



HEREFORD & WORCESTER  
**HWFR**  
FIRE AND RESCUE SERVICE



# HWFRS Annual Service Plan

2024-25





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# Foreword

Annual Service Review 2023-24  
link to be added once live

The Annual Service Plan looks forward over the financial year (April 2024 – March 2025) and focuses on some of the key priorities and objectives we have set for the coming months.

The Plan sits alongside the [Annual Service Review 2023-24](#), which looks back over the last twelve months showing the key highlights and events of the year, including an overview on how we delivered last year's Service Plan priorities. You can find the Review on the [Publications](#) page of our [Service website](#).

The Service priorities and objectives for 2024-25 are built around delivering our overall plans as set out in the Community Risk Management Plan (CRMP) 2021-25 and the three Core Strategies for Response, Protection and Prevention, alongside the People Strategy, our financial plans and a host of enabling plans – all of which can be found on our Publications page.

## Priority Focus for 2024-25

During 2024-25 the Service will be focusing on embedding any change generated by the Resource Review, reinvesting savings into the front line and focusing on driving forward with our build and regeneration plans.

Community safety remains a high priority and work will continue to identify those most at risk of fire and other emergencies in our communities to ensure that they are engaged and supported. Key to this is working with partner agencies and time will be invested in working collaboratively to share information and work on joint initiatives to combine resources and reduce risk.

You can keep in touch with our plans and progress through our Service website, in our reports to the [Fire Authority and its Committees](#) and through our social media platforms. You will find the links at the end of this Plan.

We hope this Plan helps you to appreciate the wide range of work we do to keep our communities across Herefordshire and Worcestershire safe from fire and other emergencies.



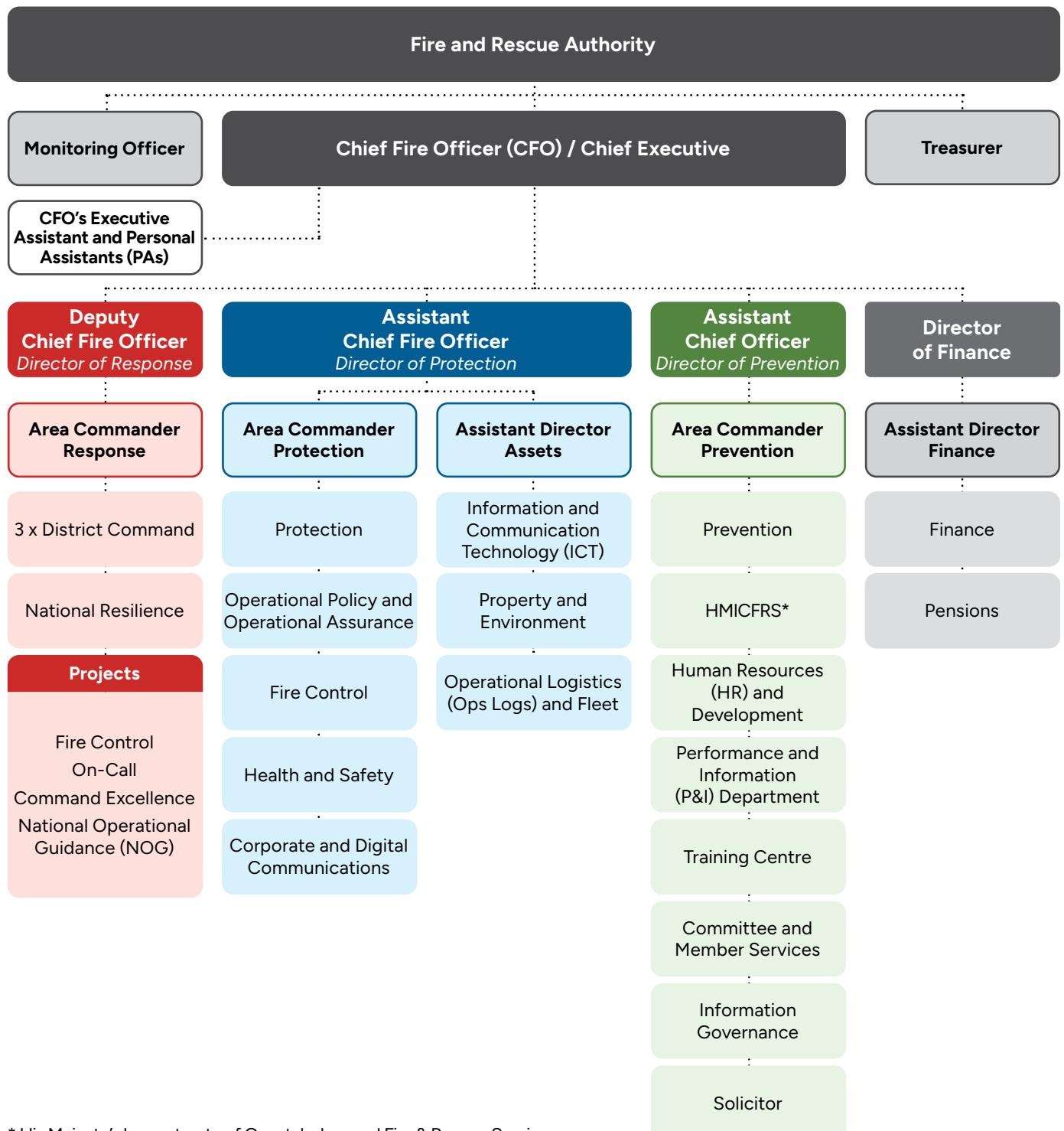
**Councillor Kit Taylor**  
*Chairman of the Fire Authority*



