



Fire and Rescue Authority Plan **2012-13**

Draft

Version 3.9

What do you think of our plan?

We would welcome any views that you have on the content of this plan or the way in which Hereford & Worcester Fire and Rescue Authority delivers its services.

If you have any comments or would like to contact us about any issue, please visit our website at www.hwfire.org.uk

Alternatively, for general enquiries, please call 0845 122 4454

or email info@hwfire.org.uk

You can also follow us on Twitter at <https://twitter.com/hwfire>

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If you would like this information in an alternative language or format such as large print or audio, please contact us on 0845 12 24454.

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Foreword by the Chairman of the Fire and Rescue Authority and the Chief Fire Officer

**Councillor Derek Prodger MBE
Chairman of the Authority**

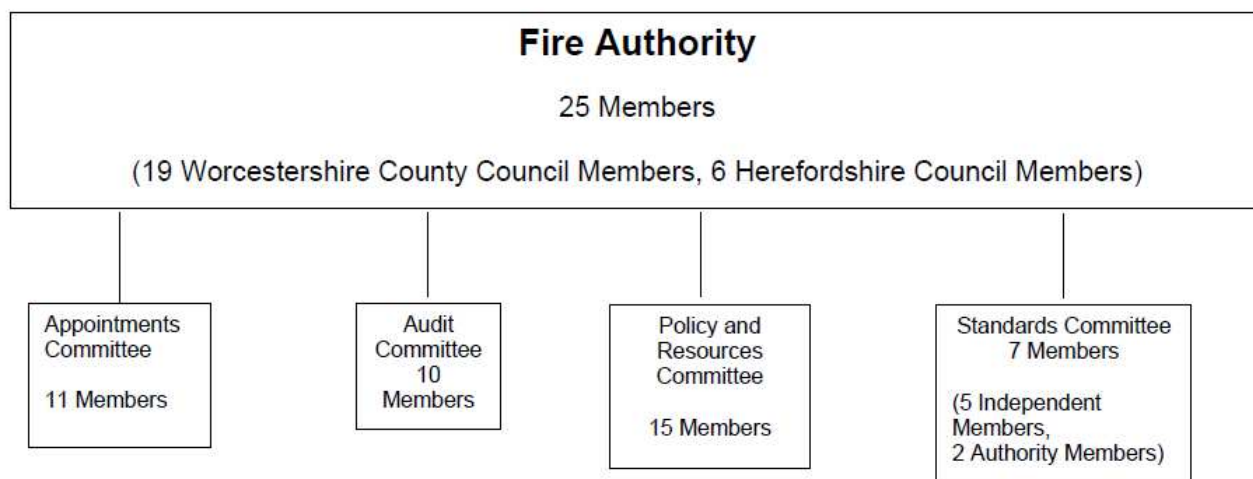
**Mark J. Yates QFSM MA MCGI DMS MIFireE
Chief Fire Officer/Chief Executive**

Our Authority

Hereford & Worcester Fire and Rescue Authority's purpose is to ensure that there is an effective Fire and Rescue Service across the two counties. The Authority consists of 25 Elected Members (19 from Worcestershire County Council and 6 from Herefordshire Council), who oversee the work of the Fire and Rescue Service in delivering this service. They set the budget and approve the overall direction for the Service.



Hereford & Worcester Fire and Rescue Authority – Governance Structure



Our Service

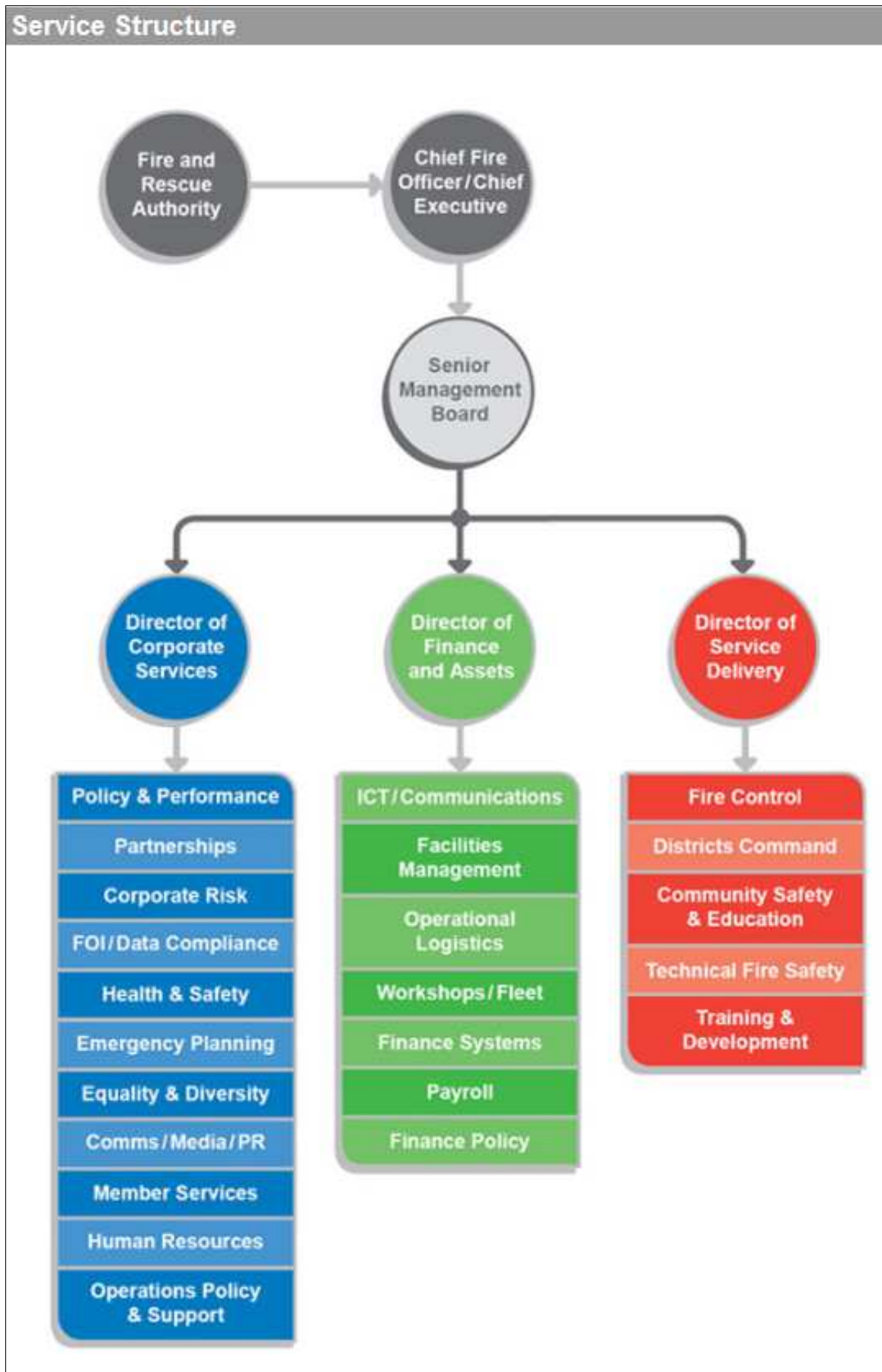
Hereford & Worcester Fire and Rescue Service cover a geographical area of almost 400,000 hectares (over 1,500 square miles). It has some of the most sparsely populated rural areas in the country and around 740,000 people reside in the two counties, predominantly in Worcestershire.

The Service employs over 860 people, most of whom are highly trained firefighters, working at more than 30 locations across the two counties, including 27 Fire Stations, a Service Headquarters in Worcester, three District Headquarters, an Operational Logistics centre in Malvern, and a Training and Development Centre and Urban Search and Rescue facility in Droitwich Spa.

