



**Norfolk Fire
and Rescue Service**
www.norfolkfireservice.gov.uk

Statement of Assurance 2022 – 2023



Norfolk County Council

Contents.

About us	03
Our Vision and Mission	07
Our Community Risk Management Plan	09
Collaborative Working	10
Our Intentions, Ethics and Values	11
Financial Assurance	16
Governance Assurance	18
Summer 2022 Wildfires	22
Organisational Performance	24
Our Priorities	25
Training and Development	36
Health and Safety and Other Legislation	38
Accountability to External HMICFRS Scrutiny	39
Other Improvements	43
Senior Management	44
Authorisation	45
Appendix: NFRS Activity Comparison Data	46

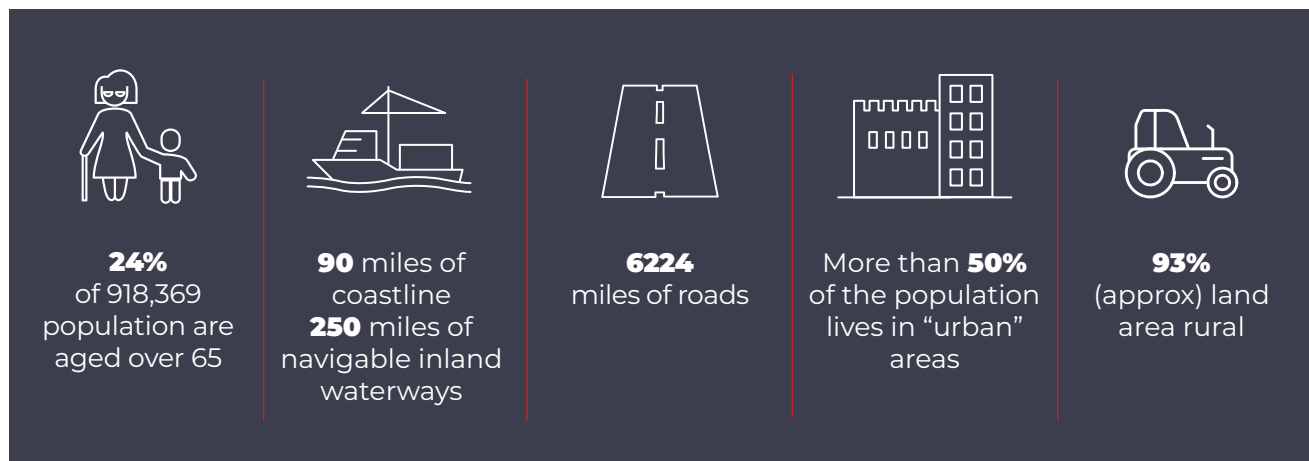
About us.

1.1 Our Purpose

Fire and Rescue Authorities must provide both local communities and the Government with an annual Statement of Assurance on financial, governance and operational matters. Norfolk Fire and Rescue Service (NFRS) must demonstrate it is doing what Government expects, as laid down in the [Fire and Rescue National Framework for England](#), and that it is delivering the local [Community Risk Management Plan](#) (CRMP) formerly known as the Integrated Risk Management Plan (IRMP). This statement of assurance covers the period April 2022 to March 2023.

1.2 Norfolk's Context

In Norfolk, the Fire and Rescue Authority is Norfolk County Council, which governs and operates the NFRS as a service in the council's Community and Environmental Services Directorate. Our Chief Fire Officer is a member of the CES Departmental Management Team with the responsibility for the Fire and Rescue Service and Trading Standards (since May 2023). The type of fire and rescue service which is operated is influenced by the nature of the area in which it works.



Norfolk is the fifth largest county in England and the second most rural county, with one of the lowest population densities in England. Norfolk has the second largest road network in the UK, after Devon, and 126 miles of inland bodies of water. It is a relatively flat county prone to flooding and coastal tidal surges. It has a strong agricultural sector with a growing renewable energy sector. The county has a changing emergency call profile - as well as fires we also attend a wide variety of incidents like rescues from water and road traffic collisions.

Norfolk has an increasing and ageing population. Its population could rise by an estimated 113,129 over the period to 2043, which is an increase of 12.3%. Norfolk's population is projected to exceed one million by 2036. The population of people aged 65 and over, as a percentage of all people, is projected to be 30% by 2043. Norfolk's ethnic make-up is characterised by a predominantly White English, Welsh, Scottish, Northern Irish, British or Irish population (94.7%). A further 0.1% are Gypsy/Irish Travellers. The proportion of people with an ethnic group other than White is 5.3%, (including 0.1% Roma). This varies between local authority districts. There are around 160 languages spoken in Norfolk. English is not the first language of around 12,400 school children in the county.

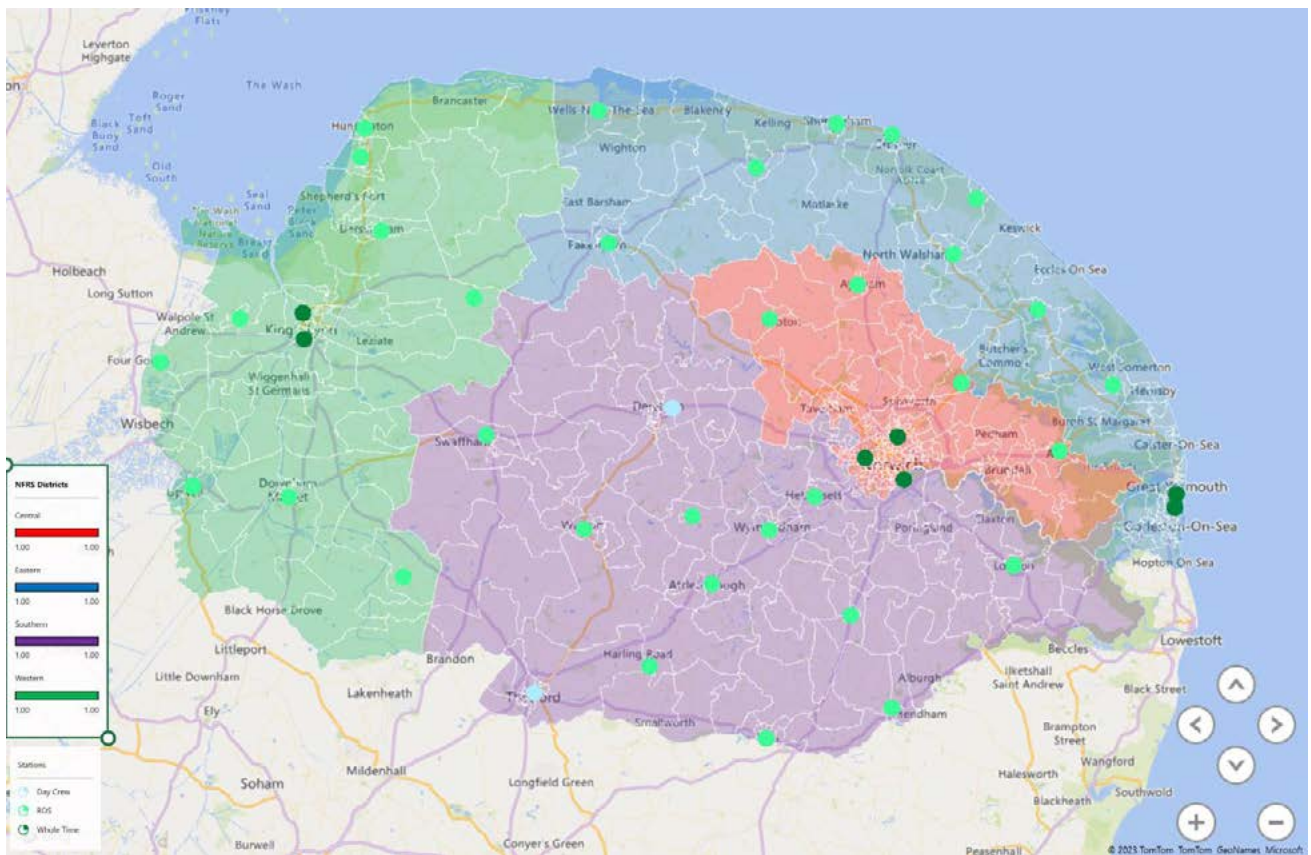
An extensive profile of Norfolk can be found in Norfolk's Story. [Download "Norfolk's Story" from the Norfolk Insight website.](#)

1.3 Our Resources

There are 42 fire stations across the county. Carrow and Sprowston in Norwich, and King's Lynn South are wholtime stations crewed by firefighters 24/7. Four stations have a mix of wholtime and on call firefighters. These are Earlham in Norwich, Great Yarmouth, Gorleston and King's Lynn North. Two stations have a mix of day crew and on call firefighters: Dereham and Thetford. And 33 stations are crewed by on call fire fighters in market towns and villages. On call firefighters are staff whose main job is outside the fire and rescue service, but they are available on call to respond to emergencies in their area.



1.4 Our scope of responsibility



The service has a variety of fire engines to tackle a range of different emergencies. For example, Heavy Rescue Pumps (HRPs) are equipped to respond to road traffic collisions and Technical Rescue Units (TRUs) attend water rescue and large animal rescue incidents. The off-road 4x4 fire engines are used for flooding incidents, heathland/forest fires, firefighting and rescues at height.

Our fleet of specialist vehicles also includes, four Heavy Rescue Pumps, two Environmental Protection Units (EPUs), an Incident Command Vehicle, two Water / Foam Carriers (WFCs), three Aerial Ladder Platforms (ALPs), five Wildfire Water Misting Units, two Drones, a High-Volume Pumping (HVP) Unit, four Water Rescue / Animal Rescue units, a Mass Decontamination Unit and driver training vehicles. The Service also hosts a team of Urban Search and Rescue (USAR) personnel, with a range of specialised equipment and vehicles, who are trained to respond to major incidents that may occur regionally or nationally. The capability also includes a K-9 unit. This specialist team make up a national response capability, who can also respond to a terrorist threat should such an incident occur.

Employee full time equivalent at end of March 2023



269 Wholetime
311 On-Call



72 Support
9.6 School Crossing



21 Control Room



Our Vision and Mission.

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

Our mission is to make Norfolk a safer place through:

PREVENTING
fires and other
emergencies

PROTECTING
people, buildings and
the environment

RESPONDING
to fires and other emergencies
when they arise

We will deliver our vision by:



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



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



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



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

We will support Norfolk by:

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

Our priorities and action will be driven by:

- Doing what matters – we will have clear strategic priorities and plans, based on evidence, risk, presenting and emerging need.
- Doing the right thing – we will dynamically use our expertise and resources to take the right course of action to achieve the best outcomes, whatever the circumstances.
- Promoting and adhering to the national core code of ethics and values as well as our own Cultural Framework to ensure positive behaviours and actions, showing compassion and empathy with our audiences, supporting them in the most appropriate ways.

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

Our Community Risk Management Plan (CRMP).



The Integrated Risk Management Plan (IRMP) set out the risks and challenges NFRSe needed to respond to over the three years from 2020 to 2023.

Through 2022-23 we carried out the process of drafting, engaging, and consulting on the Community Risk Management Plan 2023-26, this is the new name for IRMP. The CRMP is the single most important document for us because it shows what the service will be doing and why. It is also one of the means by which the public can hold us to account.

We engaged internally and externally through 2022 and then consulted on a draft CRMP 2023-2026 plan from October 2022 to December 2022. Elected members reviewed and approved our proposals and we published and adopted our new CRMP 2023-2026 in April 2023. [Download our CRMP 2023-26 from our community risk management plan webpage.](#)

Collaborative Working.

We have an established record of working in partnership to deliver an effective and efficient service. This includes:

- Fulfilling our duties outlined in the Civil Contingencies Act 2004 by working as part of the Norfolk Resilience Forum (NRF) to maintain and develop Norfolk's Community Risk Register, plan the response to major incidents and emergencies in the county, and carry out multi-agency training exercises as part of the preparation of an effective response.
- Participating in over the border mutual aid agreements via the National Resilience Programme, which shares specialist response assets across the country. Alongside these wider arrangements, we have local agreements in place with neighbouring fire and rescue services (Lincolnshire, Cambridgeshire and Suffolk) to ensure the fastest response to emergency calls and to share specialist assets.
- Working with other fire and rescues services to improve interoperability. We are part of the East Coast and Hertfordshire Control Room Consortium (ECHCRC), a group of fire and rescue services which are working together to standardise control room practices so we can support each other in the event of major incidents. We make use of national operational and tactical guidance. We will be changing our communication systems as part of the national emergency services mobile communications programme (ESMCP). The ECHCRC is reaching its natural conclusion. We are continuing with this arrangement until late 2025 (possibly early 2026) and have entered into procurement discussions in collaboration with Hertfordshire Fire and Rescue Service to scope a replacement system and partnership control room delivery.
- Demonstrating Joint Emergency Service Interoperability Programme (JESIP) principles when faced with new and emerging situations, a recent example of this is our multi-agency approach to support vulnerable adults in the county's asylum hotels, ensuring their safety and addressing community risks.
- Increasing our collaboration with other emergency services. Our shared Communication and Control Room with Norfolk Constabulary allows us to share information directly with our emergency service partners. We can also share operational intelligence and information on a daily basis directly between the two organisations. Managers are able to quickly offer advice and support to each other and share joint situational awareness with immediate effect due to working in the same building. We have recently developed a Persons in Crisis memorandum of understanding between fire and police, the first of its kind in the UK. Further evidence of our collaborative work can be found in the annual Police and Fire Collaboration Report. [Download this report from our collaboration webpage.](#)

Our Intentions, Ethics and Values.

As well as our own Cultural Framework, which includes ethical behaviours, we also aligned ourselves in 2022-23 with the National Fire Chiefs Council's (NFCC) Core Code of Ethics:



This diagram shows five key ethical principles, which are:

- Putting our communities first
- Integrity
- Dignity and respect
- Leadership
- Equality, diversity and inclusion

- 5.1** In October 2022, a review of our People Strategy, including wellbeing and mental health initiatives, indicated a number of opportunities for improvement to support our workforce. We recognised a gap in our approach and realigned what we need to do. We identified new resource and have planned to implement a comprehensive approach to culture and staff wellbeing.

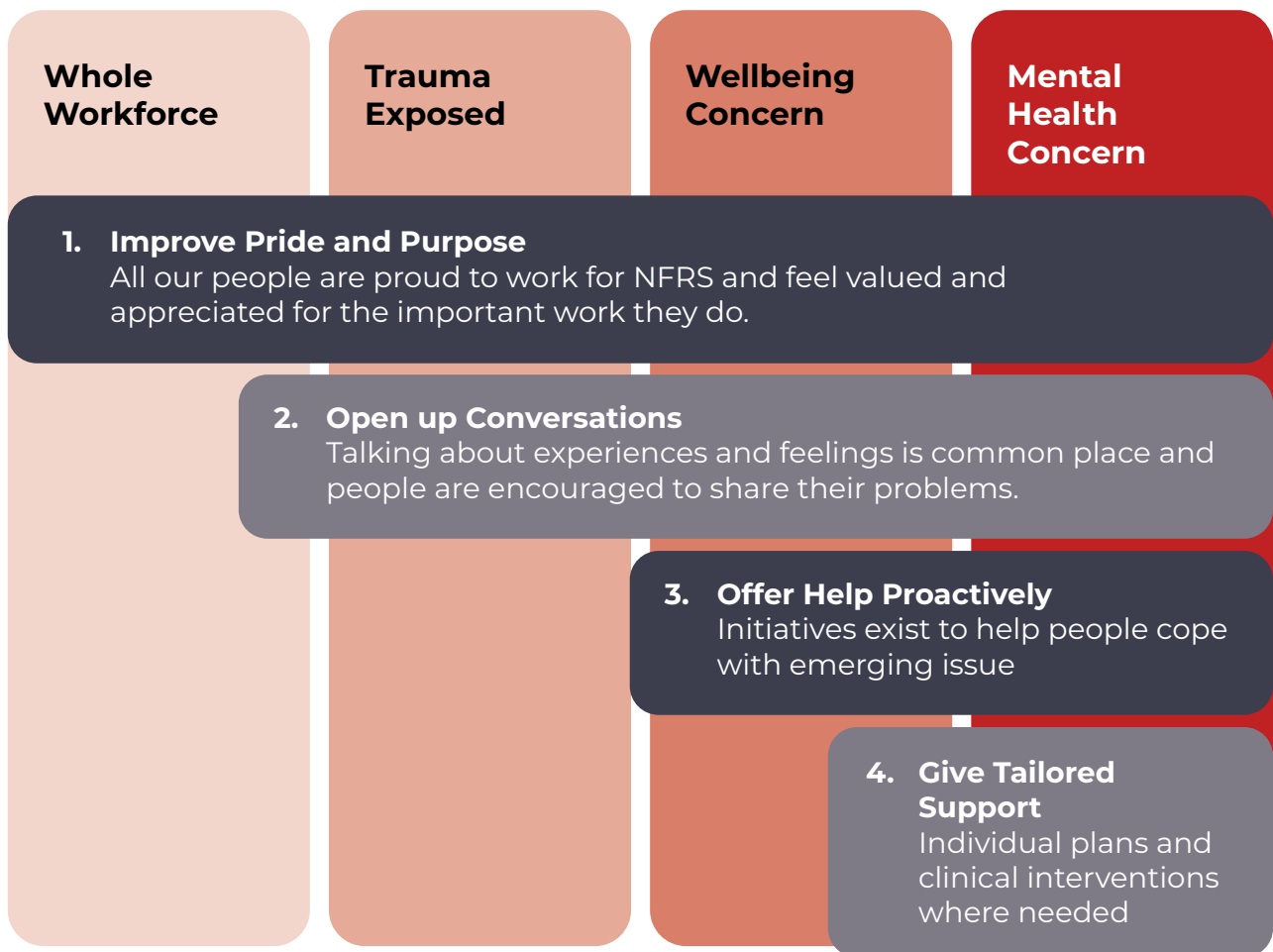
We have:

- appointed a Head of People, Equality and Inclusion to lead on people strategies
- clarified and invested in a more co-ordinated range of practices such as TRiM (trauma risk management), OK9 and mental health champion training to ensure these will be clearly understood and consistently used
- reviewed Norfolk County Council wellbeing team's offer, including support for critical incidents, to ensure suitability for NFRS needs
- reviewed the well-recognised TRiM process to be more proactive and enable it to be offered at the correct point of need and not just in response to a traumatic incident
- commenced a programme of training to expand supervisory managers' experience / capability to provide sufficient support to our staff
- developed and promoted understanding of the skills and capability various training courses provide

- 5.2** Through our refreshed People Strategy, we aim to:

- improve our offer for everyone across the service and as they transition out of the service
- support personal resilience and provide a diverse offer which is co-designed with our people
- better support our people to recover from sickness and injury, helping them to return to work more effectively
- monitor secondary employment to ensure we are proactively monitoring working time with adequate rest time.