**Jonathon Pryce**  
*Chief Fire Officer/  
Chief Executive*

# Service Structure

We aim to continue to embed a number of small but significant adjustments to our Service structure. The revised structure reflects the important focus on our three primary functions: Response, Protection and Prevention. Each of these functions has a dedicated Director with a clear line of responsibility and accountability to lead and deliver their respective Core Strategies. The structure also aligns with the way His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspect and assess the Service. You can find more about each Department on the Service website.

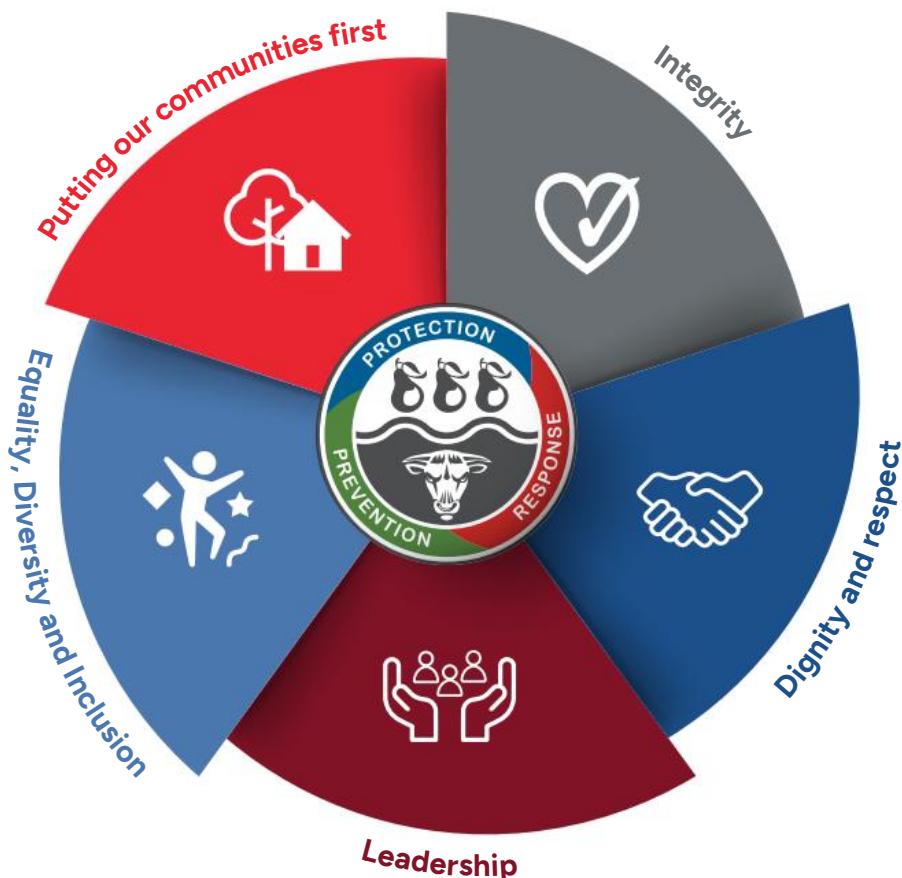


\* His Majesty's Inspectorate of Constabulary and Fire & Rescue Services

# Our Ethical Principles

We are guided by the [Core Code of Ethics for Fire and Rescue Services \(FRS\)](#) in England.

The Core Code of Ethics sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour. These principles are our guiding set of values and help us to improve organisational culture and workforce diversity, ensuring that communities are supported in the best way.



## Putting our communities first

We put the interest of the public, the community and service users first.



## Integrity

We act with integrity including being open, honest and consistent in everything we do.



## Dignity and respect

We make decisions objectively based on evidence, without discrimination or bias.



## Leadership

As positive role models, we are accountable for everything we do and challenge all behaviour that falls short of the highest standards.



## Equality, Diversity and Inclusion

We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.