We receive about 14,000 emergency calls each year, and attend approximately 8,000 incidents, including some 2,800 fires and nearly 700 road traffic collisions. While we make sure we are able to respond to emergencies effectively and safely, we are also concerned with trying to prevent those emergencies happening in the first place. We work with our partner agencies and our local communities and businesses to make sure that foreseeable risks are reduced as far as possible.

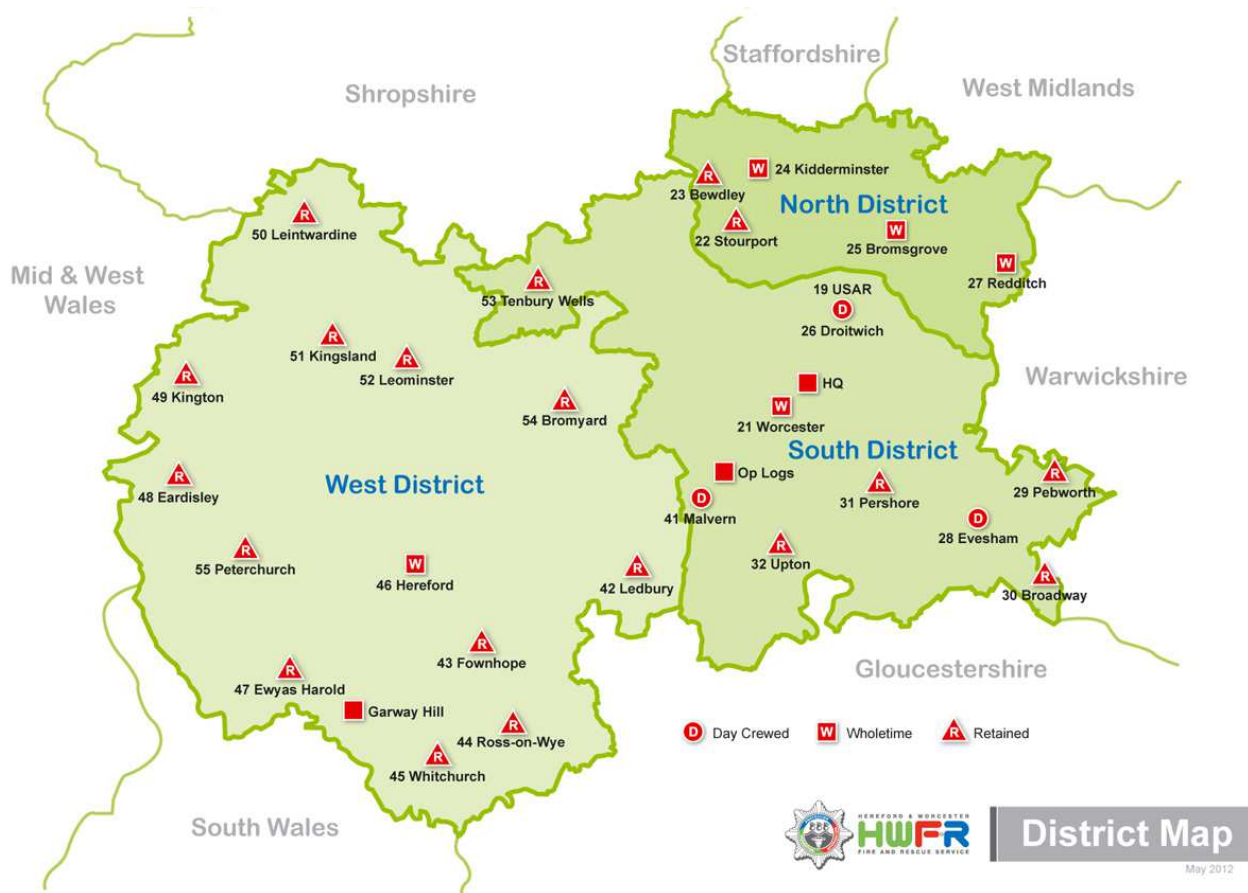
How we deliver our Services

Led by the Chief Fire Officer/Chief Executive and the Senior Management Board, our services are organised into three Departments: Service Delivery, Finance and Assets and Corporate Services:



Delivering our Services through our three Districts

The Service is organised across three geographical Districts: North, South and West, which helps us to provide a balanced response to reducing community risk throughout the two counties.



The three Districts are served by 27 Fire Stations strategically located across the two counties to provide an appropriate response as soon as an emergency call is received. The five busiest Fire Stations are permanently crewed 24 hours a day (Wholtime WT). Three other Fire Stations are permanently crewed during the day and by on-call firefighters during the night (Day Crewed DC). The other nineteen Fire Stations are crewed by on-call firefighters (Retained RDS), who live locally to the station and can respond quickly should they be called.

	Area (hectares)	Population (estimate 2010)	Households (estimate 2010)
North District	46,600	270,200	118,500
Bromsgrove	21,700	93,400	39,300
Redditch	5,400	78,700	35,400
Wyre Forest	19,500	98,100	43,800
South District	127,400	287,200	127,300
Malvern Hills	57,700	75,400	33,000
Worcester	3,400	94,800	43,200
Wychavon	66,300	117,000	51,100
West District	218,000	179,300	80,800
Herefordshire	218,000	179,300	80,800
Total	392,000	736,700	326,600

We attend around 8,000 incidents each year and endeavour to provide a suitable response to a wide variety of incidents including property fires, road traffic collisions, collapsed structures, water rescues, hazardous materials and animal rescues.

Some of the key specialist elements are: 11 specialist water rescue teams throughout the two counties, a specialist rope rescue team at Malvern, an environmental protection unit at Stourport, two Aerial Ladder Platforms located at Hereford and Worcester Fire Stations and several different vehicles providing off road firefighting at several locations throughout the Service area.

We also host one of 20 national Urban Search and Rescue (USAR) specialist units. This team is based at Droitwich Spa and is a national resilience resource available for local deployment if required. It includes two mass decontamination units located at Hereford and Droitwich Spa and two High Volume Pumping Units located at Kidderminster Fire Station.

About our Districts

North District

North District provides its services across the District Council areas of Wyre Forest, Bromsgrove and Redditch. Whilst being the smallest of our Districts by area, it has the highest population density, with two-thirds of the population living in the three largest towns of Redditch, Kidderminster and Bromsgrove. The District has a relatively high proportion of residents aged 65+ years, representing one in five of all residents. This is projected to increase to more than one in four residents within the next 20 years. The area is generally prosperous, though there are several pockets of deprivation, notably in the urban areas of Kidderminster and Redditch. The landscape is characterised by the river valleys of the Stour and Severn to the west of the District, while the M5 and M42 motorways are key features to the east.

The area is served by five Fire Stations, with Redditch Fire Station the second busiest after Worcester Fire Station. In 2011-12, Redditch Fire Station attended 1,159 incidents, 38% of all incidents attended by North District.

	Fire Stations					Incidents attended	
		WT	DC	RDS	Total	2010-11	2011-12
North District	<i>Bewdley</i>			✓		146	142
	<i>Bromsgrove</i>	✓				612	630
	<i>Kidderminster</i>	✓				861	823
	<i>Redditch</i>	✓				1100	1159
	<i>Stourport</i>			✓		271	286
		3	0	2	5	2,990	3,040

South District

South District covers the District Council areas of Malvern Hills, Worcester and Wychavon. The area is almost three times larger than North District and has large rural areas, with extensive areas of agricultural land and open countryside, notably the Vale of Evesham and the Malvern Hills. The cathedral city of Worcester with around 95,000 residents is the largest urban area in the two counties and is the predominant employment, retail and tourism centre. Like North District and the two counties as a whole, the District has an increasingly ageing population, which will place greater demands on health, housing and other public services in the coming years. Although a relatively affluent area, there are some significant disparities between the quality of life for people living in different localities, particularly in terms of prosperity, health, crime and educational attainment. Within Worcester, in particular, there are six localities that fall within the most deprived 10% of all local areas¹ in England.