5.3 We will adopt a strategic approach by cohort of need:



This diagram shows our strategic approach by cohort of need. For the whole workforce we will improve pride and purpose ensuring all our people are proud to work for us and feel valued and appreciated for the important work they do. For those who are trauma exposed and/or who have a wellbeing concern or mental health concern, we will open up conversations, ensuring talking about experiences and feelings is common place and people are encouraged to share their problems. We will offer help proactively ensuring initiatives exist to help people cope with emerging issues if they have a wellbeing or mental health concern. We will give tailored support with individual plans clinical interventions where needed for those with mental health concerns.

5.4 Our Plan on a Page summarises our service delivery model.
For 2022-23 it was:

What we will do:

Our outcomes:

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

Our priorities:

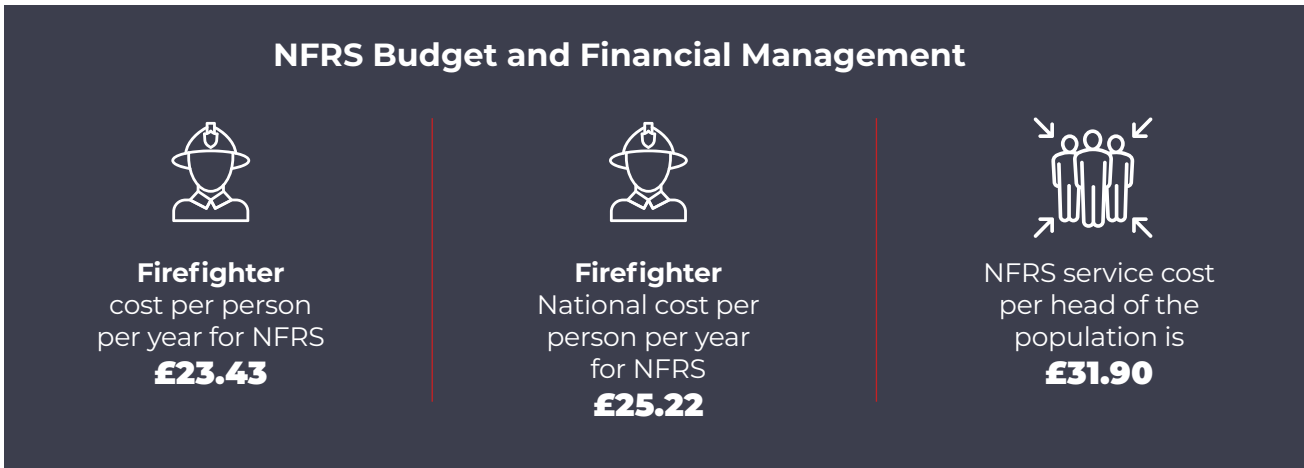
- Being a trusted voice, educate adults, children, partners and businesses so they all better understand the part we all play in reducing risk.
- Being evidence based, understand the diverse needs of our communities by building on local knowledge and risk mapping to target our delivery outcomes.
- Being prepared through continued staff training opportunities, investment in our service and flexibility to take on different duties with utmost professionalism.
- Take enforcement action where attempts to work with people have not resulted in the safest course of action being followed to ensure the ongoing safety of everyone.
- Continue to develop our organisational culture by caring, engaging and investing in our people.
- Feed our Concept of Operations into the development of our CRMP 2023-26.

How we will do it:	How we will know if we have made a difference:
<p>Preventing fires and other emergencies:</p> <ul style="list-style-type: none"> • by reducing fires, improve home, road and water safety. • by working with partners to support vulnerable people and reducing the risk and effects of fire. • by promoting the installations of smoke alarms. • by working with the Police to reduce arson. 	<p>Prevention</p> <ul style="list-style-type: none"> • We have attended fewer <ul style="list-style-type: none"> - accidental domestic dwelling fires, injuries and deaths. - killed or seriously injured people on the roads. - arson incidents. - Drownings. • We have reduced the percentage of fires attended with no smoke detector fitted. • We can evidence our targeted Home Fire Safety Visits against our developing Community Risk Profile.
<p>Protecting people, buildings and the environment:</p> <ul style="list-style-type: none"> • by providing advice to organisations on how to reduce the risk and impact from fire and enforce fire safety legislation. • by working with other enforcement agencies to share information on risk and to take joint enforcement action. 	<p>Protection</p> <ul style="list-style-type: none"> • We have attended fewer <ul style="list-style-type: none"> - accidental non-domestic dwelling fires. • We have evidence of feedback from <ul style="list-style-type: none"> - Businesses and community engagement.
<p>Responding to fires and other emergencies when they arise:</p> <ul style="list-style-type: none"> • by ensuring operational readiness and firefighter safety. • by improving the availability and response times of our fire engines. • by learning from operational incidents. 	<p>Response</p> <ul style="list-style-type: none"> • The percentage of time first fire engines are available is greater than 90%. • Our attendance times at 'Fires where life may be at risk' will be better than 80% within 10 minutes*. • Our attendance times at 'Other emergencies where life may be at risk' will be greater than 80% within 13 minutes.
<p>Developing our service:</p> <ul style="list-style-type: none"> • by caring for and investing in our people. • by engaging and listening to all voices in our service. • by improving the diversity of our workforce. • by keeping our staff safe and well • by reducing our impact on the environment. 	<p>Service</p> <ul style="list-style-type: none"> • The diversity of applications has improved. • The number of over 7-day RIDDOR events has reduced. • Service progress reflects the intent of our 5-year plan.

Financial Assurance.

6.1 Our budget and financial management

NFRS operates on a revenue budget which in 2022/23 was £29.3 million net, 5.9% of the council's overall net revenue budget.



This equates to £31.90 (£30.76 2021/22) per head of population including capital charges, £29.96 (£28.17 2021/22) per head excluding capital charges.

Within the £29.3 million allocation an additional £420k was provided for emerging burdens, to allow for the development of identified improvement priorities related to training, communication's, strategic planning team, prevention and protection objectives.

The service has an approved capital programme of £31.5m over three years, 22/23 £5.2m, 23/24 £13.9 and 24/25 £12.4m, with the largest spend relating to fire appliances to be phased in over 23/24.

6.2 Financial Management

The council's [Constitution](#) sets out its decision-making framework, including delegation arrangements. The constitution includes Contract Standing Orders and Financial Regulations which set out how decisions are made and the procedures to be followed. Updated Financial Regulations were approved by Cabinet in April 2019. All Responsible Budget Officers/ Management of NFRS are made fully aware of their duties with checks and oversight by the Fire Services Procurement Manager and Finance Officer.

The county council is legally required to provide an annual report, called the Statement of Accounts, on how it spends its money. As the Norfolk Fire Authority, the council includes in the Statement of Accounts details of the NFRS financial position. The accounts, along with the Fire Fighters Pension Fund Accounts, are audited to confirm their accuracy.

Following the signing of the Statement of Accounts and the conclusion of the annual audit, our external auditors write an Annual Audit Letter to the council. The letter summarises the findings of the auditors and formally concludes the audit.

The latest Statement of Accounts and audit letters are available on the [County Council's website](#). These confirm that the budget has been managed in accordance with the law and proper standards and that public money is being used economically, efficiently and effectively.

If you would like further details about where the service spends its money, such as expenditure on staff and expenses and where we spend over £500, this is available on the [Council's Open Data website](#).

Governance Assurance.

7.1 National governance

In January 2016 responsibility for fire and rescue services moved from the Department of Communities and Local Government to the Home Office. Fire and Rescue Authorities (FRAs) operate with a range of different locally-determined governance arrangements including an individual – either a police, fire and crime commissioner (PFCC) or a mayor – having sole responsibility for being the fire and rescue authority for an area.

Each FRA will appoint an individual – commonly known as a Chief Fire Officer – who has responsibility for managing the fire and rescue service. This role does not have to be operational but includes managing the personnel, services and equipment secured by the Fire and Rescue Authority for the purposes of carrying out functions conferred on it by the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004, and other enactments. Each fire and rescue authority must hold this person to account for the exercise of their functions and the functions of persons under their direction and control.

In 2022 the Home Office published a consultation White Paper (May 2022). The White Paper explains that Government wants to build on a legacy of reform introduced by the Home Office over recent years to make fire and rescue services more efficient and effective and adapt to public safety challenges and emergencies. The White Paper provides a further opportunity to continuously improve what fire and rescue services do. Following a public consultation, the results of the White Paper are due to be published in July 2023.

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) provides an inspection regime for fire and rescue services and in addition to the individual reports set for each service, a further Values and Culture Spotlight Report was published in spring 2023 setting out a range of recommendations for services to adopt to ensure improvements in culture and professional standards.

7.2 Democratic accountability

Norfolk Fire and Rescue Service is one of the services provided by Norfolk County Council (NCC) which acts as the Fire and Rescue Authority. The County Council has a [Constitution](#) which sets out how the council operates, how decisions are made and the procedures which are followed to ensure these are efficient, transparent and accountable to local people. It includes clear communication protocols and clearly defines roles and responsibilities.

On a regular basis, the County Council's Cabinet review the performance of NFRS, its financial position and risks that have been identified. County councillors also play a key role in shaping the long-term development of the service, including approving the [Integrated Risk Management Plan](#) (IRMP 2020/23) and its successor, the Community Risk Management Plan (CRMP 2023/26).

Since May 2019, under the cabinet system of governance, day-to-day oversight is the responsibility of the Cabinet Member for Communities and Partnerships, Cllr Margaret Dewsbury who acts as the Chair of the FRA. The council's Infrastructure and Development Committee also has a role in reviewing and developing policies and strategies.

A Scrutiny Committee also forms a key part of the democratic checks and balances of the Cabinet system of governance. The committee is able to review or scrutinise decisions taken by the executive and to make reports to the cabinet or full council. The roles of cabinet, full council, scrutiny committee and select committees are set out in the council's constitution. An additional Strategic Development and Oversight Group, comprised of cross-party representation and chaired by the cabinet portfolio holder, has also been established.

The CRMP forms part of the council's policy framework and therefore is considered and approved by full council. The CRMP for 2023/26 was subject to scrutiny before final cabinet approval in March 2023.

7.3 Service management

The Director of NFRS, the Chief Fire Officer (CFO), is accountable to the Executive Director of Community and Environmental Services, who in turn reports to the Chief Executive of Norfolk County Council. Under the council's scheme of delegated powers, the CFO has authority to exercise the council's functions relating to fire prevention, firefighting, fire safety, explosives and petroleum licensing and the functions conferred on the county council under Article 25 of the Fire Safety Order 2005.

The CFO is supported by a Senior Leadership Team comprised of senior officers from NFRS. Decisions are taken in accordance with the scheme of delegation set out in the council's constitution.

7.4 Governance standards

Norfolk County Council is responsible for putting in place effective systems for the governance of its affairs, ensuring services are delivered properly and legally and that any associated risks are managed. The Code of [Corporate Governance](#) sets out the governance standards.

7.5 In year challenges

For NFRS, 2022-23 has been a year of change with critical legislative, organisational and operational challenges including:

Governmental / Regulatory Changes:

- White paper consultation (May 2022)
- Fire Safety Act came into effect (May 2022)
- Fire Safety England Regulations (Jan 2023)
- HMICFRS Cause of concern re-inspection
- New Fire Standards were published
- Challenges caused by government leadership turmoil
- HMICFRS Values and culture recommendations (March 2023)

Organisational Challenges:

- There were two transitions in the position of CFO
- Changing (unstable) leadership structure
- Strategic review by NCC
- Restructuring of the Prevention workstream
- Shared services impact (HR and Communications reviewed)
- Mental health and wellbeing issues with loss of three firefighters within a six-month period

Operational Challenges:

- Firefighter Industrial Action preparation
- Supply challenges affecting procurement of fleet vehicles, PPE, and workwear
- Impact of ability of workshops to complete work on time affecting maintenance schedule
- Rising cost of red fleet workshop contract with NORSE
- Training all staff to Level Two Safeguarding (ops crews)
- Face mask fitting all operational staff (still ongoing)
- Replacement of our training towers- new 21 towers commissioned and in service

External Events:

- Wildfires/heatwaves
- National USAR capability reviewed by Home Office resulting in a decision to reduce revenue grants by removing 4 teams...one of which was NFRS. This decision was overturned following lobbying.
- HRH Queen Elizabeth II's passing
- Impact of Ukraine / Russia war (Feb 2022) affecting fuel prices, cost of living
- We were still in Covid transition (test centres didn't stop 1st April 2022)
- London Fire Brigade (LFB) culture report (Jan 2023) and the HMICFRS spotlight report on culture (March 2023)

Additional Adhoc Pressures:

- Completion of the concept of operations project through to June 2022.
- East of England Ambulance Service NHS Trust (EEAST) asking us to undertake EMR (emergency medical response) across the service due to high amounts of ambulances stacking (March 2022). We did this for several days in through to April 2022.
- CRMP consultation process, finalisation of the plan and final publishing.

Summer 2022 Wildfires.

Summer 2022 proved to be one that broke records in terms of high temperatures, low rainfall and continued hot, sunny and sometimes windy conditions. These conditions over a prolonged period of time increase the risk of wildfires happening in our county.

The summer of 2022 was an incredibly busy for our service. During June, July and August 2022, NFRS took 8,722 emergency calls and responded to over 3,000 incidents. By way of comparison this is around a 100% increase on comparable months over previous years apart from 2018 which was a similarly busy year and similar weather conditions.

The service declared a Major Incident* during the Heatwave of 19 July 2022. Everyone across the whole of NFRS worked tirelessly to protect their communities. There were examples of lives, properties and environment saved. There were however also some devastating impacts for communities across Norfolk with properties lost to fire.

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

In September 2022 NFRS commissioned an internal review to look at the response of our service over this period. The findings of this review have been used to drive organisational improvement across the whole service and led to a series of recommendations and actions to drive improvement.



The recommendations that emerged from the review included both immediate and longer-term improvements. There are a range of longer-term improvements continuing to be developed, but the immediate changes implemented included:

- Turning recommendations into actions and developing hypothesis through trials/pilot initiatives. We delivered a series of all staff briefings to all parts of the organisation. These outlined all areas of learning for consideration immediately in 2023 including policy, procedure, equipment, and training changes.
- Conducted a review and delivered enhanced training and development against National Operational Guidance requirements.
- Development of a progression plan to train tactical advisors in line with NFCC guidelines and review and enhance training and development against National Operational Guidance requirements.
- Reviewed mobilisation and crewing arrangements as part of a multi stakeholder approach to developing solutions.
- Assessed the utilisation of resources and reliefs to share workloads. This has been evaluated through the welfare stakeholder group.
- Procurement of specialist equipment and clothing to protect operational staff from over-heating (heat stress / heat stroke) as well as suitable welfare provision at incidents.



Organisational Performance.

9.1 Performance management framework

NFRS operates within the county council's corporate performance framework. A set of vital signs for each service have been produced which provide transparency and assurance on the health of key services.

The vital signs for NFRS in 2022-23 were:

- Emergency Response Standards (ERS)
- percentage of high-risk home fire safety visits carried out
- percentage of high-risk fire safety audits completed.

These are regularly monitored by department management teams and county councillors through the democratic process.

In accordance with the corporate performance framework, our Service Leadership Team (SLT) monitors a broader dashboard of indicators and escalate issues to county councillors if required. Some of the indicators are former national indicators we can compare with other fire and rescue services and others are locally determined. An overview of our performance over the past four years can be found in the next section.

9.2 Performance 2019-20 to 2022-23

The Government collate [national statistics](#) about all fire and rescue services.

