National Fire Chiefs Council (NFCC)

- the professional voice of the UK fire and rescue service (FRS), driving improvement and development throughout the UK FRS.

National Operational Guidance (NOG)

– a framework of guidance developed by the NFCC, to ensure a standardised approach to managing incidents safely and effectively.

National Resilience – a coordinated national programme to enhance fire and rescue services' ability to respond to large-scale emergencies and major incidents.

Non-domestic - a building that is not a home or house.

Norfolk Local Resilience Forum (NRF)

- a multi-agency partnership that brings together representatives from local public services, including the emergency services, from across Norfolk to prepare for, respond to, and recover from emergencies.

On call Firefighter – on call firefighters live or work within five minutes of a fire station and are alerted when there is an incident. This means they're not based at the fire station full time.

Resources - these are the vehicles, equipment and firefighters that we can send to respond to an incident

Safeguarding – during HFSVs or incidents we identify those at risk of neglect or abuse and refer them to safeguarding teams or social services for help and support.

Serious Violence Duty - a legal requirement placing responsibilities on public bodies, including Fire and Rescue Services, to work together to prevent and reduce serious violence in their communities.

Site Specific Risk Information - information about premises or locations that may present unique risks during a fire or emergency incident. The information includes such things as building layout, hazards and fire safety systems and helps firefighters make informed decisions quickly and safely when responding to incidents.

Specialist vehicles - vehicles other than our normal fire engines, including boats, aerial ladder platforms, technical rescue units and environmental protection units.

Wholetime firefighters - our wholetime firefighters work regular shift patterns and are available for immediate deployment. They also carry out prevention and protection activities.

Wildfire - Large uncontrolled fires occurring in open natural vegetation. A wildfire incident usually requires more than 4 fire engines, covers an area of 1 hectare or more, takes more than 6 hours to extinguish and has flames longer than 1.5 metres.

Data Sources

External Data Sources

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services - HMICFRS
You can find more advice about this on the [HMICFRS webpage](#).

National Fire Chiefs Council - NFCC
www.nfcc.org.uk

Environment Agency
You can find more advice about this on the [Environmental Agency webpage](#).

Index Multiple Deprivation
You can find more advice about this on the [Index Multiple Deprivation webpage](#).

Met Office
www.metoffice.gov.uk

Office for National Statistics Census 2021 data
www.ons.gov.uk/census

Renewable Energy Planning Database
You can find more advice about this on the [Renewable Energy Planning Database webpage](#).

Norfolk Insight
www.norfolkinsight.org.uk

Internal Data Sources

Community Fire Risk Management Information System - CFRMIS

Community Risk Profile - CRP

Incident Recording System - IRS

Strategic Assessment of Risk - SAoR



Norfolk Fire and
Rescue Service



Norfolk County Council