¹ Six Lower Layer Super Output Areas (LSOAs) in Worcester are within the 10% most deprived LSOAs in England (source: 2010 Index of Multiple Deprivation). An LSOA is a small geographical area made up of around 1,500 residents; there are 32,482 LSOAs in England.

Nine Fire Stations are located in South District, with Worcester Fire Station area the busiest of all 27 Fire Stations, attending around 1,300 incidents a year.

	Fire Stations				Incidents attended	
	<i>WT</i>	<i>DC</i>	<i>RDS</i>	<i>Total</i>	2010-11	2011-12
South District	<i>Broadway</i>		✓		61	59
	<i>Droitwich</i>		✓		460	422
	<i>Evesham</i>		✓		413	419
	<i>Malvern</i>		✓		412	461
	<i>Pebworth</i>		✓		21	34
	<i>Pershore</i>		✓		155	172
	<i>Tenbury Wells</i>		✓		47	62
	<i>Upton</i>		✓		122	104
	<i>Worcester</i>	✓			1520	1317
	1	3	5	9	3,211	3,050

West District

West District covers the whole of Herefordshire, which is one of the most rural and sparsely populated counties in England. With just 0.8 people per hectare, Herefordshire has the fourth lowest population density of all 150 top-tier Local Authorities in England. Just over a half of the population live in the city of Hereford and the five main market towns of Bromyard, Kington, Ledbury, Leominster and Ross-on-Wye. The rest live in smaller settlements and villages scattered throughout the county, often in relatively remote and hard to reach areas.

The District is served by 13 Fire Stations strategically located in Hereford City and the five market towns, with other Stations forming a chain along the border with Shropshire and Wales. Hereford Fire Station is the busiest Station in the District, attending around 800 incidents each year.

	Fire Stations				Incidents attended	
	<i>WT</i>	<i>DC</i>	<i>RDS</i>	<i>Total</i>	2010-11	2011-12
West District	<i>Bromyard</i>		✓		123	109
	<i>Eardisley</i>		✓		51	45
	<i>Ewyas Harold</i>		✓		32	47
	<i>Fownhope</i>		✓		26	33
	<i>Hereford</i>	✓			961	836
	<i>Kingsland</i>		✓		58	51
	<i>Kington</i>		✓		26	30
	<i>Ledbury</i>		✓		162	150
	<i>Leintwardine</i>		✓		30	19
	<i>Leominster</i>		✓		176	190
	<i>Peterchurch</i>		✓		35	43
	<i>Ross on Wye</i>		✓		179	160
	<i>Whitchurch</i>		✓		76	54
	1	0	12	13	1,935	1,767

Our Strategy

Hereford & Worcester Fire and Rescue Service has recently reshaped and simplified its overall strategy. Now known as 'Our Strategy', this new approach sets out a single clear core purpose, built on strong foundations and linked by three driving principles.

The core purpose is a clear statement of our intent - "We will provide our communities with sustainable, high quality firefighting, rescue and preventative services." It recognises that we will do everything we can to ensure that we maintain a high quality service now and in the future.

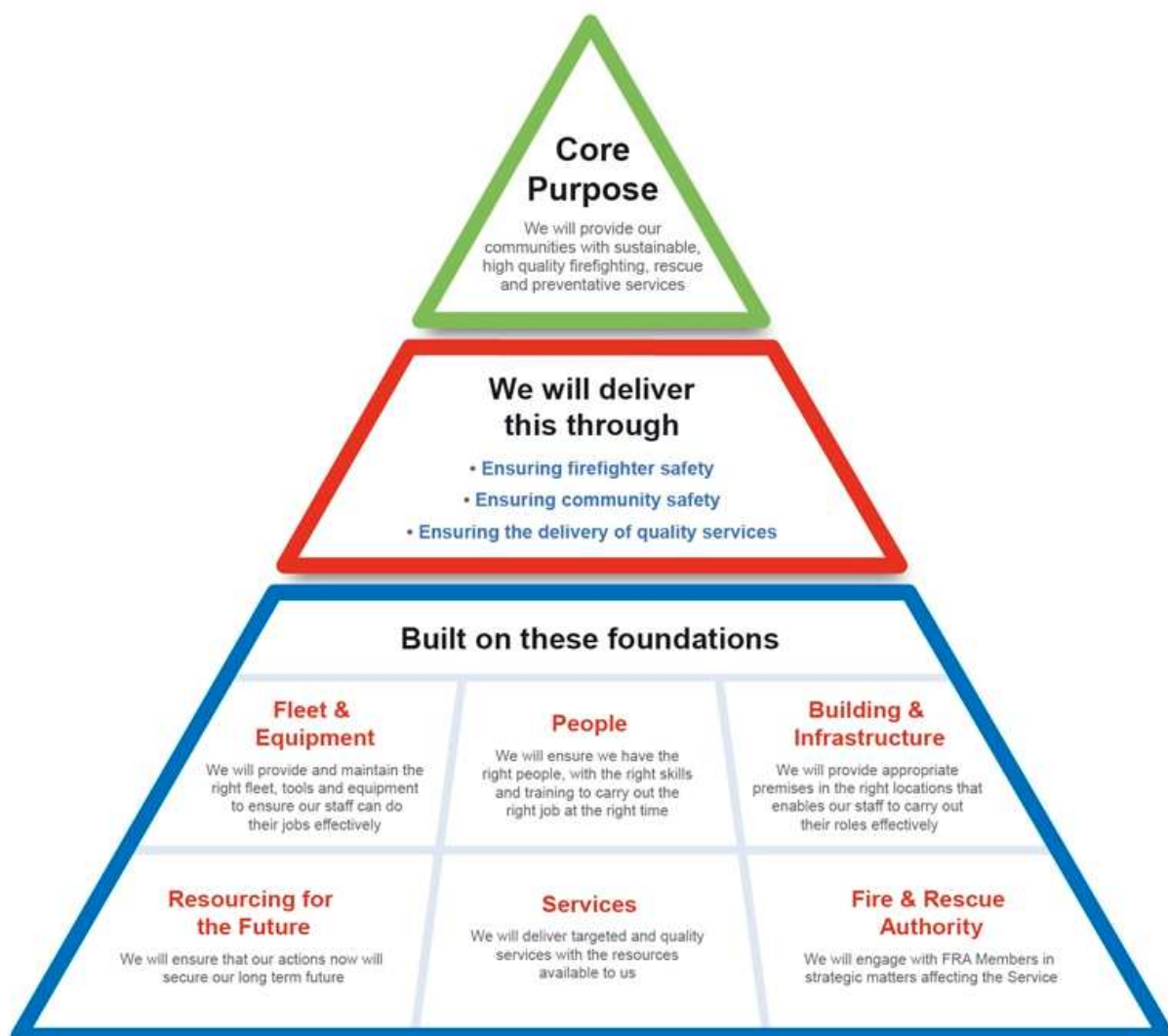
In delivering the core purpose, we have adopted three firm principles against which everything we do will be measured and judged:

- ensuring firefighter safety
- ensuring Community safety
- ensuring the delivery of quality services

Underpinning this approach is the Service itself – our people, our assets and resources, our services and our plans – providing a strong foundation to build upon.