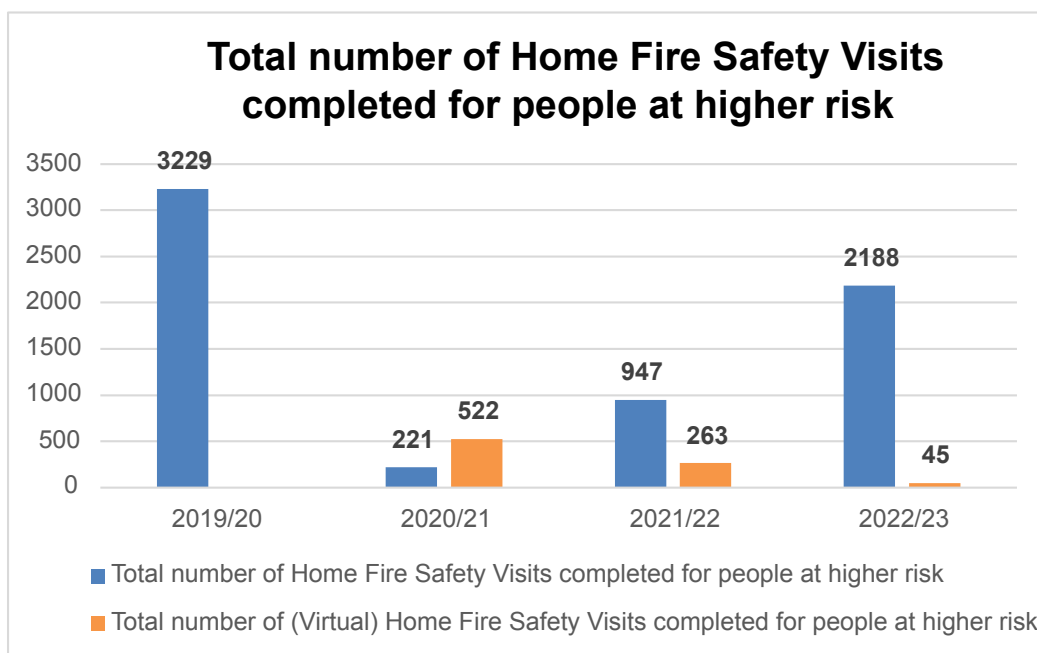
Our Priorities.

We publish an annual Service Delivery Plan which sets out targets which will deliver against our key priorities:

- **Prevent and Protect:** We will prevent fires and other emergencies from happening and reduce the impact of fires other emergencies on people
- **Response:** To respond efficiently and effectively to calls for assistance
- **People:** To build a diverse, skilled, safe and high-performing workforce
- **Logistics:** To maintain and manage resources and equipment efficiently and responsibly
- **Planning:** To ensure we meet our customer's expectations

10.1 Prevent

Covid 19 saw us focus heavily on supporting local communities and wider public services, such as NHS. However, it impacted on our ability to deliver the range of prevention activities we had planned to do from 2020 through 2022. We amended our practices and conducted home fire safety visits via telephone where possible. But through 2022-23 we reduced this approach and resumed face-to-face visits. In an effort to drive performance we re-structured and expanded our prevention team in 2022-23. Throughout 2023-24 we are upskilling our on call workforce to carry out person-centred home fires safety visits with the intent to increase our delivery. Now the resources are in place, we will focus in improving productivity.

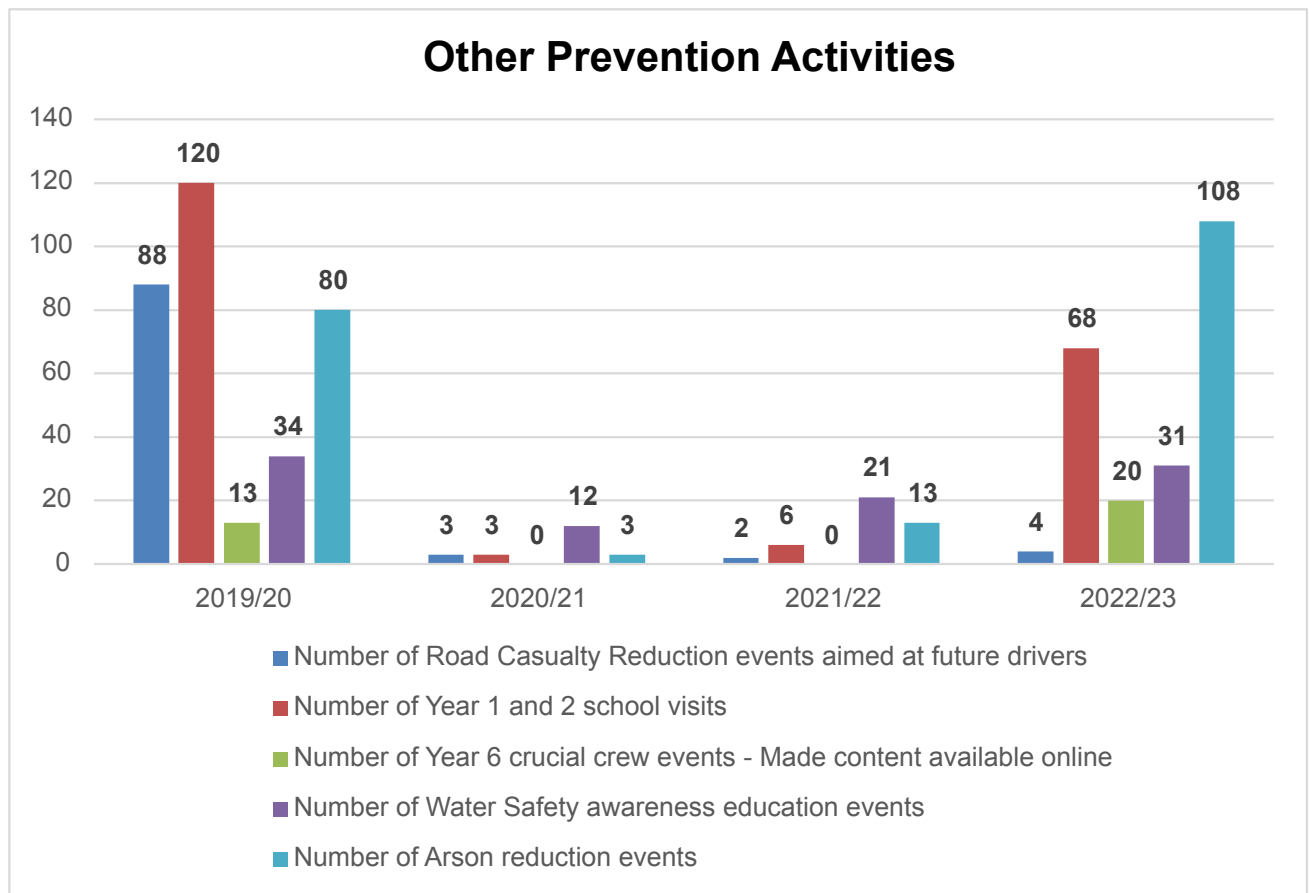


Total number of home fire safety checks completed for people at higher risk:

- Year 2019-20: 3,229
- Year 2020-21: 221
- Year 2021-22: 947
- Year 2022-23: 2,188

Total number of virtual home fire safety checks completed for people at higher risk:

- Year 2020-21: 522
- Year 2021-22: 263
- Year 2022-23: 45



Number of road casualty reduction events aimed at future drivers:

- Year 2019-20: 88
- Year 2020-21: 3
- Year 2021-22: 2
- Year 2022-23: 4

Number of Year 1 and 2 school visits:

- Year 2019-20: 120
- Year 2020-21: 3
- Year 2021-22: 6
- Year 2022-23: 68

Number of Year 6 Crucial Crew events:

- Year 2019-20: 13
- Year 2020-21: 0
- Year 2021-22: 0
- Year 2022-23: 20

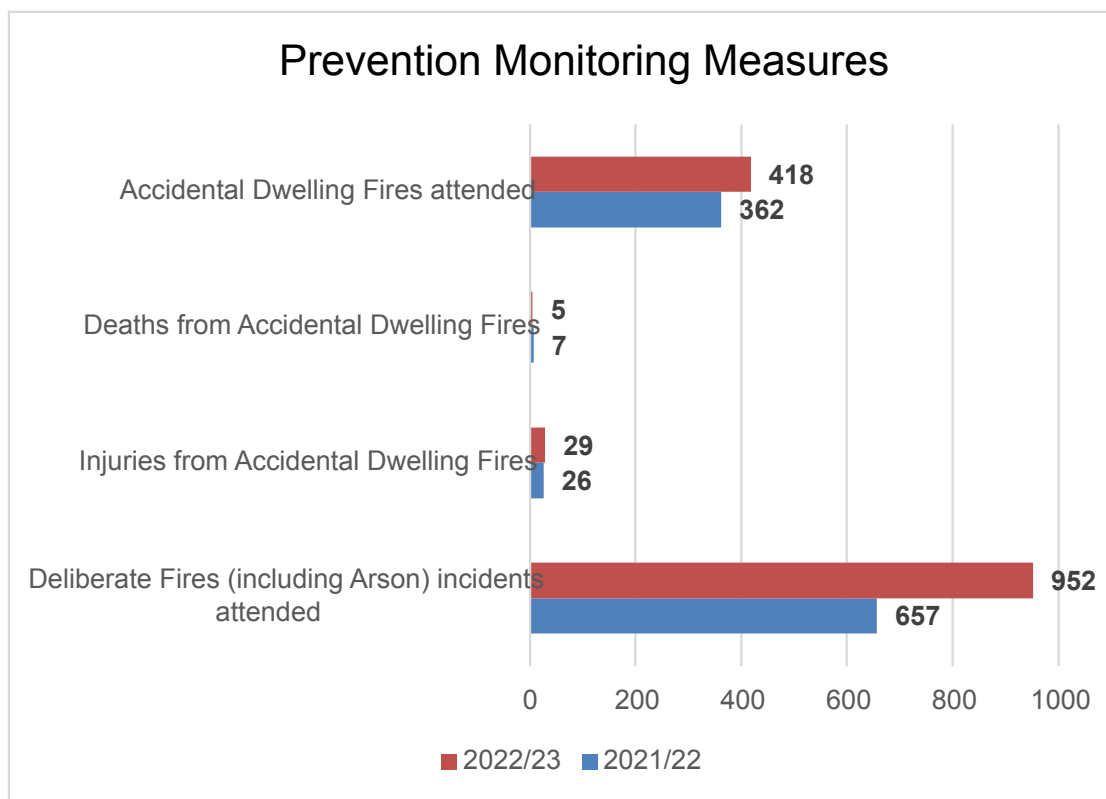
Number of water safety awareness education events:

- Year 2019-20: 34
- Year 2020-21: 12
- Year 2021-22: 21
- Year 2022-23: 31

Number of arson reduction events:

- Year 2019-20: 80
- Year 2020-21: 3
- Year 2021-22: 13
- Year 2022-23: 108

The number of other prevention activities increased slightly through 2021-22. We continued to experience significant restrictions due to the Covid 19 pandemic which impacted on the delivery of our services. Covid 19 may also have had an impact on the number of deliberate fires, including arson incidents, and the number of accidental dwelling fires.



Accidental dwelling fires attended:

- Year 2021-22: 362
- Year 2022-23: 418

Deaths from accidental dwelling fires:

- Year 2021-22: 7
- Year 2022-23: 5

Injuries from accidental dwelling fires:

- Year 2021-22: 26
- Year 2022-23: 29

Deliberate fires, including arson, incidents attended:

- Year 2021-22: 657
- Year 2022-23: 952

We estimate we reached approximately 7.1% of Norfolk's school-age children through our prevention activities in 2022-23 (7,833 against the Spring school census figure of 110,299).

NFRS has also signed the county council's Flourish Pledge. Making a pledge is as simple as making at least one promise, or commitment, to something new our organisation will seek to achieve over the next year to help children and young people in Norfolk to flourish.

By making our Flourish Pledge, we are joining organisations around Norfolk in:

- directly improving children and young people's lives
- raising the profile of your organisation or work
- achieving corporate social responsibility
- reaching a wider audience or customer base
- making Norfolk a better place for young people and families to live and visit.



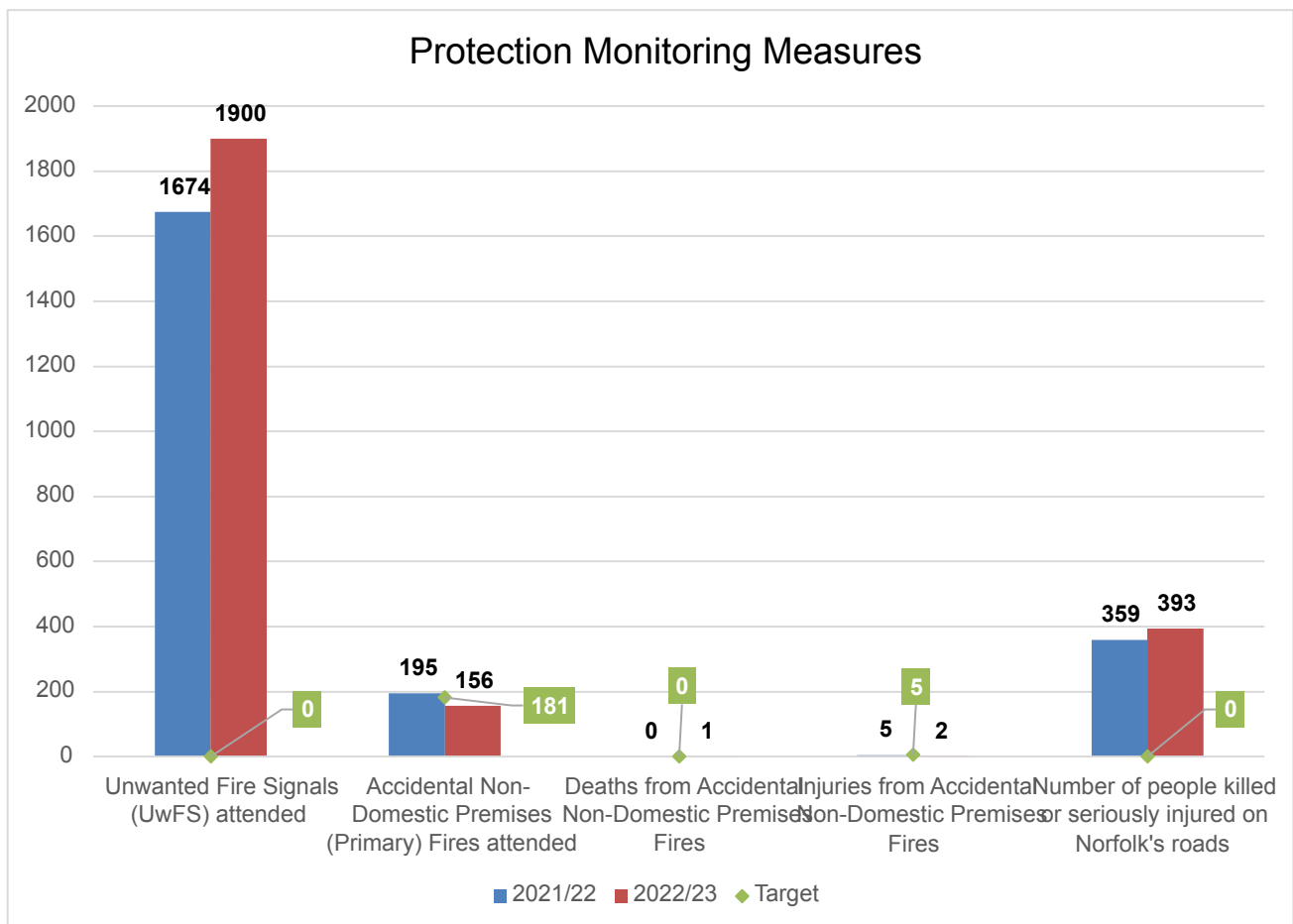
By signing the Flourish Pledge, NFRS is taking its place among the organisations across Norfolk which are committed to helping our children and young people change their lives and truly flourish. NFRS works hard to protect all of Norfolk, and we have a role to play to in offering support to communities, including younger generations. As part of Norfolk's Children and Young People Strategic Alliance (CYPSA), we will be working hard to ensure children and young people across our county have the information, support and the opportunities to flourish, both within the service, via our Fire Cadet programme and our ongoing work with Crucial Crew, and as part of wider Norfolk partnerships.

[You can read about NCC's Flourish Pledge on the County Council webpage.](#)

10.2 Protect

We have:

- carried out 707 fire safety audit visits comprising of 643 full, 64 short and one telephone, including 22 high risk, of non-domestic premises to ensure compliance with fire safety regulations. This is compared to 2021-22 when the overall figure was 280.
- carried out 96 post-fire investigations comprising of 78 inspections and 18 audits, supporting business resilience, which includes enforcement and prosecutions for serious cases. This is compared to 71 in 2021-22.
- maintained up-to-date files of the risks at over 650 non-domestic premises so if an incident did occur, we would have the information needed to deal with the event as safely as possible, thus reducing the risks for our fire fighters and the public.