# Our Priorities

Our priorities turn our overall Purpose, Vision, Mission and Values into action. They are set out in our [Community Risk Management Plan 2021-25 \(CRMP\)](#) and our Core Strategies: [Response](#), [Protection](#) and [Prevention](#). Together they represent our four-year strategy for keeping people, their homes, communities and the environment safe. Supporting them are a host of enabling strategies and plans, including the [People Strategy](#) and the annual Medium-Term Financial Plan.



# Service Objectives for 2024-25

## Response

Priority Focus



### Delivering Operational Excellence

#### Resource Review

Recommendations were made to change the way in which we resource our response model to provide an effective and sustainable service to our communities. The reinvestment is focused on making the best use of our available resources and funding to assure the Fire Authority, stakeholders and our communities that the Service is providing the most effective service possible across Herefordshire and Worcestershire.

The review aligns with the core principles of the current CRMP and the Response strategy.

#### Special Appliance Review

There has been a review of the special appliances and resources across the Service, focusing on the locations of incidents, types of incidents attended and the staffing model that enables the effective use of those resources. In 2024-25, recommendations will be made to relocate or utilise special appliances that are appropriate to meet current and emerging risks. This will include working with National Resilience (NR) to trial new emerging technology, appliances and equipment to tackle the most likely fire and rescue risks.

#### Response Strategy

We are continually reviewing our response plan analysing our internal and external operating environments, as emerging themes evolve. The priorities are based on our Response Strategy and CRMP. We will be evaluating and consulting on the next CRMP process, shaped by the definition of risks identified across our two counties. That will determine the future direction of our Response Strategy.

# **Service Objectives for 2024-25**

Response continued

## **Day Crewing**

The Day Crewing Duty System has been implemented at Evesham, Droitwich and Malvern Fire Stations, providing a robust and resilient emergency service to the communities in those locations, during the day and at night. These stations provide fire appliances and specialist teams including boat crews, rope teams and other specialist rescue teams.

## **Over Border Exercising Strategy**

We aim to develop a strategy to ensure effective Service Delivery in planning, preparedness and essential practical training for foreseeable risks, providing the ability to deliver timely, reliable and resilient cross-border operational capabilities.

Whilst providing high quality operational support is critical, it is also important to ensure the maintenance of well-practised communications, plans, processes and logistical support, ensuring sharing of systems and equipment where appropriate and possible.

## **Maintain the roll out of Water First Responder Training and Equipment**

There is a continuous programme of operations to ensure the successful completion of Water First Responder training, equipment and infrastructure at all our fire stations to ensure that we are ready and equipped to meet the requirements of our communities in times of flooding.

## **Capital Build Programme**

### **Hereford, Redditch, Broadway, North Hereford Strategic Training Facility**

The official opening of our new fire stations at Broadway and Redditch will be held during 2024. Plans are approved for our new buildings at the North Herefordshire Strategic Training Facility in Leominster and also the new fire station in Hereford. These new facilities will be better placed to meet the needs of our firefighters in training and responding to incidents in our communities.

# Service Objectives for 2024-25

## Protection

Priority Focus



### Ensuring Compliance

#### Risk Based Inspection Programme

We will continue to deliver departmental and operational Risk Based Inspection Programme targets, including providing training and support to operational staff working towards Fire Safety qualifications.

#### Fire Safety Compliance

We will continue to work proactively with businesses to ensure compliance, including the effective management of Enforcement and Prohibition Notices and the prompt and proportionate use of prosecution powers where necessary.

#### Intelligence Based Inspections

We will continue to conduct a programme of fire safety inspections which target smaller and more vulnerable commercial premises where life may be at risk. These visits will be part of a joint inspection with partner enforcement agencies.



# Service Objectives for 2024-25

## Prevention

Priority Focus



### Promoting Awareness and Evaluation

#### Home Fire Safety Visits (HFSV) and Partnership Working

In 2023-24, the Service completed 7,660 HFSV, and of these 3,243 visits were generated by referrals from our partners. We will continue to work with local partners to promote our services and work collaboratively to identify the most vulnerable people in our communities by targeting those individuals who are most at risk of fire, as identified in the Definition of Risk for Dwelling Fires. We will also promote our services and campaigns by exploring the use of new digital technology to improve the way we deliver our safety messages.

#### Water Rescues and Flooding

We will work alongside partners to reduce the number of deaths and serious injuries in or around water by providing water safety advice and flooding awareness to reduce the number of drownings. We will use data from the Service's Definition of Risk to identify the individuals and groups mostly likely to be affected by water incidents along with supporting partnership campaigns and targeted events.