Our Senior Management Board (SMB), led by the Chief Fire Officer, is responsible for delivering the Strategy throughout the Service, with managers, commanders and officers each responsible for delivering their parts of the Strategy. The Fire and Rescue Authority will ensure that the Strategy is focused and delivered in ways that are clear and understandable for our communities across the two counties.

The diagram below illustrates the new approach:



Our Values

We are committed to the nationally recognised values of the Fire and Rescue Service. Our values represent the spirit in which all personnel pursue our organisational aims and objectives, to ensure that the service we provide is effective, equitable and positively supports the communities we serve.

We Value Diverse Communities

- We are committed to serving all parts of our communities
- We recognise that diverse needs, expectations and risks need diverse solutions
- We remove barriers to entry and seek true diversity to reflect the communities we serve

We Value Our Fire and Rescue Service

- We are passionate about maintaining our great reputation
- We focus on priorities by setting clear objectives and accountabilities
- We provide the right service at the right time and in the right place

We Value Our People

- We promote safety and well-being of our staff and others
- We are committed to developing our people
- We work in an inclusive and ethical way
- We recognise that everyone has a contribution to make
- We respect and see difference as a strength

We Value Innovation, Change and Learning

- We encourage critical and lateral thinking and welcome constructive challenge
- We take responsibility for improving our performance
- We develop ourselves and others to achieve our full potential

Integrated Risk Management Plan

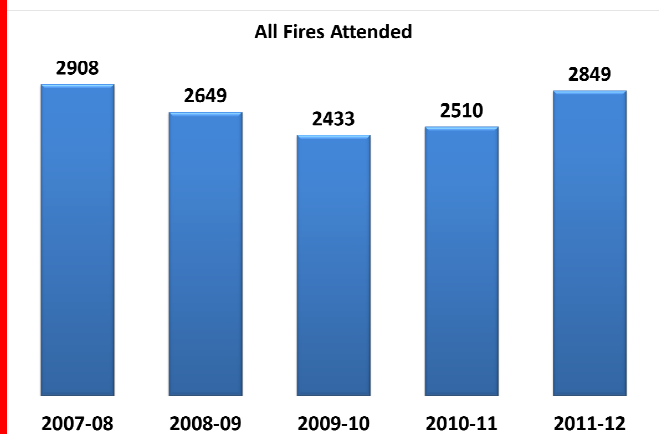
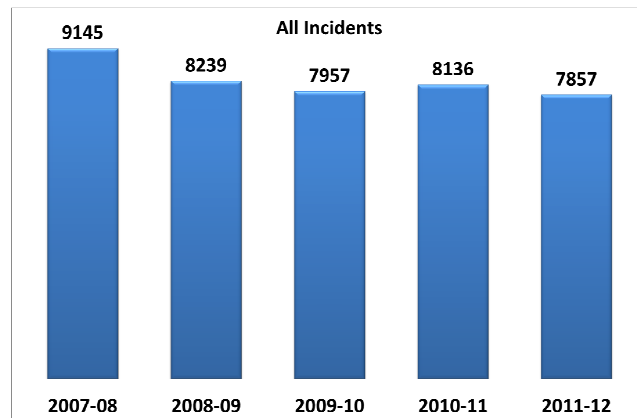
Understanding risk is a key function of any Fire Service's activity and as such lies at the heart of this Fire and Rescue Authority Plan. How we will tackle and reduce risk is set out through our Integrated Risk Management Plan (IRMP). Our three year IRMP 2009-12 set out a broad set of objectives stating what we want to do, and how we will deliver this important area of work.

Preparing an IRMP was a statutory requirement for all Fire and Rescue Services in England, as set out in the Fire and Rescue Service National Framework 2008-11. This National Framework has now expired and a new National Framework is being drafted. We have decided to prepare a further year's IRMP action plan for 2012-13 to ensure that there is continuity until the new National Framework is in place. The detailed actions for 2012-13 are highlighted later in this plan.

Our Performance

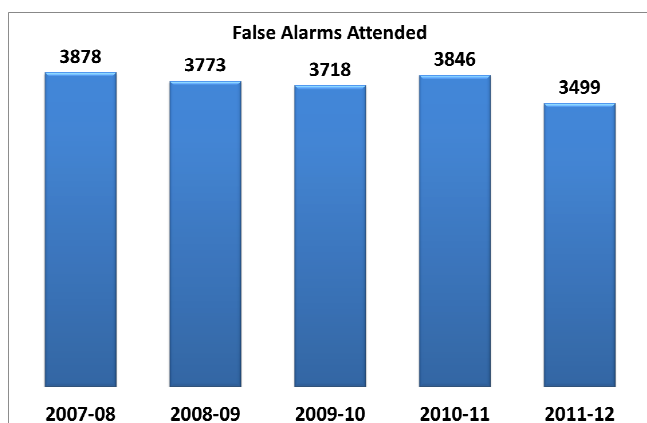
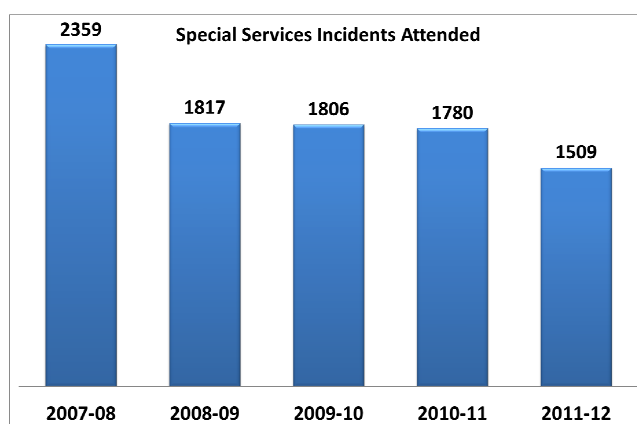
Incident Trends

Fire Control received 14,411 calls in total throughout the year; this represents a 2.6% increase in calls received from 2010-11 in Herefordshire and Worcestershire. Of these calls, we attended 7857 incidents in 2011-12, compared with 8136 incidents in 2010-11.



Overall numbers of fires attended were up 13.5% in 2011-12 compared with 2010-11 (2849 compared with 2510 in 2010-11). The main reason for this was due to a large year on year increase in grassland, woodland and crop fires associated with unseasonably dry weather. The Service is not unique in this regard, with all Fire Services seeing substantial increases in these types of fires. Significant reductions were seen in Chimney fires, supported by an extensive prevention and education campaigns directed in this area.

Special services incidents (incidents other than fires or false alarms including road traffic collisions, flooding, person rescues, lifts rescues, spills/leaks, animal rescues) attended were down 15% in 2011-12 compared with 2010-11 (1509 compared with 1780 in 2010-11). The main reason for this was due to significant reductions in flooding/burst pipes incidents helped by a mild winter compared with 2010-11.