Unwanted fire signals (UwFS) attended:

- Year 2021-22: 1,674
- Year 2022-23: 1,900

Number of accidental non-domestic premises fires attended:

- Year 2021-22: 195
- Year 2022-23: 156
- Target less than 181

Number of deaths from accidental non-domestic premises fires:

- Year 2021-22: 0
- Year 2022-23: 1
- Target less than: 0

Number of injuries from accidental non-domestic premises fires:

- Year 2021-22: 5
- Year 2022-23: 2
- Target less than: 5

Number of people killed or seriously injured on Norfolk's roads, updated monthly:

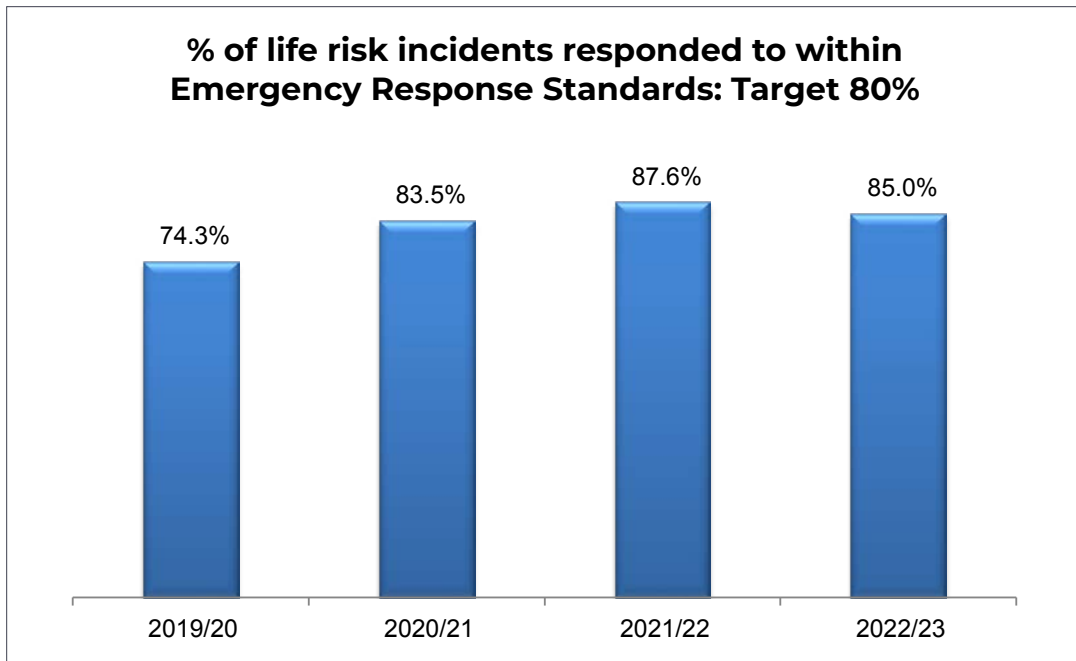
- Year 2021-22: 359
- Year 2022-23: 393

10.3 Response

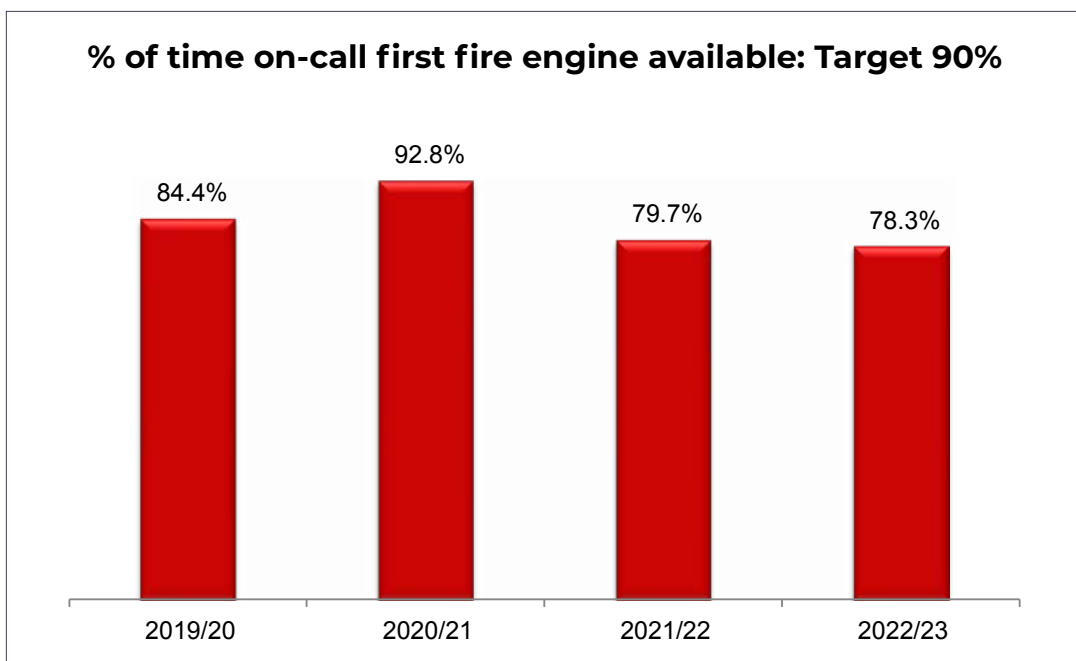
During 2022-23 we aimed to get to 80% of life risk incidents within our Emergency Response Standards (ERS). ERS relates to how quickly we should attend an incident. We achieved this on 85%* of occasions. We reviewed our methodology for reporting on this in 2020-21 and as a result we were able to better evaluate risk mitigation activity for more remote locations through our performance framework and this was reflected in our target setting for 2022-23.

Our on call first fire engines were available and ready to respond to an emergency 78.3% of the time against a target of 90%. This is a slight decrease on last year's figure of 79.9%. Following on from our Concept of Operations review and as an outcome of our CRMP development, we have recommended reviewing our availability methodology and target setting in 2023-24.

The ERS measure was a vital sign and reported through the corporate reporting system to Norfolk County Council.



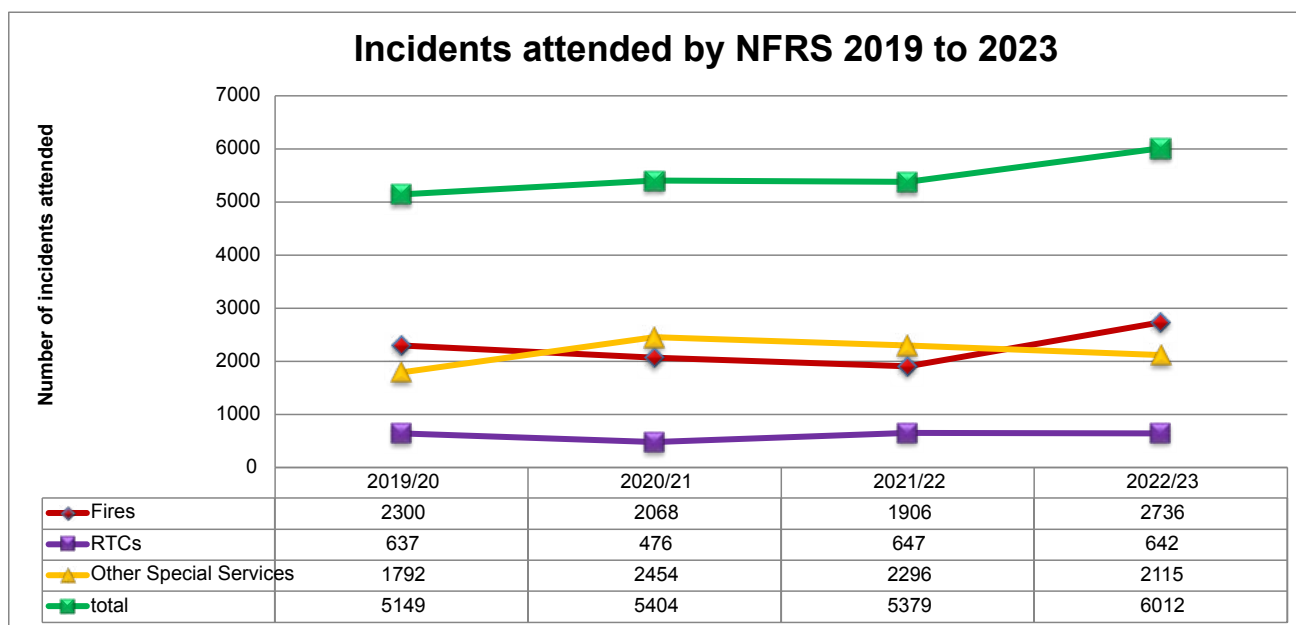
How did the summer 2022 heatwave affect our response? Our response time was impacted over the summer months: May 75.2%, June 75.5%, July (the hottest weather) 78.1%, August 75.8%, following this there was a general improvement towards 81.6%. So, although July was lower than what we achieved by March 2023, it was higher than the surrounding months. This measure of availability really reflects our crews' availability that the data demonstrates how our crews made themselves more available during the spate period.



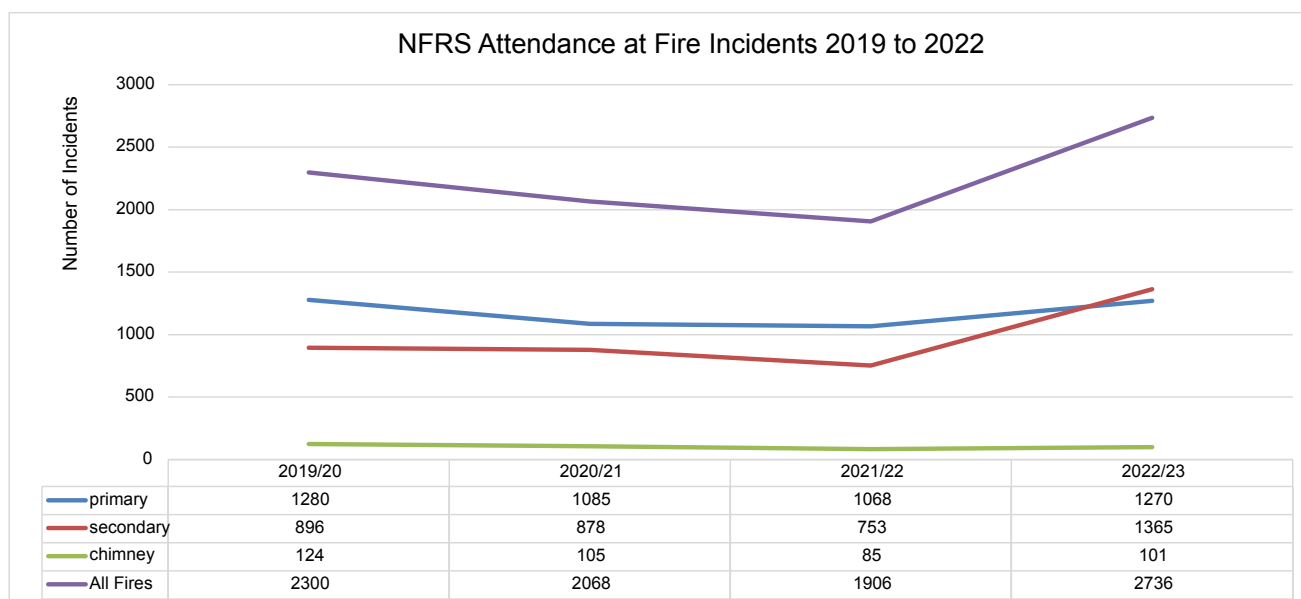
Incidents Attended

Incident Attendance	2019/20	2020/21	2021/22	2022/23
Attendance to AFA non-domestic False Alarms (BVPI 149i)	420	406	530	519
Attendance to Fires	2300	2068	1906	2736
Attendance to RTC's	637	476	647	642
Total (Fire, RTC and Other Special Services)	5149	5404	5379	6012
Total attendances of all types	7131	7517	7554	8785
RTC Extractions (number of incidents, not number of people)	196	134	168	195

NOTE the number of non-domestic AFA false alarms attended now uses data reported to Home Office IRS system.



Number of incidents	2019/20	2020/21	2021/22	2022/23
Non-domestic AFA False Alarms	420	406	530	519
Fires (All)	2300	2068	1906	2736
Fires (Primary)	1280	1085	1068	1270
Fires (Secondary)	896	878	753	1365
Fires (Chimney)	124	105	85	101
RTC's	637	476	647	642
Other Special Services	1792	2454	2296	2115



We attended 2,736 fires, 816 more than last year, which is an increase of 42.5%. This included:

- 418 accidental dwelling fires in people's homes – 56 more than last year, resulting in five fatalities and 29 people being injured. This compares to seven fatalities and 26 injuries in 2021-22.

Year	Total accidental dwelling fires	Total fire related fatalities	Total fire related injuries
2019/20	425	3	34
2020/21	397	5	32
2021/22	362	7	26
2022/23	418	5	29

- 952 deliberate fires, potentially arson, incidents, which is an increase of 44.9% compared to 2021-22.

Year	Total deliberate fires (excluding not known)
2019/20	787
2020/21	646
2021/22	657
2022/23	952

- 39 fewer accidental non-domestic premises fires. This was 156 in total, which is a decrease of 20%. This resulted in two people being injured.

Year	Total accidental fires (non-domestic premises)	Total accidental fires (NDP) related fatalities	Total accidental fires (NDP) related injuries
2019/20	246	0	4
2020/21	158	0	8
2021/22	195	0	5
2022/23	156	1	2

We attended a 2.1% decrease in non-domestic false automatic fire alarms against a backdrop of a 13.5% increase in false automatic fire alarms.

We attended 642 road traffic collisions which involved the extrication and release of people from their vehicles at 195 of those incidents.

We attended 2,115 other special service incidents such as flooding, freeing trapped people or animals, and calls to assist other agencies. This is a decrease of 7.9% compared to 2021-22.

Training and Development.

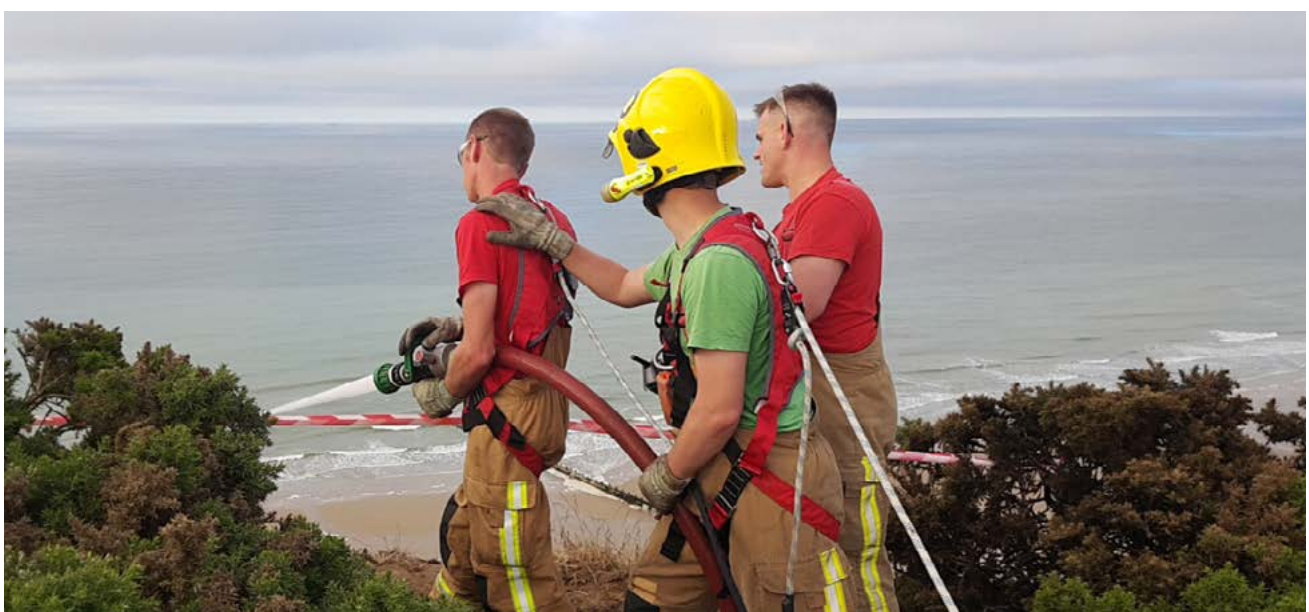
We assure the quality of our operations by providing appropriate training, development and assessment for all staff, and carrying out audits and reviews of working practices to make sure they are safe, efficient and effective. This includes performance reviews of how well our officers and fire fighters manage incidents when they occur, with advice and further training provided if required.

To ensure our fire fighters maintain their competency in fighting fires we hone skills using our Fire Training Structure at Scottow Enterprise Park. The unit opened in August 2016 and enables our fire fighters to train in live fire conditions. Fire fighters also take part in regular Maintenance of Competency Breathing Apparatus scenarios throughout the year.

In the context of the recommendations made in the Chief Fire Officers' Association (CFOA) Firefit review, together with the changes to the pension scheme meaning that operational staff will be working longer, the service recognises the importance of effectively managing and promoting fire fighter fitness and welfare.

All personnel undergo an annual fitness assessment, and our physical training adviser works proactively with individuals and stations to embed a culture of fitness and wellbeing. This will be supported by our Physical Fitness Policy which has been subject to detailed reviews and went out for consultation during early 2023.

All operational personnel also undergo a three-yearly medical assessment which includes assessment of eyesight, hearing and lung function.



NFRS offers a range of accredited courses and holds various accredited standards to support training and development delivery, including:

- Level 3 Initial Incident Command and Level 4 Intermediate Tactical Command; both accredited by Skills for Justice (SFJ)
- Wholetime new recruits are registered on the Level 3 Firefighter Apprenticeship Scheme: apprentices complete internal gateway assessments before passing the accredited End Point Assessment through external SFJ accredited assessors. On call recruit fire fighters are registered on the SFJ accredited development pathway
- We offer managerial apprenticeships Level 3 through to Level 7 and tailored management development programmes through Norfolk County Council Adult Learning and NFCC-approved programmes
- Driving instructors are accredited through Driver and Vehicle Standards Agency (DVSA) and must hold suitable qualifications to instruct and assess/qualify
- Water Rescue course provision is accredited through Rescue 3 – instructors must have all achieved the instructor pathway courses; accredited with Rescue 3
- Rescue, Trauma and Casualty Care (RTACC) is accredited through the ATACC Group (TAG) and aligns with Level D on the Phem Framework. Instructors must be trained to Level E which must be maintained through re-qualification
- Breathing Apparatus Instruction courses are accredited through SFJ
- Instructors hold educational awards at Levels 3 and 4 in Education and Training (formerly PTLLS) and assessor AVA qualifications.
- Internal Quality Assurance (IQA) on qualifications is undertaken by qualified personnel.
- We have secured new fitness equipment as part of our wellbeing focus which is in the process of being issued to all stations.

Health and Safety and Other Legislation.

NFRS, supported by the county council Health and Safety and Welfare (HSW) team, aims to ensure fire sector needs are met and there is compliance with council requirements and expectations to reduce and manage risk which applies to NFRS as part of the council. We ensure we monitor and review our performance and focus on areas of concern. During 2021-22 we commenced the transition of our health and safety support and advice to the wider Norfolk County Council HSW team, thereby benefiting from shared service provision. This provision is currently under review to ensure compliance and a sustainable approach for the future.