#### Road Safety

We will work collaboratively with partners to promote and expand the Your Impact road safety programme delivered to Year 10 students in schools. We will gather feedback and evaluation from schools and partners to assess the effectiveness of the delivery model and make improvements where appropriate. We will also deliver targeted road safety interventions to other road users such as mature drivers with the aim of reducing deaths and serious injuries on our roads.

#### Evaluation

We aim to ensure continuous improvement through quality assurance and the evaluation of the effectiveness of our prevention activities. We will further embed the HFSV behaviour change evaluation process by monitoring and reviewing, to demonstrate continual improvement.

We will also develop an approach to evaluate changes in behaviour following the delivery of road safety education and intervention, working with partners to establish an evaluation method to measure behavioural change.

# **Service Objectives for 2024-25**

## **Valuing our Workforce**

Priority Focus



### **Influencing the Right Behaviours**

#### **People Strategy 2022-25**

We will continue to deliver the People Strategy 2022-25 to support the delivery of the Response, Protection and Prevention Strategies and the CRMP 2021-25.

#### **Culture and Inclusion**

We aim to continue to develop our culture by making our strategic intent more explicit through a Cultural Statement of Intent, to support the Service in continuing to improve and foster an inclusive, safe culture and making equality, diversity and inclusion the fabric of the organisation.

We aim to complete a bespoke and specialist inclusion training programme for all staff at all levels.

#### **Health and Resilience**

We will deliver Year 2 of the Mental Health at Work Commitment action plan to improve the health and wellbeing support available for staff.

#### **Unlocking Potential**

We aim to develop a clear roadmap for developing our people and unlocking their potential in support of our cultural journey and continue to invest in the development of our staff in their roles and their future career aspirations.

# Service Objectives for 2024-25

## Value for Money

Priority Focus



### Targeted Use of Resources

#### Maintain a balanced and sustainable budget

We will invest in new ways of working through up-front investment to develop a clear path to more efficient working in the future.

We will invest in new systems and review how we use our current assets to ensure they offer best value in the future.

## Assets

#### Capital Build Programme

We will start the demolition and build of the new Fire Station in Hereford. The new Redditch Police and Fire Station is scheduled to open by the end of 2024.

#### Breathing Apparatus (BA)

Following a regional procurement process the Service has invested in new BA sets for operational crews. These utilise the most up-to-date technology and will be fully integrated into the Service by the end of 2024/25.

#### Workwear

Due to the contract ending with our current workwear suppliers, the Service has identified a new provider. Following engagement with staff across the organisation, the garments chosen reflect the preferences identified. This is also an opportunity to enhance the performance and the appearance of the uniform to reflect the modern-day firefighter.

# **Service Objectives for 2024-25**

Value for Money continued

## **Equipment Management System**

An upgrade to the equipment management system will improve the accuracy of information related to equipment, whilst allowing for greater efficiencies through the use of handheld QR Code scanners.



## **ICT**

### **Further Develop our Digital Transformation Initiatives**

We aim to incorporate the use of new technologies like Artificial Intelligence, machine learning and process automation. We have already started to look into how our ICT department can help with this, by identifying which tasks can be automated. By digitising manual processes, we can work more efficiently, make better decisions using data and plan ahead more effectively.

### **The further development of our Cybersecurity position**

We will strengthen our cybersecurity measures to protect sensitive data and mitigate cyber threats. Implementing multi-factor authentication, encryption protocols and regular security audits helps us safeguard against potential breaches and vulnerabilities. We will continue to provide training to all our staff that will not only protect the organisation but also help them to stay safe online.

# **Service Objectives for 2024-25**

## **Value for Money continued**

### **To support and develop opportunities through technology to support Learning and Development for all staff**

We will encourage continuous learning and upskilling among all our staff that is essential for staying abreast of advancements. Providing access to training resources, certifications and professional development opportunities, to help foster a culture of innovation and expertise within the workspace.

### **Incorporate better use of Collaboration and Communication Tools**

By using collaborative tools such as Microsoft Teams, we will facilitate seamless communication and teamwork among distributed teams. These platforms enable real-time messaging, video conferencing, file-sharing, project management and promote collaboration regardless of physical location.

### **Continue to collect Data and Data models within the data warehouse from various systems and processes to provide analytics and information insights**

We will harness the power of data analytics with tools such as Power BI which can provide valuable insights for decision-making, enhance strategic planning, resource allocation and operational efficiency within the ICT workspace.



## Contact Us

We always welcome any views or comments on our reports and plans, so if you want to contact us about any issues, please visit our website at [www.hwfire.org.uk](http://www.hwfire.org.uk) where you will find full contact details along with links to further information about our services and activities.

If you have any general enquiries, please call 0345 122 4454 or email us at [info@hwfire.org.uk](mailto:info@hwfire.org.uk)

You can also follow us on Twitter and like us on Facebook @hwfire

Alternatively, you can write to us at:

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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 0345 122 4454.**





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