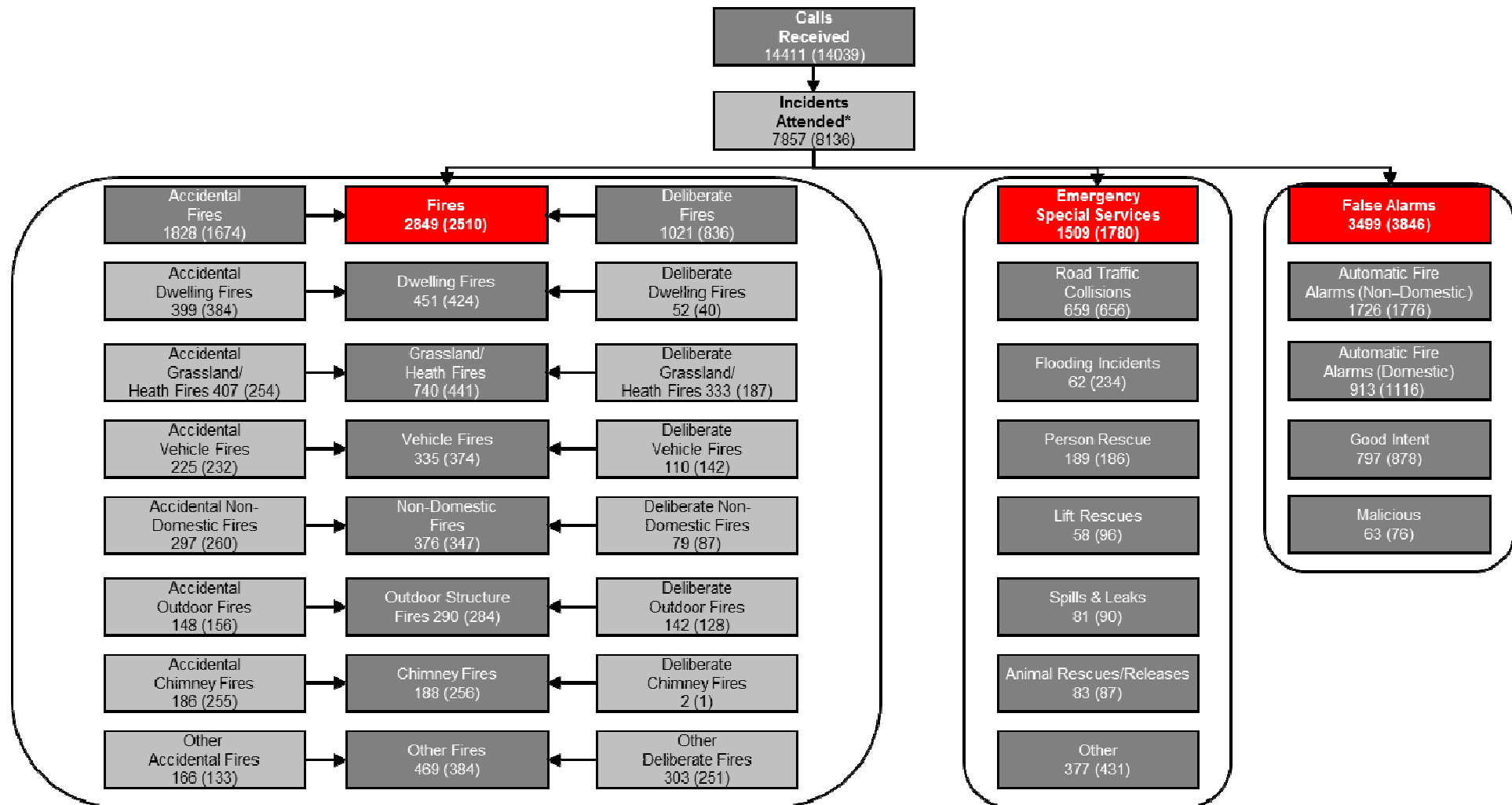


False alarms attended were down 9% in 2011-12 compared with 2010-11 (3499 compared with 3846 in 2010-11). The Service has seen a reduction on all False Alarm categories this year. This is the best within five years of monitoring this indicator. In 2012-13, the Service estimates further reductions in False Alarm activities due to the introduction of the IRMP 2011-12 Recommendation 3 – AFA Reduction Policy combined with education for businesses provided by our Fire Safety teams.

Performance Indicators where we achieved our end of year target also include the number of Road Traffic Collisions (RTCs) attended.

Summary of 2011-12 Incidents

The table below shows the breakdown of incidents attended by the Service last year with the 2010-11 equivalent figures shown in brackets.



(Person rescue includes evacuations, rescue from water, effecting entry/exit and other rescues)

(*Incidents attended within Hereford & Worcester Fire and Rescue Service (FRS) area only - the Service also attends incidents in other FRS areas)

Work Completed in 2011-12

In the Fire Authority Plan last year, we outlined our Service's priorities and objectives. Below are the highlights of some of the exceptional results that we achieved, and some of the initiatives that the Authority completed under our new "Our Strategy" Framework.



Ensuring Firefighter Safety

Operational Training and Safety: We have made significant improvements in our training provision for Firefighters, with a greater focus on reducing risk and improving core skills. Among the highlights last year were a full refresh for all firefighters on breathing apparatus skills, a comprehensive training strategy for understanding how fire behaves in rooms and other compartments, and improved management and support for on-call (RDS) firefighters.

The roll out of a new contract to provide our firefighters with the latest and most advanced protective clothing (firekit) was completed, along with the delivery of new fire appliances and equipment to provide our firefighters with the latest, and best, protection and equipment to do their job.

We have made improvements in our health and safety management, including strengthening our inspection and investigation processes as well as delivering a large amount of high quality training in health and safety, to a broad range of managers at all levels across the Service.

We have continued our considerable investment in Incident Command training for our staff this year with a focus on key individuals who are in charge of our fire appliances. This is of vital importance to ensure that commanders with responsibility for dealing with the many varied and challenging incidents that they attend are supported by high quality training.

Exercise Olympus: In March 2012, we ran a large training exercise at the Fire Service College in Moreton-in-Marsh. The exercise simulated an explosion at a university campus, involving a collapsed building, with many casualties and many people missing. The event ran in real time over 36 hours and was an excellent opportunity to put our training into practice and test our skills in a safe but highly realistic and challenging environment.

The exercise brought together our firefighters and Urban Search and Rescue team along with crews from other Fire and Rescue Services, testing not only their skills and techniques but also their resilience and ability to work together effectively should the circumstances ever arise. It proved an invaluable learning experience for all involved, including for some of our community safety volunteers and young firefighters who acted their part as live casualties. The event was an outstanding success and observers were highly impressed by our professional skills in tackling such major incidents.

Ensuring Community Safety

Community Safety: We reviewed the way we deliver Community Safety, to ensure that our services are effective and efficient in tackling risks in the community. There are four main areas of focus: accidental dwelling fires, road safety, arson reduction and elderly and vulnerable people, we are using sophisticated software to help us identify specific communities, which present the highest risk of accidental fire and other hazards.

The Young Firefighters' Association (YFA) continues to be an integral part of the Service and assists at numerous community based Service events including the Malvern Three Counties Show. The YFA is a disciplined, uniformed youth association aimed at young people between the ages of 13 and 18 years which is run by volunteers, and supported by the Service. During their time as young firefighters, participants are also involved in teambuilding, basic firefighting and community work.

Focusing resources on areas of greatest need: Our three Districts completed many local exercises to help plan for potential incidents at key locations, including heritage buildings, the local environment and water risks in their areas.

Delivering the IRMP in 2011-12: Understanding and reducing risk lies at the heart of the Fire and Rescue Authority Plan and our Integrated Risk Management Plan (IRMP) sets out our plans for tackling risk. In 2011-12, we achieved the seven key priority actions, with some work continuing into 2012/13:

- We reviewed the impact of changes in Technical Fire Safety arrangements to ensure that anticipated benefits were being fully realised.
- We reviewed the allocation of all our Community Safety resources to ensure the best fit of activities to risk and to maximise our ability to reduce risk in our communities.
- We reviewed our policies and procedures with regards to false alarms and will implement plans to reduce our attendance at false alarms caused by AFAs (Automatic Fire Alarms).
- We reviewed our fire cover and response arrangements with a focus on the requirement for a third fire appliance at Hereford, Worcester and Redditch, the current crewing arrangements at Bromsgrove and the appropriate number of personnel on each watch at Permanently Crewed and Day Crewed Stations.
- We ensured that our property strategy is fully aligned to our service delivery and operational training requirements.
- We reviewed our operational training strategy and provision to identify where improvements could be made and appropriate changes are being implemented.
- We completed a review of our approach to environmental issues, including the potential to maximise partnership working, reduce our energy usage and to realise other opportunities for cost efficiency, this also will be continued into 2012-13.