Further actions and analysis of resource requirements have been undertaken to ensure the model is fit for purpose, actively managed, and implemented as part of this transition process.

NFRS Budget and Financial Management



In **2022** there was **1** reportable absence lasting more than **7** days, 6 less than the previous year



Accountability to External HMICFRS Scrutiny.

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) undertook their second inspection of NFRS in late 2021. This detailed process involved a thorough inspection of our service with the HMICFRS report and findings published in 2022.

This was the second time HMICFRS had inspected fire and rescue services across England. In carrying out the inspections of all 45 fire and rescue services in England, inspectors looked to answer three main questions:

- 1.** How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?
- 2.** How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
- 3.** How well does the fire and rescue service look after its people?

In all three areas, NFRS was rated as Requires Improvement. We were given the same rating in the 2018-19 inspection; within this were four detailed areas of service for which were rated Good.

The inspector noted particular concerns about the performance of NFRS in terms of prevention activity and understanding vulnerability. The report also recognised that some activities were affected by restrictions related to Covid lockdowns etc, and that alternative risk-based approaches had to be put in place.

NFRS produced and published an improvement action plan to track initial service progress against the areas of improvement HMICFRS had identified. Oversight arrangements were set up to monitor progress against the actions. Cabinet also monitored progress regularly. The cabinet paper containing the improvement plan can be found on the NCC [Website](#).

The actions carried out were:

- implementation of robust arrangements to ensure multi-agency review and learning from fatal fires and serious incidents
- securing of additional capacity to deliver community safety activities
- refresh of our prevention plan so it clearly set out priorities for delivery within the capacity available
- targeting of our resources to support those most at risk of fire
- implementation of targeted strategic governance arrangements to provide oversight, energy, and support to implement the Development Plan. (A Community Development Safety Board).

Other specific work we have carried out includes:

- Reviewed our strategy documents to ensure these are linked to the risks identified in the CRMP23-26. The CRMP23-26 was used as a basis for all service and function plans developed in 2023, with clear focus on the risks identified
- Robust arrangements have been put in place to ensure multi-agency review and learning from all fatal fires and serious incidents. A multi-agency fatal fire review policy has been implemented which provides a detailed review and generates significant learning opportunities which lead directly to effective actions.
- Our Community Risk Profile, which is refreshed yearly, demonstrates a clear methodology to identify individual risk and link this with delivery. It enables us to identify those most at risk from fire at a strategic level in Lower Super Output Areas (LSOAs) and proactively target the delivery of prevention activity through an improved understanding of risk. Improved links with other agencies has also further increased our targeting of the most vulnerable.
- Improved safeguarding by improving our assurance that our staff have received, understand and act on training and guidance, particularly around vulnerability and safeguarding. Safeguarding training has been delivered to all staff, with supplementary guidance provided online and on posters. Staff confidence has been demonstrated by an increased rate of referrals and cause for concerns.
- Refreshed our prevention plan so it clearly sets out priorities for delivery within the capacity available, targeting resources to support those most at risk of fire. We have also secured additional capacity to deliver community safety activities. A funding uplift from the county council has led to an expanded prevention team and an accountable management structure. A clear plan has been established to maximise output through these staff and response staff in order to more effectively target risk using the CRP and referrals.

- Improved evaluation of prevention activity with evaluation measures established to enable a good understanding of how successful our prevention activities are.
- Improved protection engagement by developing how we work with local businesses and large organisations to deliver a robust engagement strategy to lower all risk to our communities. A funding uplift has allowed for the appointment of senior fire safety inspectors (SFSIs) dedicated to business engagement and hazardous installations. Currently these SFSIs have been appointed to project roles.
- Improved site-specific risk information (SSRI) enabling more robust arrangements to ensure risk information is gathered and shared as appropriate across NFRS and neighbouring services. The implementation of Web Risk Manager (WRM) software has allowed for better gathering and sharing of SSRI. A training package to better understand risk has been developed and improved arrangements for cross border information sharing have been adopted.
- Improved operational assurance to ensure we have an effective system for staff to use learning and debriefs to improve operational response and incident command. An effective programme for operational learning is in place. A fully national operational guidance (NOG) compliant update has been prepared and is in the early stages of roll-out. An operational learning policy has been drafted and is being reviewed against updated NOG ahead of implementation.
- Improved competence and leadership with a Head of People role identified and appointed in order to oversee all staff are appropriately trained and developed. We are working with NFCC implementation support team to implement and embed the leadership fire standards. We have also appointed a workforce planning manager who has commenced a programme of identifying skills needs and a review of competence recording systems to identify an appropriate system to procure.
- Improved culture and values with the Head of People overseeing a programme of work to ensure NFRS values and behaviours are understood and demonstrated at all levels of the organisation. Our staff survey results indicated our cultural framework is embedded as a behavioural standard. We intend to embed the NFCC Core Code of Ethics. We have recruited a culture and ethics manager and a small team to support the development of culture, engagement and EDI. We are also working with the NFCC implementation support to deliver against the fire standard in this area.
- Improved wellbeing with a recently recruited workforce planning manager working to identify an appropriate system to record wellbeing information ahead of reviewing our policy. This will enable better monitoring of staff working hours including secondary contracts, to make sure working hours are not exceeded.

- Demonstrating alignment of resource to risk by ensuring resources are appropriately allocated to support the activity set out in our CRMP 2023-26. Additional funding was secured in order to increase our prevention and protection teams. Some of this additional resource has been used to bolster prevention activity in rural areas. All resourcing is allocated to support service and function plans, which are based on risk as identified in the CRMP 2023-26.

In late 2022, HMICFRS revisited NFRS to review progress against the action plan. They also explored whether the right levels of leadership and oversight were in place. HMICFRS provided feedback in January 2023. They found appropriate and robust governance arrangements were in place to monitor progress against our action plan. It was recognised the service had put improvement plans in place and had made good progress against recommendations. HMICFRS noted the considerable work carried out to support improvements:

- making prevention a high priority
- a comprehensive action plan
- governance arrangements in place to oversee it
- improvements made in response to all the recommendations
- significant improvements in identifying vulnerability and safeguarding.

NFRS is also subject to governance review and scrutiny through the council's Annual Governance Statement.

Blue light collaboration continues to be a key enabler for NFRS in improving our service to the community. We continue to benefit from well-developed and positive relationships across the blue light services, which is demonstrated through an active programme of collaboration including joint estates, a plan to co-locate our control function with Norfolk Constabulary and helping paramedics to gain access to premises in a medical emergency. In 2018 this relationship was further strengthened by the signing of a formal Memorandum of Understanding between Norfolk Police and Crime Commissioner, Norfolk County Council, Norfolk Fire and Rescue Service and Norfolk Constabulary on emergency services collaboration 2018/19 ([MoU between NFRS, NCC, Police and other emergency services](#)).

Collaboration governance arrangements include the Strategic Oversight Board (chaired jointly by the CFO and NCC), as well as an officer operational group.

Other Improvements.

14.1 Accounting

Our Integrated Risk Management Plan 2020/23 set out our plans for the time period covered by this statement. We developed our Community Risk Management Plan 2023-26, which is the replacement for the IRMP, during 2022-23.

A shared Finance Business Manager (FBM) oversees our financial management to ensure expected income growth and expenditure is correctly identified.

14.2 Improvements to accounting, governance and operational assurance

In reviewing our financial, governance and operational arrangements we continue to identify and incorporate improvements which will further strengthen our approaches and ensure we are meeting our statutory obligations to best effect.



Senior Management.

In September 2022 Ceri Sumner took up the permanent role as Director of Norfolk Fire and Rescue Service/Chief Fire Officer with all statutory responsibilities. With the exception of incident command. Following her appointment, a period of recruitment was undertaken to strengthen the Senior Leadership Team with permanent appointments.

Our principal officer overview can be found on our [website](#).



Authorisation.

Norfolk Fire and Rescue Authority provides assurance to the people of Norfolk that we are satisfied that the authority's financial, governance and operational assurance arrangements are adequate, operating effectively and meeting statutory requirements detailed within the Fire and Rescue National Framework 2018 and subsequent updates.

This Statement of Assurance was approved by the Authority at the Cabinet meeting on 7 August 2023.

Margaret Dewsbury, Cabinet Member
Ceri Sumner, Chief Fire Officer



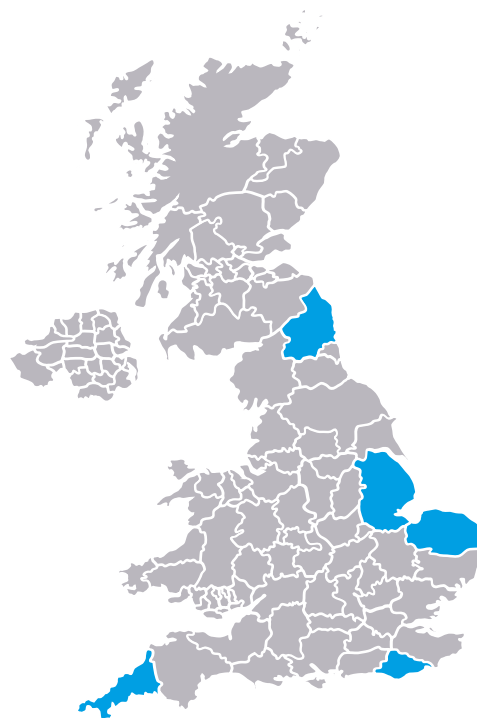
Appendix: NFRS Activity Comparison Data.

NFRS covers the geographical area of the county of Norfolk (and its borders), comprised of seven districts: Breckland, Broadland, Great Yarmouth, King's Lynn and West Norfolk, North Norfolk, Norwich and South Norfolk.

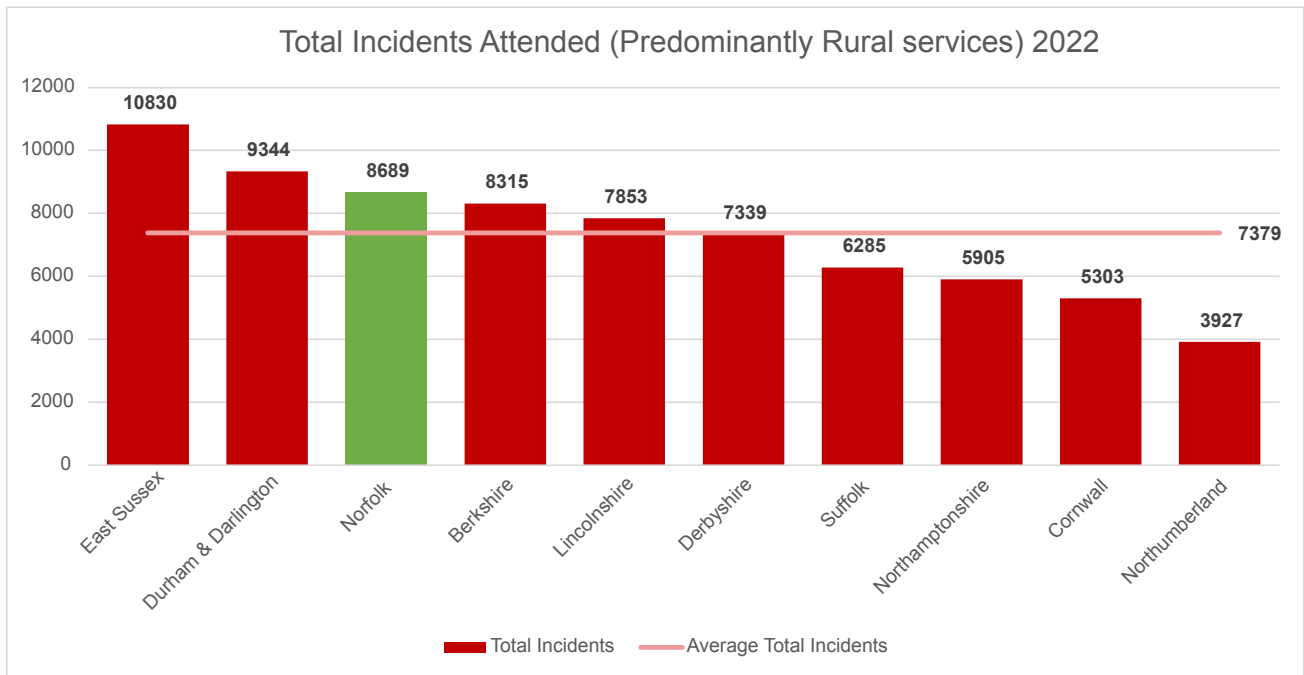
Norfolk is classified by the Home Office (and viewed by HMICFRS) as Predominantly Rural, along with 10 other geographical areas enabling us to compare our activities against other fire and rescue services that may face 'similar' geographical challenges. These include: Cornwall, Lincolnshire, Berkshire, Cornwall, Derbyshire, Durham and Darlington, East Sussex, Isles of Scilly, Lincolnshire, Northamptonshire, Northumberland and Suffolk.

Furthermore, in 2022 the UKFRS reviewed the Family Groups and determined that NFRS was in Cluster 4 (Rural County with a Coastline) along with: Cornwall, East Sussex, Isles of Scilly, Lincolnshire, Northumberland and Suffolk. We use these services activity data in order to benchmark ourselves against comparable services and to inform our performance and target setting. This data is available on the Home Office Fire Statistics [webpage](#).

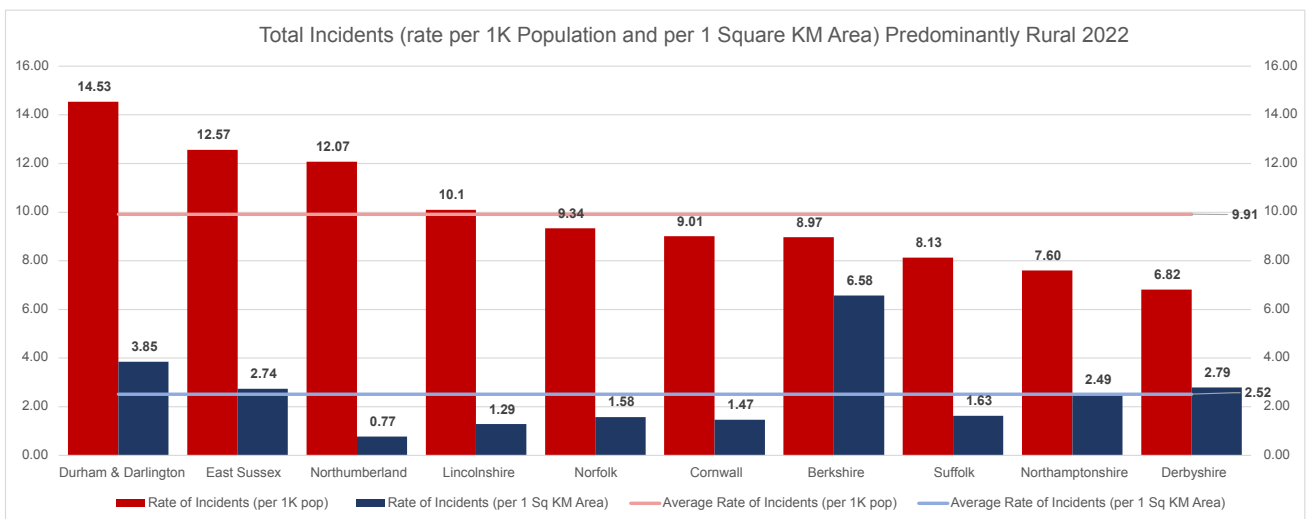
The most recent complete year of datasets is for the year ending 31 December 2022. As this covers three quarters of the period reviewed in this document, we have included some salient information from these datasets (we have excluded Isles of Scilly data due to it being a statistical outlier and therefore will distort statistical analysis).