Ensuring the delivery of quality services

Placed at the heart of everything that we do is the need to deliver a quality service to our communities. We are always seeking to make improvements and we continue to listen closely to any comments that you make about improving our Service. Areas that we are improving include:

Organisational change: We have continued to review, re-focus and re-structure our Departments to ensure that they deliver their services effectively and efficiently, with major changes in our human resources, performance management, media and communications and finance and budgetary departments.

Equality and Diversity: We implemented changes required for the Equality Act 2010 and maintained the level of achievement in Equality and Diversity through working within the region with other Fire and Rescue Services.

Performance: We reduced the burden of our business planning process and developed a simplified approach to performance monitoring.

Fleet Management procured many replacement vehicles including seven replacement support vehicles and two replacement off road vehicles.

Equipment Management has been improved through the tracking, testing and tracing of our equipment via an Equipment Management System (EMS). Improvements in technology and new equipment are being continually examined to ensure our firefighters have the best equipment available.

Compact Fire Appliances:

The Service already has Restricted Access Vehicles (RAVs) to access remote rural areas where a normal fire appliance cannot. In 2011-12 we conducted an extensive review of fire appliances in our rural areas to ensure that we had the right types of vehicles in the right places.

Rural areas can be very challenging for large and heavy modern fire engines, with many unclassified and narrow roads, with sharp bends, steep inclines and descents. Access can also be restricted by overhanging trees and overgrown verges, bridges with weight limitations, as well as the problems of untreated surfaces in periods of ice and snow, particularly in our more remote rural areas.

We have found that adding smaller and more manoeuvrable fire engines to our fleet will help to address these issues but we recognise that they may not be able to carry the same amount of equipment as regular fire engines. However in addition to providing a more appropriate vehicle for rural areas, they may also be more cost-effective with reduced running costs.

Fire Control: In March 2012, following the cancellation of the nationally led "Regional Fire Control Project", the Service was successful in its national grant application bid to government for £1.8m, to support the implementation of our new Fire Control at Service Headquarters. The provision of a new state of the art Fire Control system will place the Service at the leading edge of call management and mobilising technology and will improve the way in which the Service can now identify and send the closest fire appliance to an incident saving valuable time.

Urban Search and Rescue (USAR): Now provides a Water Rescue, Line Rescue capability and extended duration breathing apparatus (EDBA) to provide support within our Service and the West Midlands region. A large scale training exercise (Olympus) was also completed in March 2012 which tested our USAR and Fire Service response to a large scale incident.



Audit Commission Annual Audit Letter 2010/11

In their Annual Audit Letter to the Fire and Rescue Authority, the Audit Commission's key findings were that the Authority had continued to focus on delivering good value services and were facing unprecedented Government funding cuts.

Also it was concluded that the Authority had adequate arrangements to secure economy, efficiency and effectiveness in the use of resources for the year ended 31 March 2011.

The Annual Audit Letter confirms that the Authority is managing its finances well and the Audit Commission has concluded that the Authority has "proper arrangements in place to secure financial resilience."

Operational Assurance of the Management of Health and Safety

This internal audit was based around the national Health and Safety Executive Consolidated Report. Its objective was to ensure that we have processes in place to ensure our operational staff have proper and adequate training and systems in place to provide for their own and others' safety.

The final report contained 35 recommendations, the main ones covering breathing apparatus, training, risk information and operational command.

At the end of 2011-12, 24 out of the total 35 recommendations are deemed to be complete.

The remaining recommendations will either take a significant amount of time to complete (up to two years) such as the building of strategic training facilities or are lower priority and will be completed in 2012-13.

The outcomes of this audit will be used to inform future operational assurance within Hereford & Worcester Fire and Rescue Service.

Quality Management System for the Provision of Training

The Training and Development Centre has again passed the British Standards Institute (BSI) ISO 9001:2008 inspection for the provision of training to both the Fire and Rescue Service and commercial sectors. This demonstrates our ongoing commitment to continuous improvement.

Our Work to be Completed in 2012-13

This year will be a busy year as we look to improve our Service. We have set ourselves four high priorities alongside our IRMP priorities for the forthcoming year.

Our high priorities for 2012-13

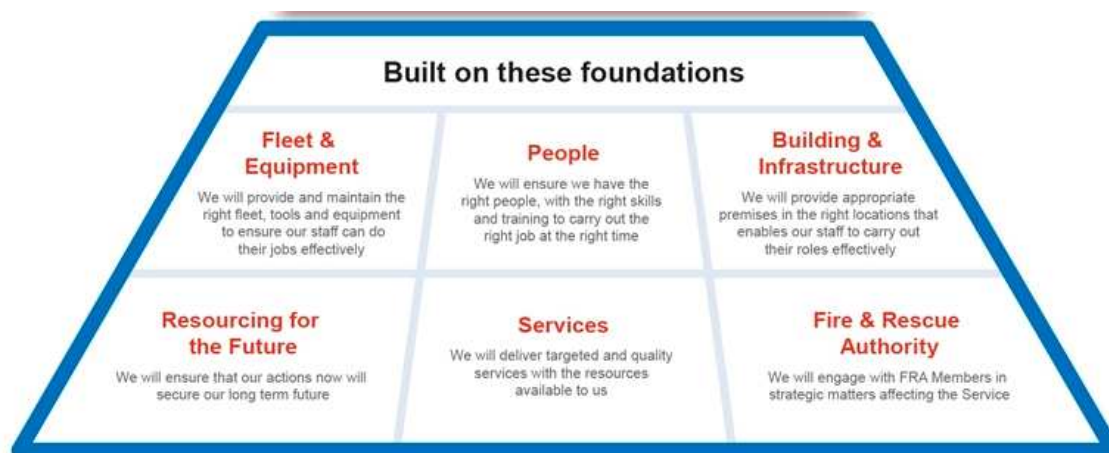
- Fire Control Project
- Asset Management: New Fire Stations and IRMP
- Operational Training Review and Strategic Training Facilities
- Restructuring of Human Resources (HR) and Equality and Diversity (E&D)

Our IRMP priorities for 2012-13

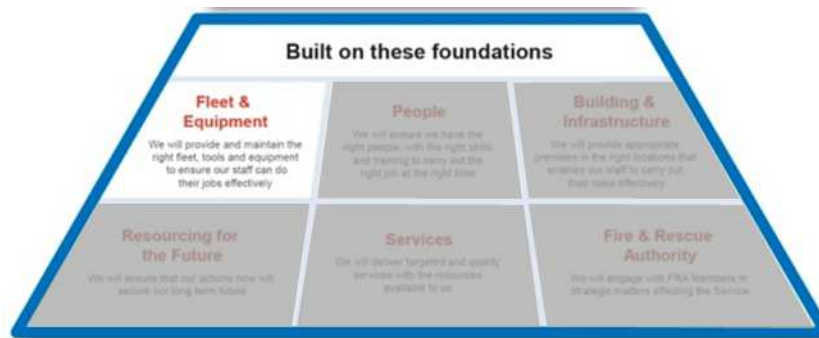
Our IRMP Action Plan for 2012-13 continues the implementation of three of last year's IRMP priorities and identifies two new priorities:

- We will deliver the outcomes of the 2011-12 review of community safety, which sought to identify methods for targeting the Service's resources more effectively in this area.
- We will implement the agreed changes that result from the review of the current operational training strategy and provision.
- The 2011-12 IRMP Action Plan identified specific elements of fire cover within the Service including resources, which would be reviewed in 2011-12. In 2012-13 we will review fire cover across the remainder of the Service.
- We will continue to develop further opportunities to consolidate our collaboration with Shropshire and Wrekin Fire & Rescue Authority.
- We will review the provision of road traffic collision equipment across the Service and seek to implement any appropriate changes in order to improve the service we provide to the community.