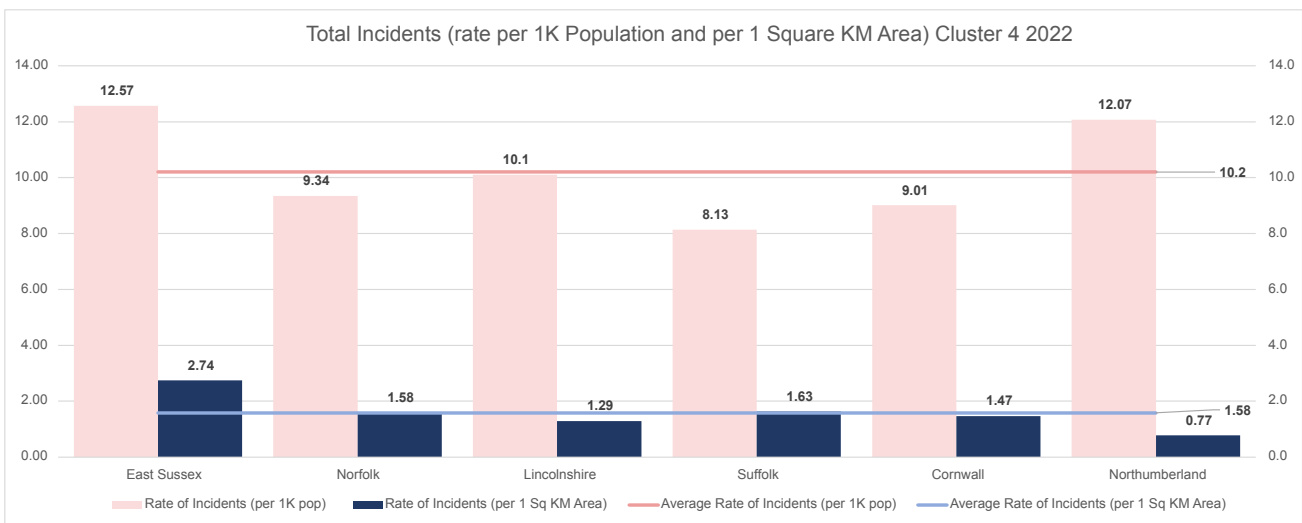
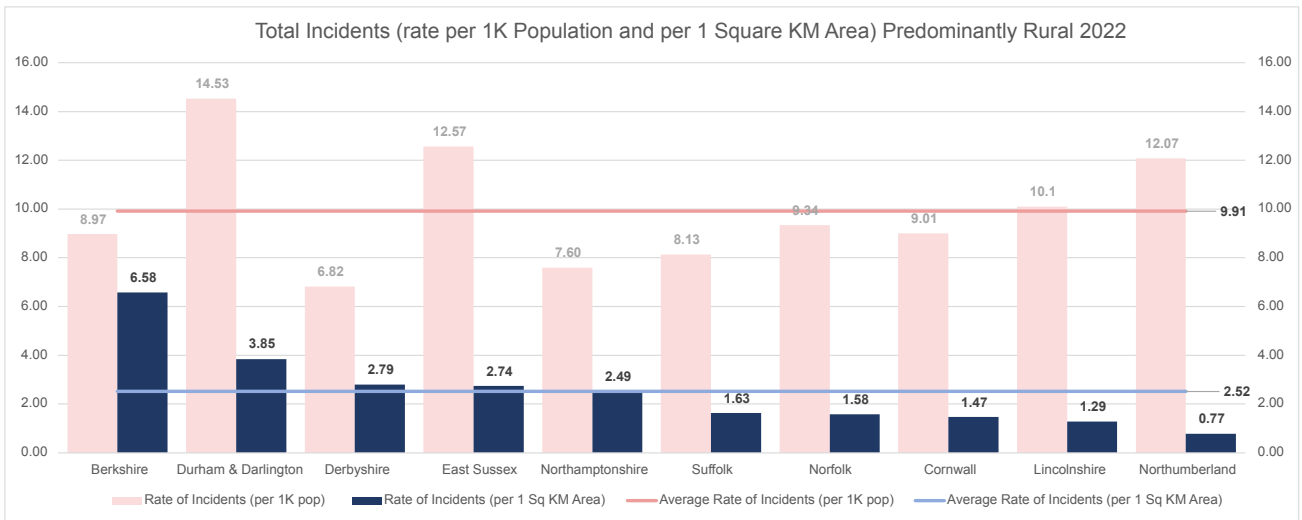


In 2022 NFRS attended 8,689 incidents:

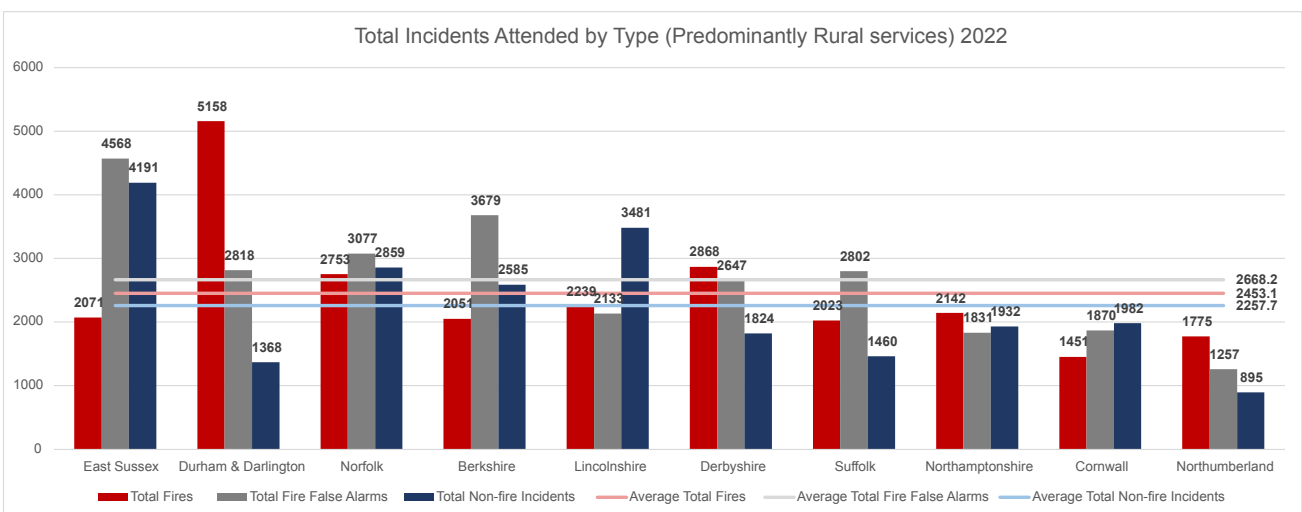


We can see that NFRS sits in the middle of the table for incidents attended with 8,689 incidents, above the predominantly rural (PD) average of 7,379. However, when we take into consideration the size of the population and geographical area, Norfolk is below average on both counts, with 9.34 incidents per 1,000 population (PD average is 9.91) and 1.58 incidents per square KM (PD average is 2.52):

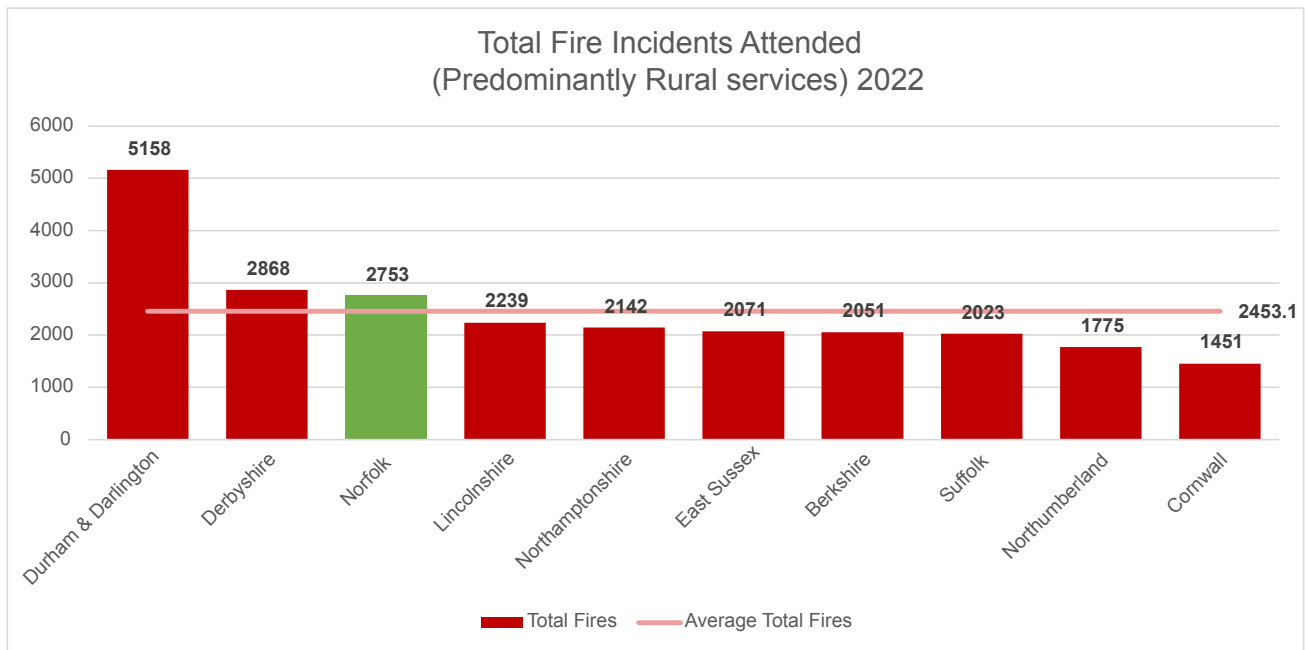




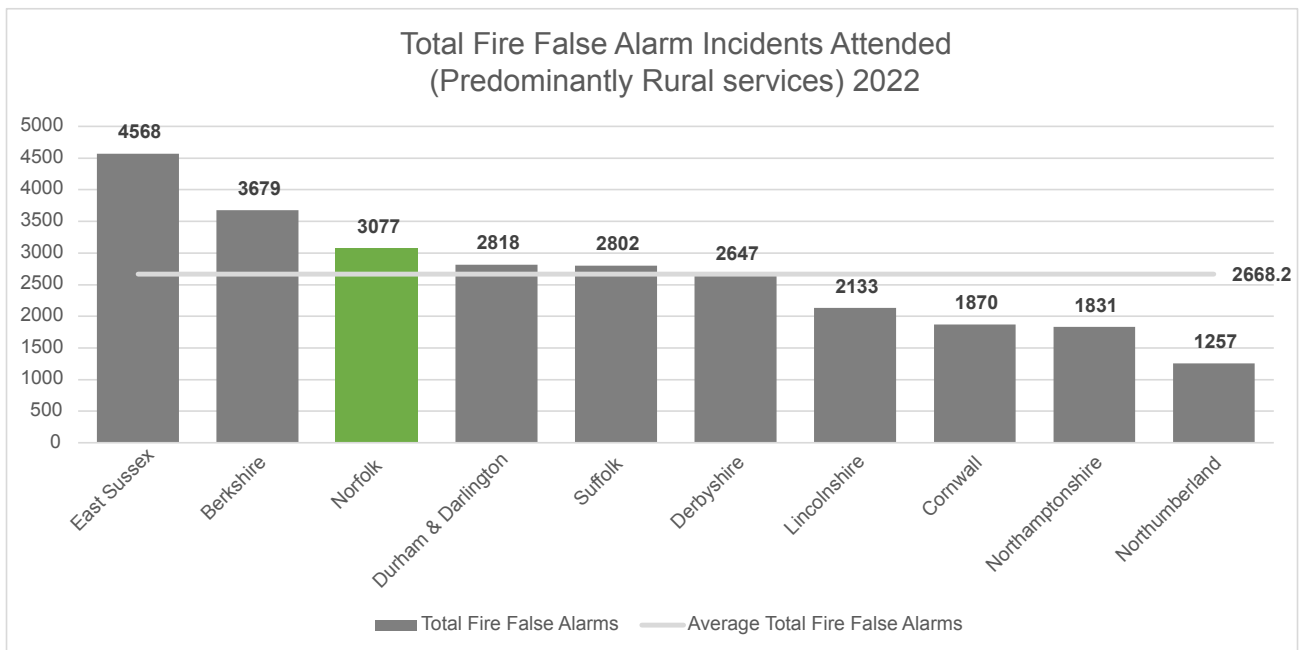
When we consider ourselves against Family Group Cluster 4, we are below average against per 1,000 population with 9.34 (average is 10.2) and equal to the average against per square KM with 1.58 (average).



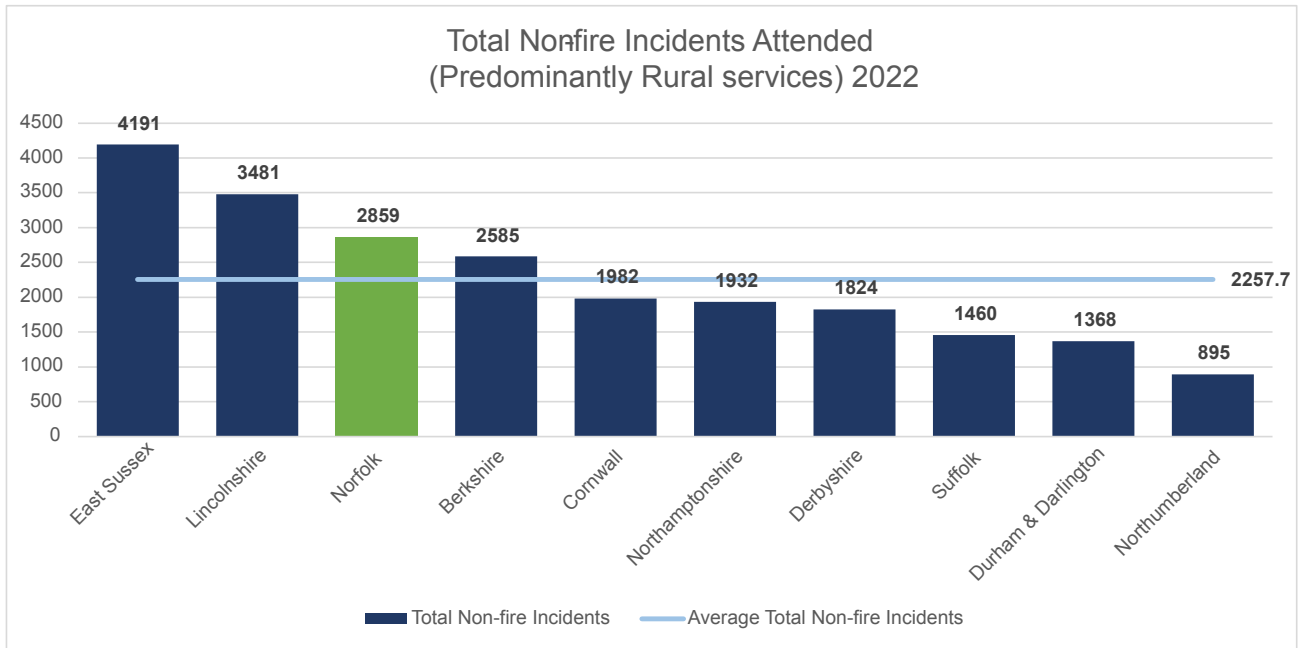
NFRS has a higher than PD average number of Fire Incidents (2753 against a PD average of 2453.1).



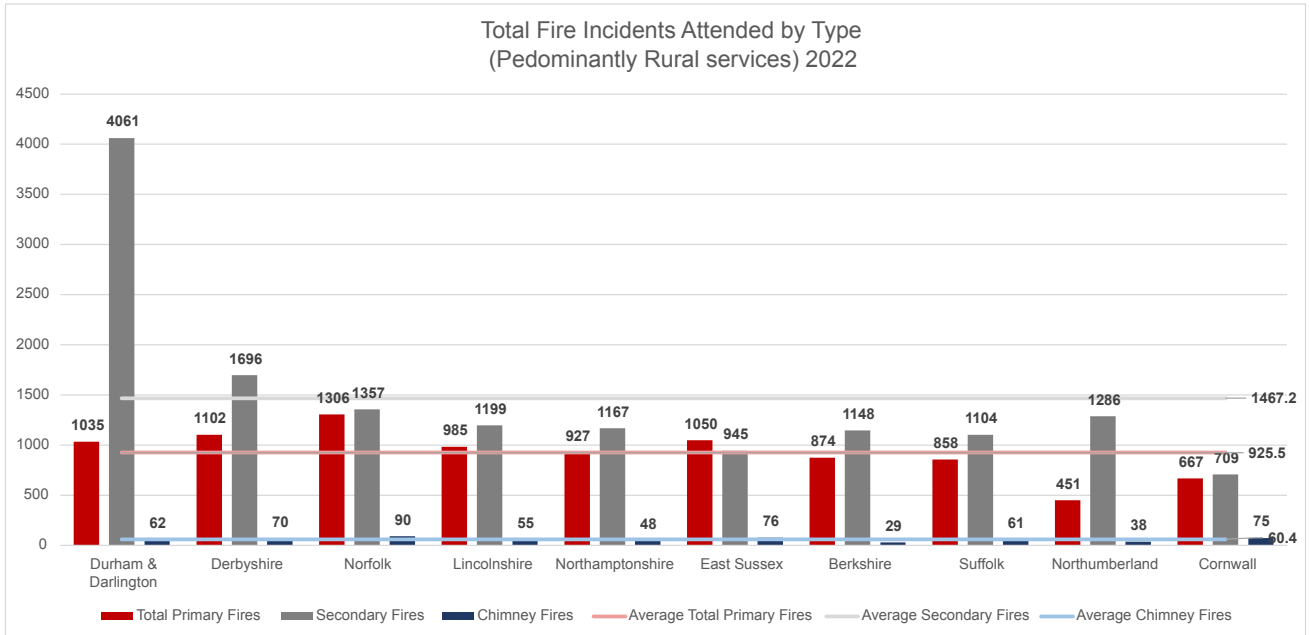
Fire false alarm incidents (3077 against a PD average of 2668.2).