Delivering our priorities through our foundations



Fleet and Equipment



Fleet:

Our Fleet Strategy requires that all our vehicles and equipment are rigorously tested and maintained throughout the year. Regular servicing not only extends the life of our fleet, but also ensures that everything remains reliable and as safe as possible. The strategy ensures that new fire appliances are purchased every year to replace older vehicles.

During 2012-13, we will complete a number of vehicle projects, including:

- **Incident Support Vehicle:** Following a review of the usage of our Incident Support Unit (ISU) currently based at Droitwich, it will be replaced by a new, smaller Incident Support Vehicle (ISV). The ISU is a large specialist appliance which carries additional heavy equipment which may be required to assist at a variety of incidents. This new strategy will also initially upgrade the equipment on two fire appliances, one in each county, to compensate for the reduced capacity of the new ISV. All other support equipment currently carried by the ISU will be carried by the new ISV. This is a cost-effective way of ensuring that overall resilience is enhanced, as well as improving our efficiency and effectiveness at incidents.
- **Line Rescue Vehicle:** We are proposing to provide a dedicated vehicle for carrying specialist equipment for incidents requiring rope rescue, such as rescues from height or from underground. Due to its highly technical nature, the equipment needs to be kept secure and apart from general firefighting kit. Having a dedicated vehicle will achieve this, and it will be quicker to mobilise to incidents with the equipment already on board. A vehicle currently available in our fleet will be adapted for the purpose.
- **Compact Fire Appliances:** Following an extensive review of our fire appliances in our rural fire stations we expect to have new compact fire appliances operating at two rural fire stations during 2012-13.

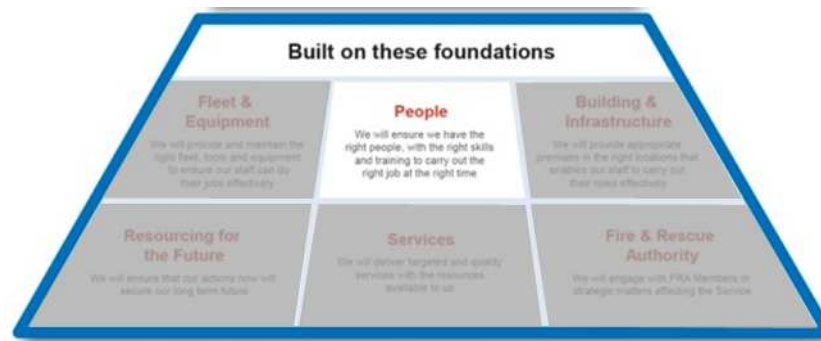
Equipment:

Defibrillators will be delivered to all locations by the end of June 2012. Additional thermal image cameras are also due to be delivered by the end of 2012.

IRMP Action Plan 2012-13 - Recommendation 5:

We will review the provision of road traffic collision equipment across the Service and seek to implement any appropriate changes in order to improve the service we provide to the community. This will include a wider review of equipment carried on all fire appliances.

People



People Strategy:

Placing people at the forefront of what we do is vitally important in delivering a high quality service. The Service's People Strategy provides a framework for employing; the right people, with the right skills and training, to carry out the right job, at the right time.

Restructure of Human Resources (HR) and Equality & Diversity (E&D):

To support the People Strategy we will also implement and embed a new HR structure at Service Headquarters and across the Service. We will also continue to develop our computerised HR System (HR Connect), and review our HR Policy.

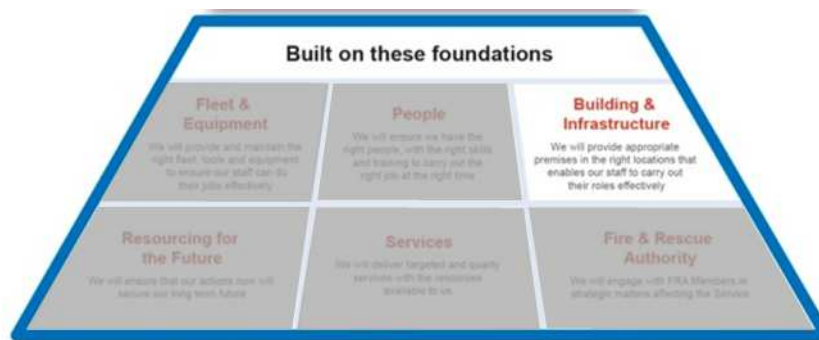
IRMP Action Plan 2012-13 - Recommendation 2 - Operational Training Review:

We will implement the agreed changes that result from the review of the current operational training strategy and provision.

Retained Duty System (RDS) On-Call Firefighters

As a vital part of the Service's delivery it is important that we continue to recruit and retain our (RDS) on-call staff across the two counties and in particular in areas that are more remote and less populated. The On-Call (RDS) employers' database will form part of our improved recruitment strategy in achieving this. Work will also continue towards meeting our challenging diversity targets as part of four on-call (RDS) recruitment campaigns during 2012-13.

Building and Infrastructure



The Service is working at the forefront of improving public services at a time of considerable financial constraint. Working with our public sector partners in Herefordshire and Worcestershire, we are finding new ways of using our assets, such as land and buildings, in ways that are transforming how services are delivered. We are currently developing a new combined Police and Fire station in Bromsgrove.

Combined Police and Fire Stations:

We have worked in partnership with West Mercia Police to provide a shared building in Bromsgrove. Work will commence in summer 2012 with completion due in autumn 2013. Working together is not only more effective and efficient for both organisations, but has also helped to reduce delays and costs. The benefits of the joint approach are such that we intend to repeat the model on similar schemes (a joint scheme is already being planned for Redditch), and to also explore further joint work on a number of smaller rural stations during 2012-13.

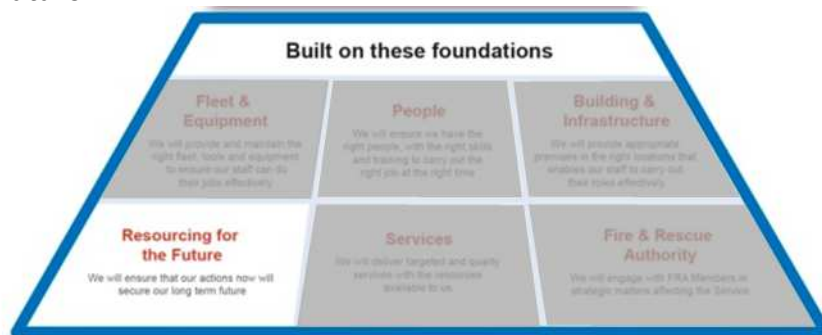
New Fire Stations:

Last year we developed plans to replace those fire stations which have reached the end of their serviceable life or are in need of substantial refurbishment. In the context of the difficult financial situation, during 2012-13 we will review how we manage our facilities, ensuring that maintenance work at our premises is targeted to deliver the best value.

Strategic Training Facilities (STFs):

We will progress the development of our new Strategic Training Facilities in North and South Herefordshire and North and South Worcestershire. These facilities will provide this Service with some of the best training facilities in the UK. In addition to hot fire training these facilities will have many additional features to assist with training across the Service and will mean that no fire appliance has to travel more than approximately 30 minutes to reach a dedicated training venue.

Resourcing for the Future



Financial Information

This section shows what the Authority spends and breaks this down into the ongoing running costs and major capital investments.

Summary of our workforce

(as at end of March 2012)

Fulltime Firefighters	38%
On-Call Firefighters	43%
Support Staff	16%
Fire Control Staff	3%
Total	864

Summary of our resources

(as at end of March 2012)

- 27 Fire Stations
- 43 front line fire engines
- 15 specialist appliances plus all-terrain vehicles and boats
- Training Centre
- Fire Service Headquarters
- Mobilising Centre
- Urban Search and Rescue Centre

What the Service costs

	2012/13 Budget £m
Employees	23.3
Running costs	3.8
Fleet and equipment	2.4
Premises	1.7
Capital financing	2.6
Total	33.8

How the Service is paid for

Council tax	20.9
Council tax freeze grants	1.1
National non-domestic rates	10.4
Revenue support grant	0.2
<u>Special grants (New Dimensions)</u>	<u>1.2</u>
Total	33.8

For the second year running, the cost of the Fire Service to the average household in Worcestershire and Herefordshire (band D council tax) £73.64

In common with other public services, the Fire Service is facing major cuts in funding over the next few years which will result in major changes in the way the service is provided. It is likely, therefore, that the cost of the Service will reduce significantly over this period.

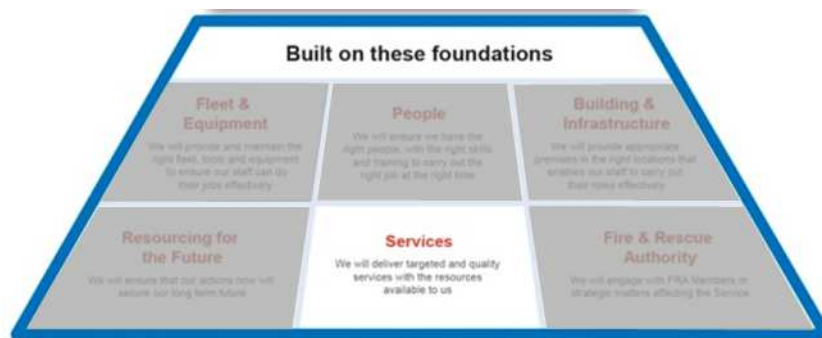
Capital investment

This table provides details of the Authority's estimated investment in major capital schemes such as major building works and purchase of fire engines. Unlike revenue expenditure, which is mostly funded through grant, this is funded through borrowing with only a small proportion funded through central government grants.

	2011/12 £m
Vehicles and equipment	1.0
Premises	6.9
ICT systems	0.6
Total	8.5

IRMP Action Plan 2012-13 - Recommendation 4: We will continue to develop further opportunities to consolidate our collaboration with Shropshire and Wrekin Fire & Rescue Authority.

Services



One of the key challenges of any organisation is ensuring that resources are used appropriately and effectively. Hereford & Worcester Fire and Rescue Service has always endeavoured to target its resources at areas of greatest need and we will continue to do this by examining a range of risk information and ensuring our preventative strategies are appropriate and effective.

We have invested in firefighter training to ensure that our emergency response staff and equipment are able to provide a high quality service at all times in even the most challenging of situations.

Technical Fire Safety (TFS) Review:

We will continue to provide a robust and efficient Fire Safety service, and meet our legal obligations.

IRMP Action Plan 2012-13 - Recommendation 1 – Community Safety Review:

We will deliver the outcomes of the 2011-12 review of Community Safety, which sought to identify methods for targeting the Service's resources more effectively in this area.

IRMP Action Plan 2012-13 - Recommendation 3 - Strategic Risk Review:

The 2011-12 IRMP Action Plan identified specific elements of fire cover within the Service including resources, which would be reviewed in 2011-12. In 2012-13 we will review fire cover across the remainder of the Service.

District Structure Reviews:

Following reviews of the District Structures conducted in 2011-12, these reviews will now be implemented across all three Districts in 2012-13.

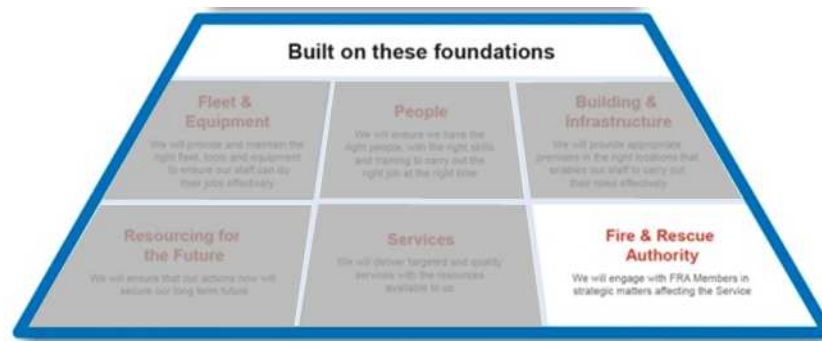
Fire Control Project:

This project is due to be delivered in late summer 2012 and will see many benefits for the Service and community. These include Fire Control staff being able to work in an improved environment and location, with new technology and up-to-date mobilising equipment. New Mobile Data Terminals (MDTs) across the fleet will improve the information available to firefighters on fire appliances at incidents, with a full mapping system. Overall it will provide a far more efficient, faster and user friendly command and control system. An Automatic Vehicle Location System (AVLS) which will be fitted to all operational vehicles will enable Control to know their exact locations. This enables the command and control system to automatically select the quickest asset for any particular incident.

Operational Assurance Programme:

There will be an internal Operational Assurance audit which has been extended to include the external Peer Challenge, and will be conducted in partnership between Hereford & Worcester Fire and Rescue Service and Shropshire and Wrekin Fire & Rescue Service in 2012, through the Local Government Association (LGA) and Chief Fire Officers Association (CFOA).

Fire & Rescue Authority



Elements of the Authority's role are to:

- Set the strategic direction of the Authority and monitor service delivery.
- Set the Annual Budget and Council Tax precept levels.
- Approve the Service's plans, policies and strategies, including statutory plans such as the Integrated Risk Management Plan and the Fire and Rescue Authority Plan.
- Approve the composition of the Committees of the Authority and develop and maintain a scheme of delegated or reserved powers.

Member Champions:

The Authority also has several Members who are nominated as Lead Members (Member Champions) for various areas of Authority business such as Asset Management, Equality and Diversity, Health and Safety and Risk Management.

These Member Champions were reviewed during 2011-12 and also one representative from each political group was appointed as a Member Development Champion to promote the training and development amongst their Groups and the Authority.



Fire and Rescue Authority Members at Exercise Olympus in March 2012

Consultation

Hereford & Worcester Fire and Rescue Authority's Integrated Risk Management Plan – Action Plan 2012/13 sets out the broad objectives to ensure its available resources are aligned to the areas of greatest risk within our community.

As part of this process we have taken the opportunity to listen to the views of our community, partners and workforce, with respect to annual action plans which set out each year's priorities.

The proposed IRMP Annual Action Plan for 2012/13 was considered in detail by the Policy and Resources Committee on 7 September 2011 and approved for consultation by the full Authority on 28 September 2011.

During the subsequent twelve weeks from 28 September to 22 December 2011, a wide variety of individuals, groups and partnerships across the two counties were consulted with.

The feedback received was generally favourable and in support of the proposals and they were approved by the Fire Authority in early 2012. The feedback and additional comments received helped to shape the development and implementation of the recommendations.

We always welcome any views that you may have, at any time. If you have any comments or would like to contact us about any issue, please visit our website at www.hwfire.org.uk. Other ways to contact us are identified on Page1.