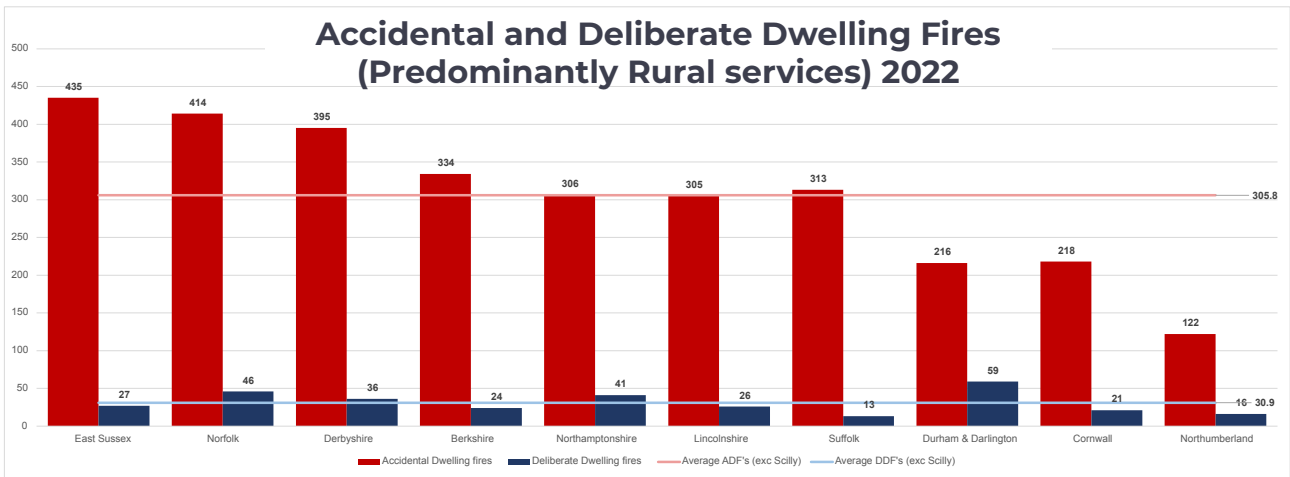
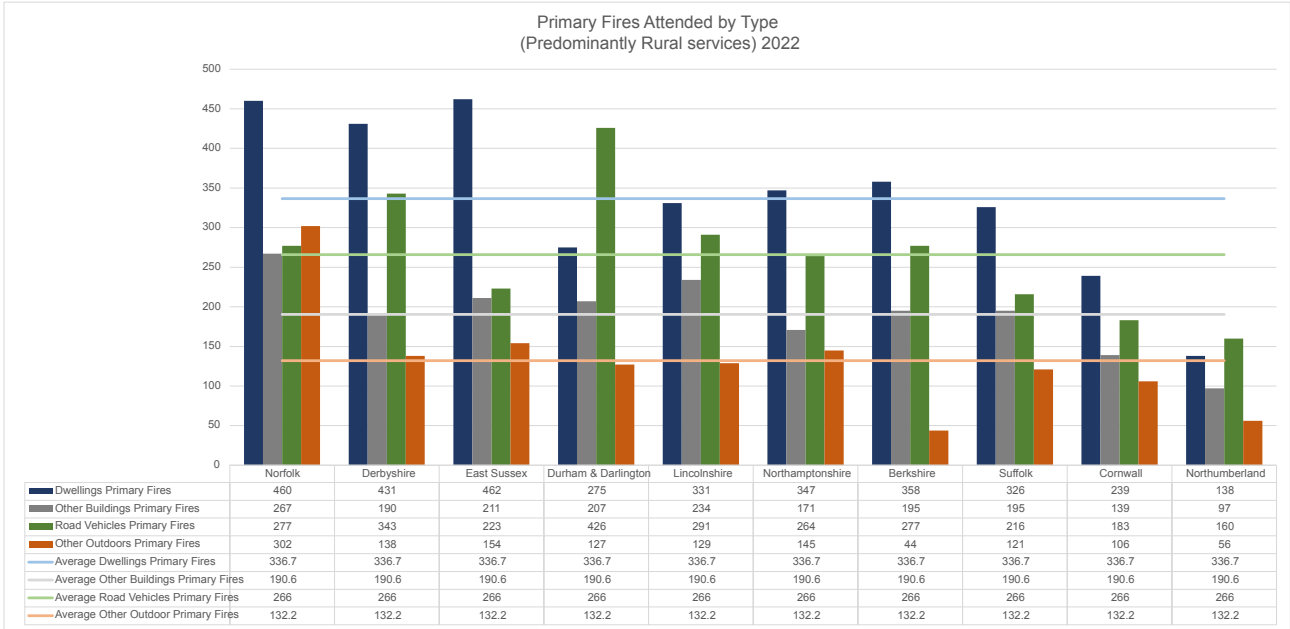


Non-fire incidents (2,859 against a PD average of 2,257.7).

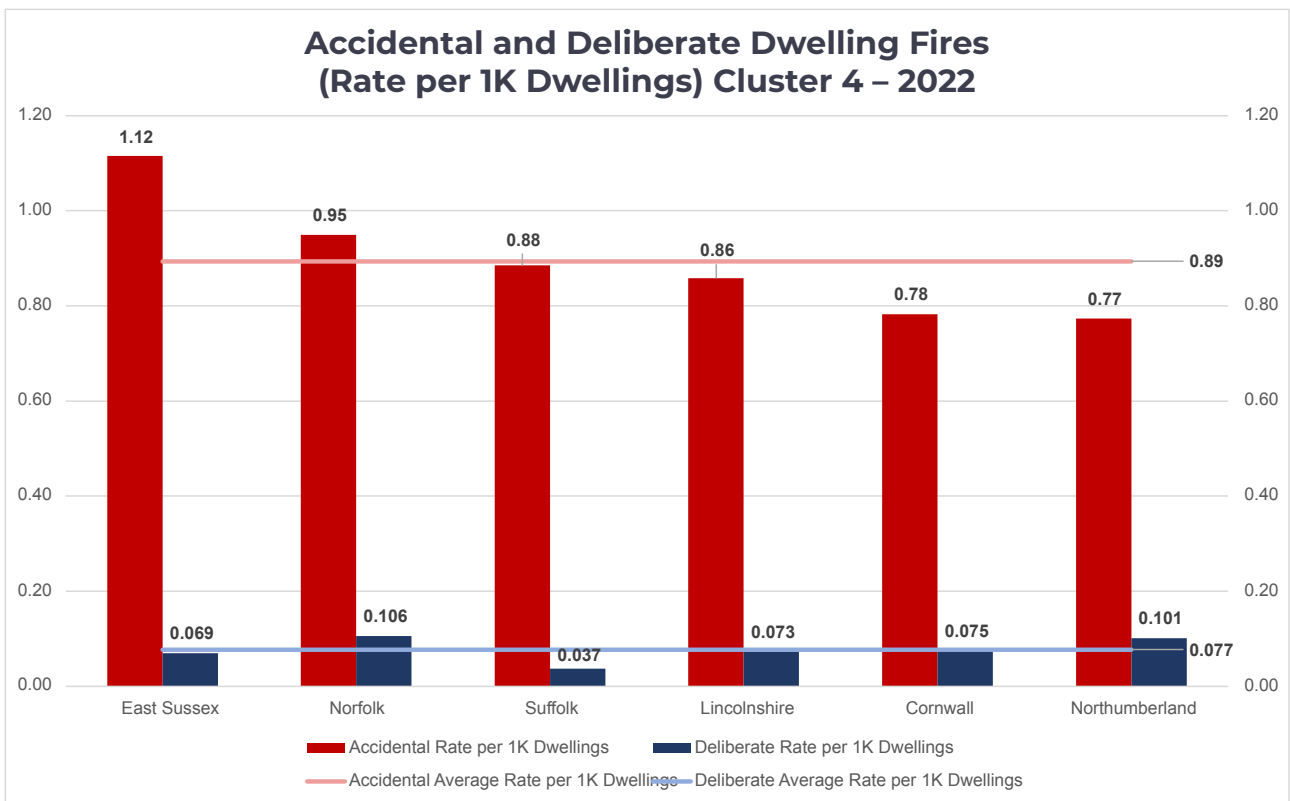
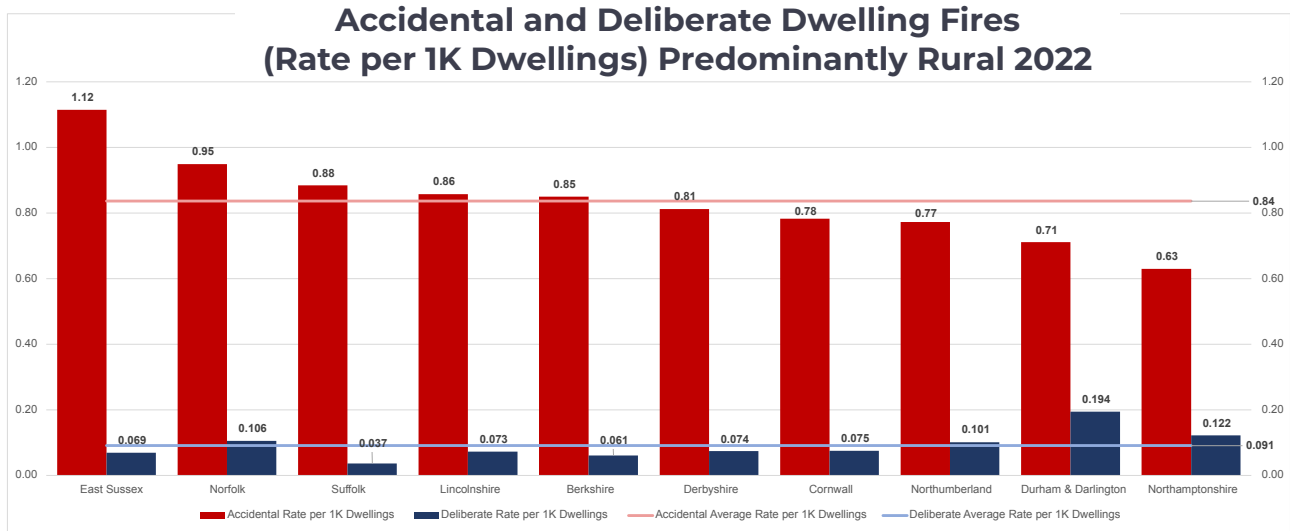


NFRS attended the greatest number of primary fires within the PD (and Cluster 4) groupings with 1,306 (the PD average was 925.5). We attended the third greatest number of secondary fires within the PD group with 1,357 (although this is below the average of 1,467.2):

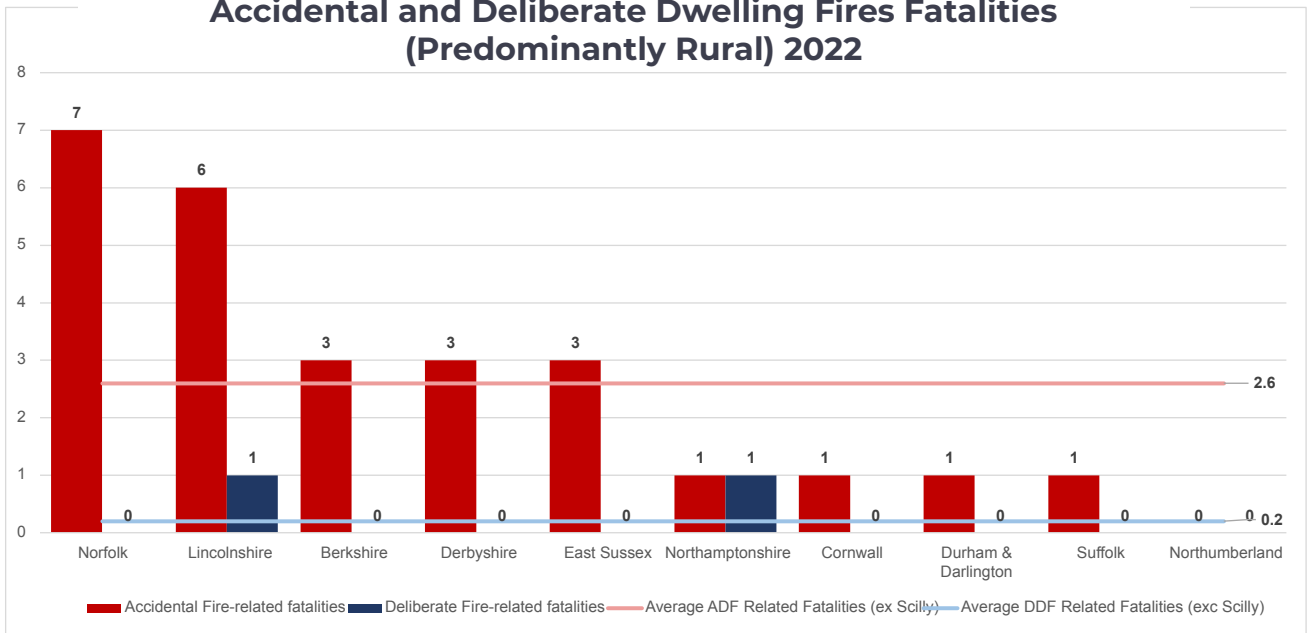




NFRS attended the second highest number of accidental and deliberate dwelling fires within the PD group in 2022. Whilst rate per 1,000 dwellings showed NFRS to also have the second highest rate for accidental dwelling fires, we had the third highest rate for deliberate fires. Within Cluster 4, NFRS had the highest rate of deliberate fires at 0.106 (the Cluster 4 average was 0.077).

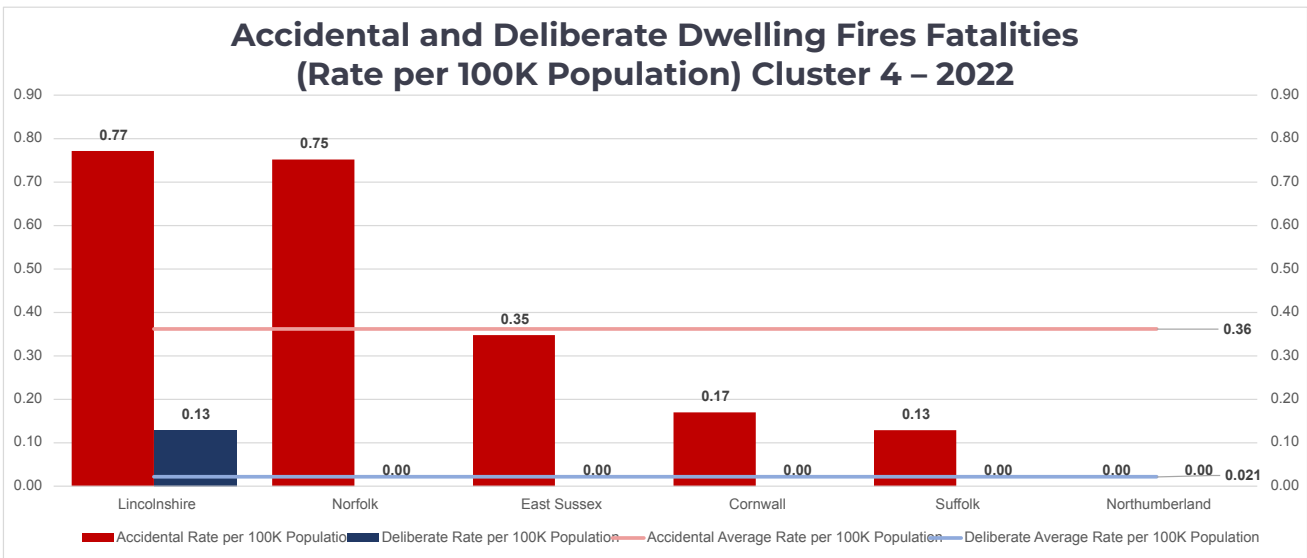


Accidental and Deliberate Dwelling Fires Fatalities (Predominantly Rural) 2022

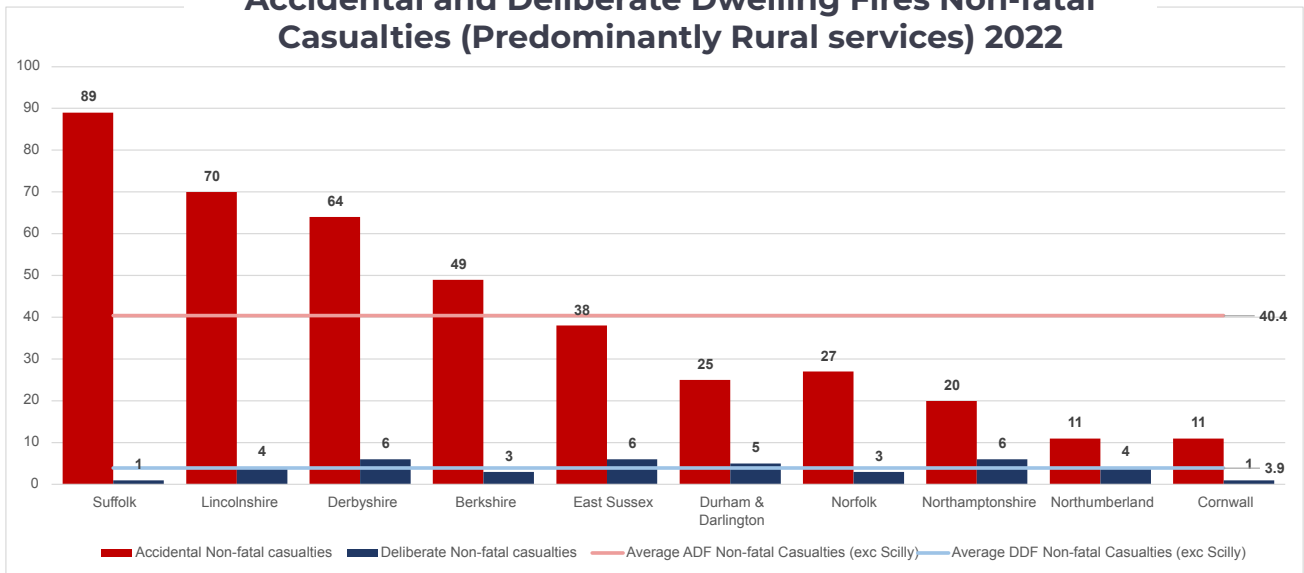


NFRS had the highest number of accidental dwelling fire fatalities in 2022, although our rate per 1,000 population (0.75) was slightly lower than Lincolnshire (0.77). The PD average was 0.31. There were no deliberate fire fatalities in 2022.

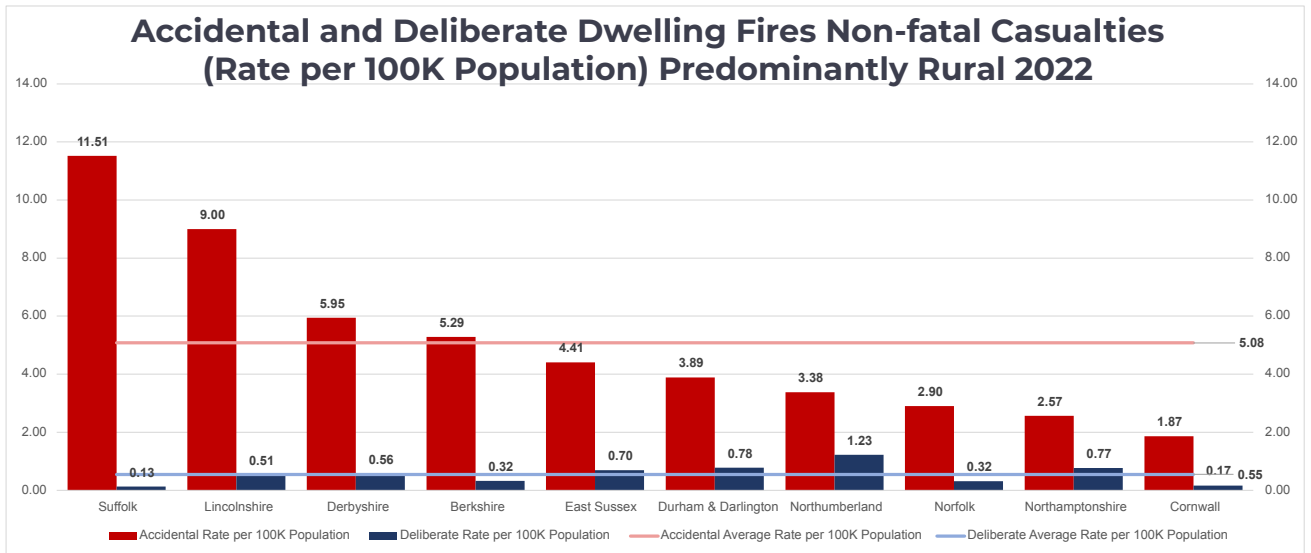
Accidental and Deliberate Dwelling Fires Fatalities (Rate per 100K Population) Cluster 4 – 2022



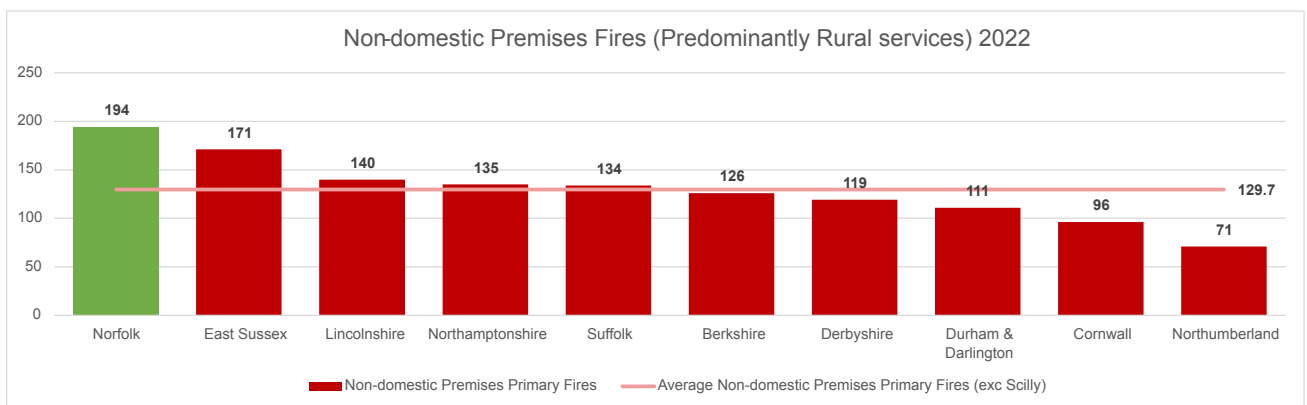
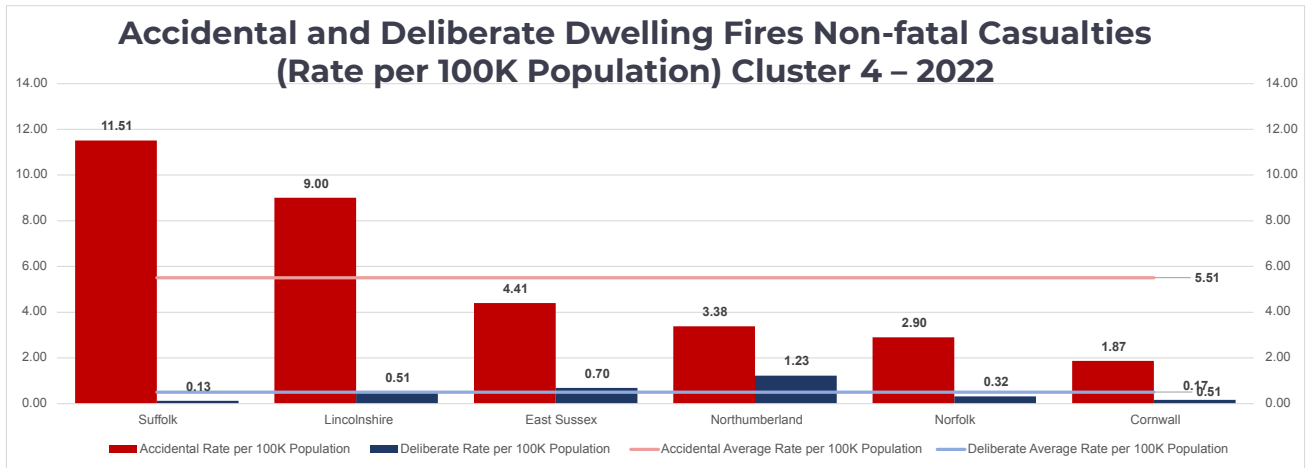
Accidental and Deliberate Dwelling Fires Non-fatal Casualties (Predominantly Rural services) 2022



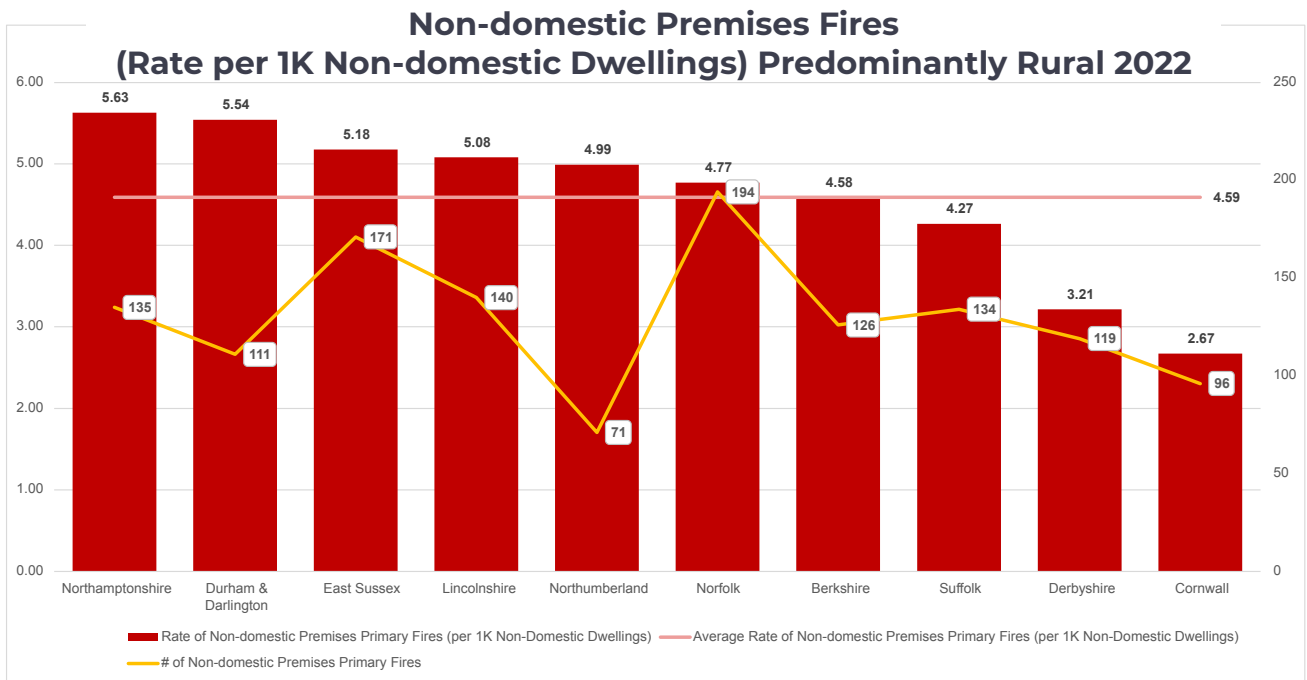
Accidental and Deliberate Dwelling Fires Non-fatal Casualties (Rate per 100K Population) Predominantly Rural 2022



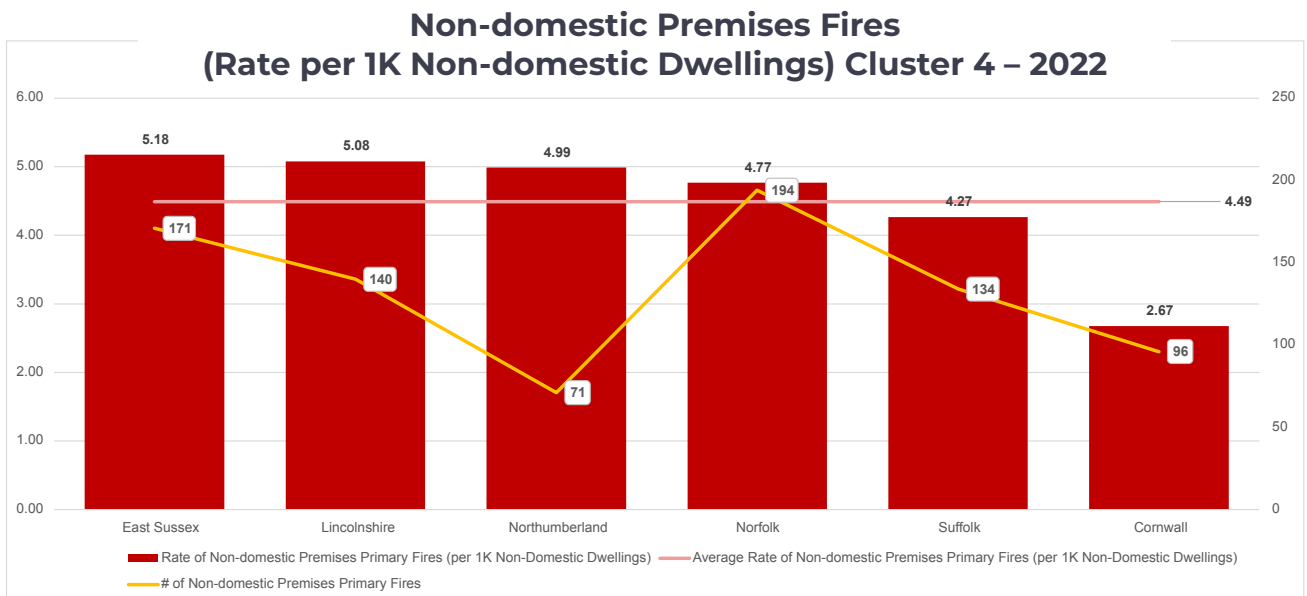
NFRS had the fourth lowest number of accidental dwelling fire non-fatal casualties (27). The PD average was 40.4. Our rate per 1000 population of deliberate dwelling fire non-fatal casualties was lower than both the PD average (0.55) and the Cluster 4 average (0.51) at 0.32.

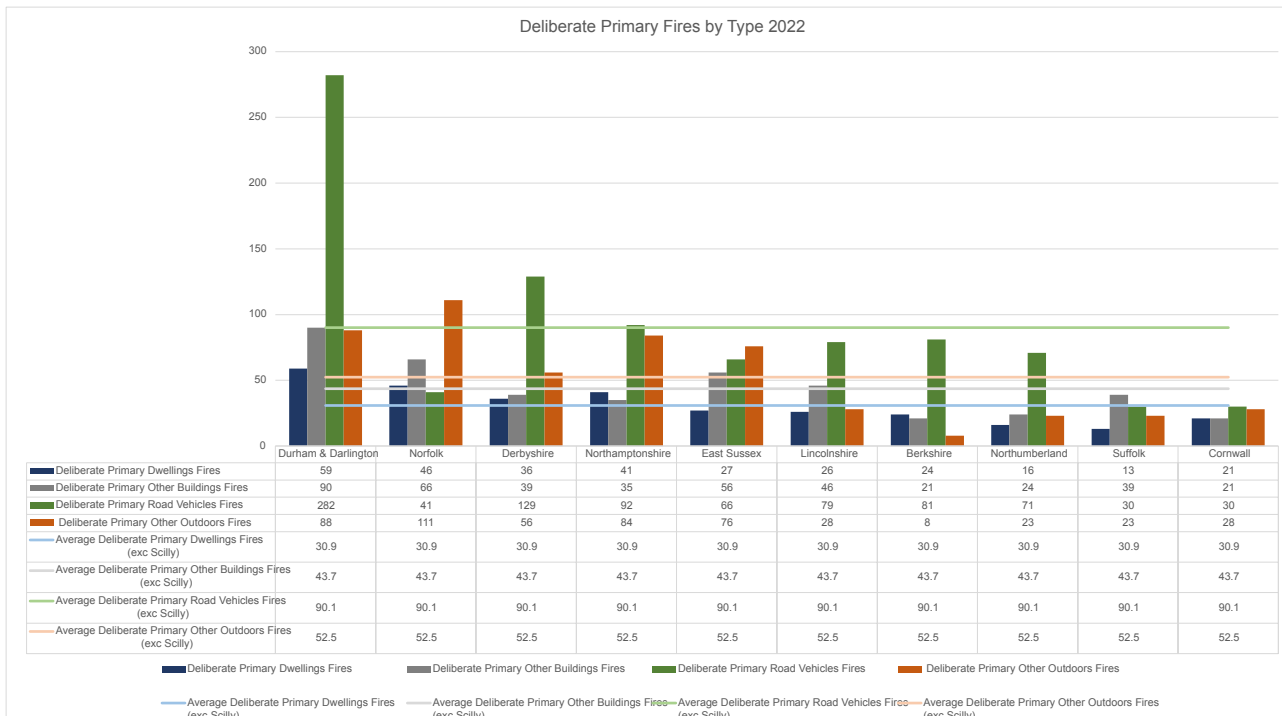


NFRS had the highest number of non-domestic premises fires within the PD and Cluster 4 groups. This was considerably higher than the PD average of 129.7. However, when we consider rate per 1,000 non-domestic dwellings, NFRS actually has the fifth lowest rate at 4.77 (just above the PD average of 4.59):

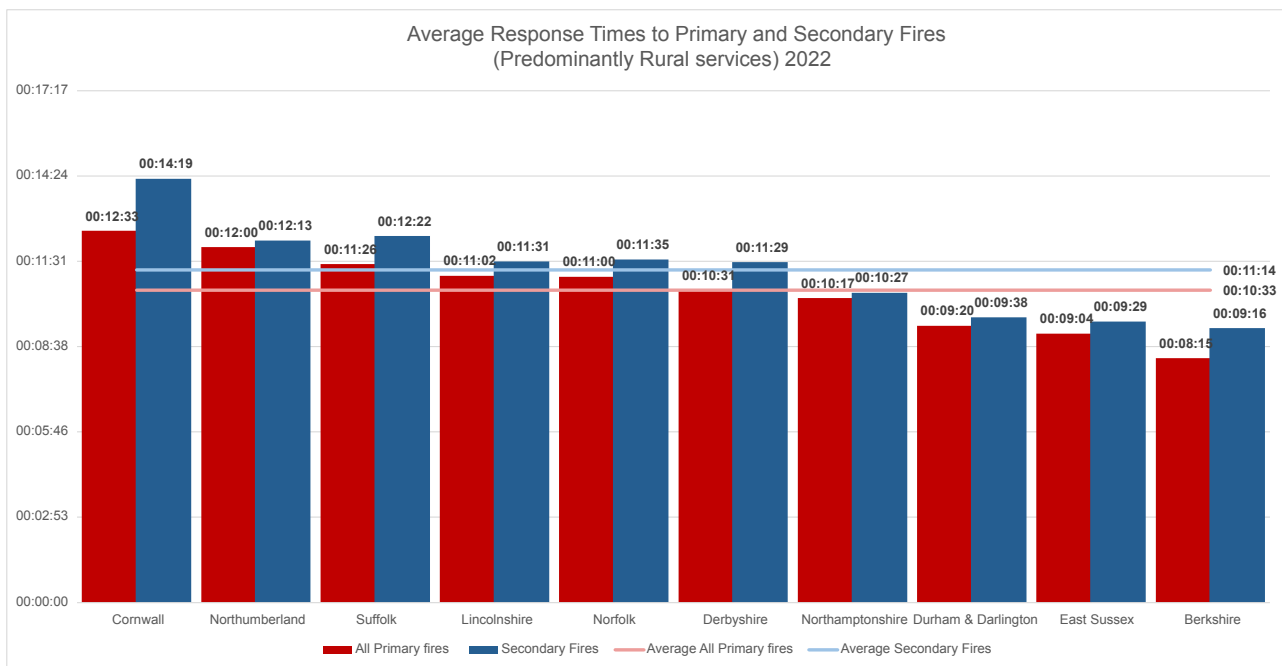


When considering against the Cluster 4 group, NFRS has the third lowest rate per 1,000 of non-domestic dwelling fires (the Cluster 4 average being 4.49).





NFRS average response time to primary fires in 2022 was 11 minutes (the PD average was 10:33). Four other services had higher average response times:



Interestingly, when we divide the total road length of the PD areas by their average response times to primary fires, Norfolk is highest for coverage at 565.8 miles per average response time minute:

