



HWFRS

# Annual Service Plan 2023-24



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



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# Foreword

Welcome to our Annual Service Plan for 2023-24. The Plan looks forward over the next twelve months (April 2023 – March 2024) and focuses on some of the key priorities and objectives we have set for the coming year.

The Annual Service Plan sits alongside the Annual Service Review 2022-23, 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 years' Service Plan priorities. You will find the Review on the [Publications page](#) of our Service website.

The Service priorities and objectives for 2023-24 are built around delivering our overall plans as set out in the Community Risk Management Plan 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 2023-24

Our focus remains firmly fixed on driving organisational and operational excellence throughout the Service.

Driving organisational and operational excellence is about making sure we focus on delivering the best services we can to the communities of our two counties. It is about constantly learning and improving, taking ownership and responsibility for our performance, and challenging and asking ourselves if we could do better.

We want to do the best we can across the three core areas of our work, Response, Protection and Prevention. We want to make sure our workforce is empowered to make a positive difference for our communities. And we want to ensure that we are using our resources in the best ways to deliver value for money for the public.

We have set out our high level aims to keep people safe in our Community Risk Management Plan and our Core Strategies. This Annual Service Plan provides more detail on what we will be doing this year towards delivering our aims.

## 2023 HMICFRS inspection

It should also be noted that the next HMICFRS inspection process began in May 2023. The inspection looks at all aspects of our Service and provides an informed and independent view on how well we serve our communities. In addition to how effectively we deliver our services, how efficiently we use our resources and how well we support our staff, it considers our progress and achievements as we continue our improvement journey. We will report the outcome on our website when the inspection report is available. More information about the work of the HMICFRS (His Majesty's Inspectorate of Constabulary and Fire & Rescue Services) can be found on their website.

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.



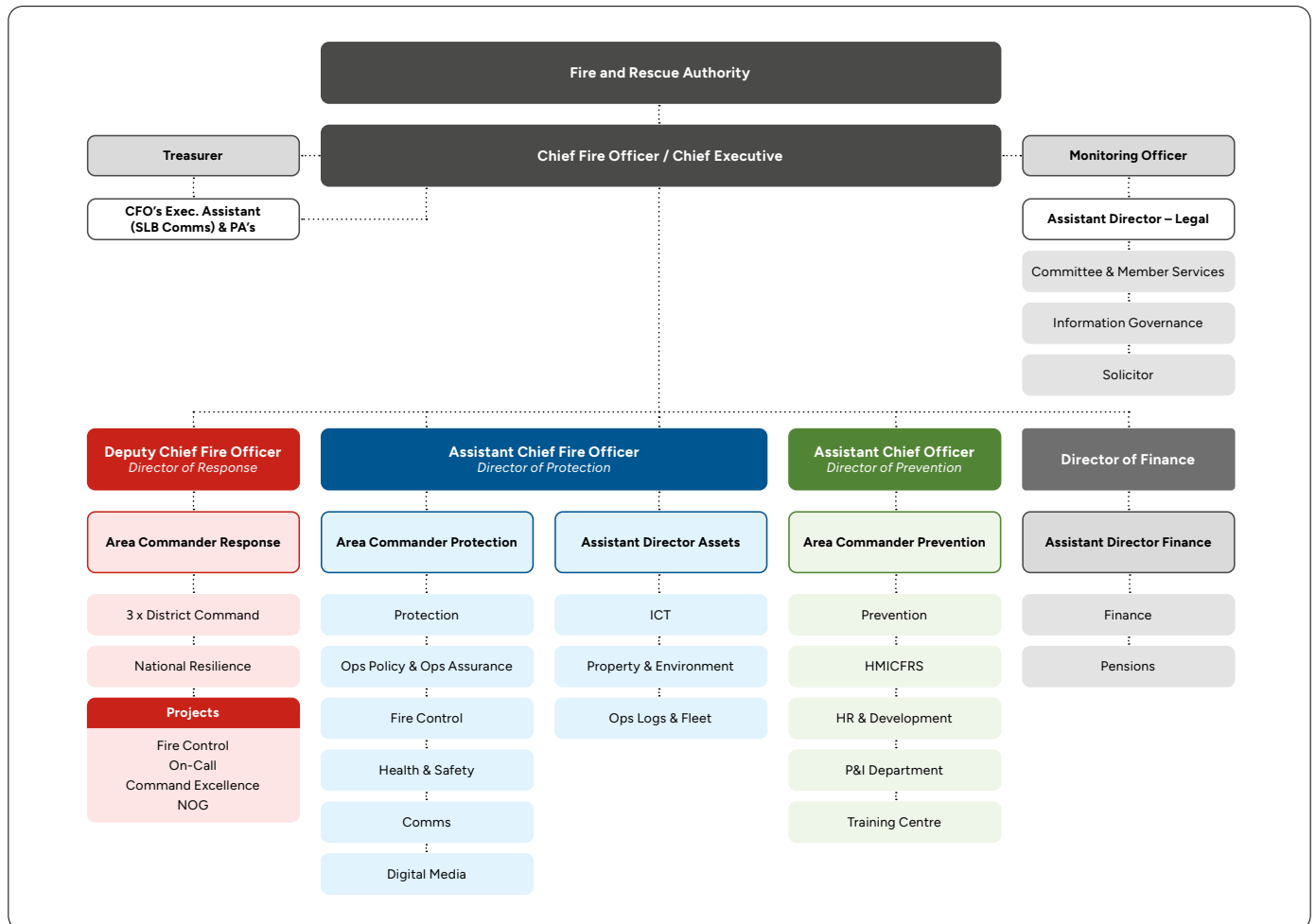
**Councillor Kit Taylor**  
*Chairman of the Fire Authority*



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

# Service Structure

We have made a number of small but significant adjustments to our 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 HMICFRS inspect and assess the Service. You can find more about each Department on the Service [website](#).





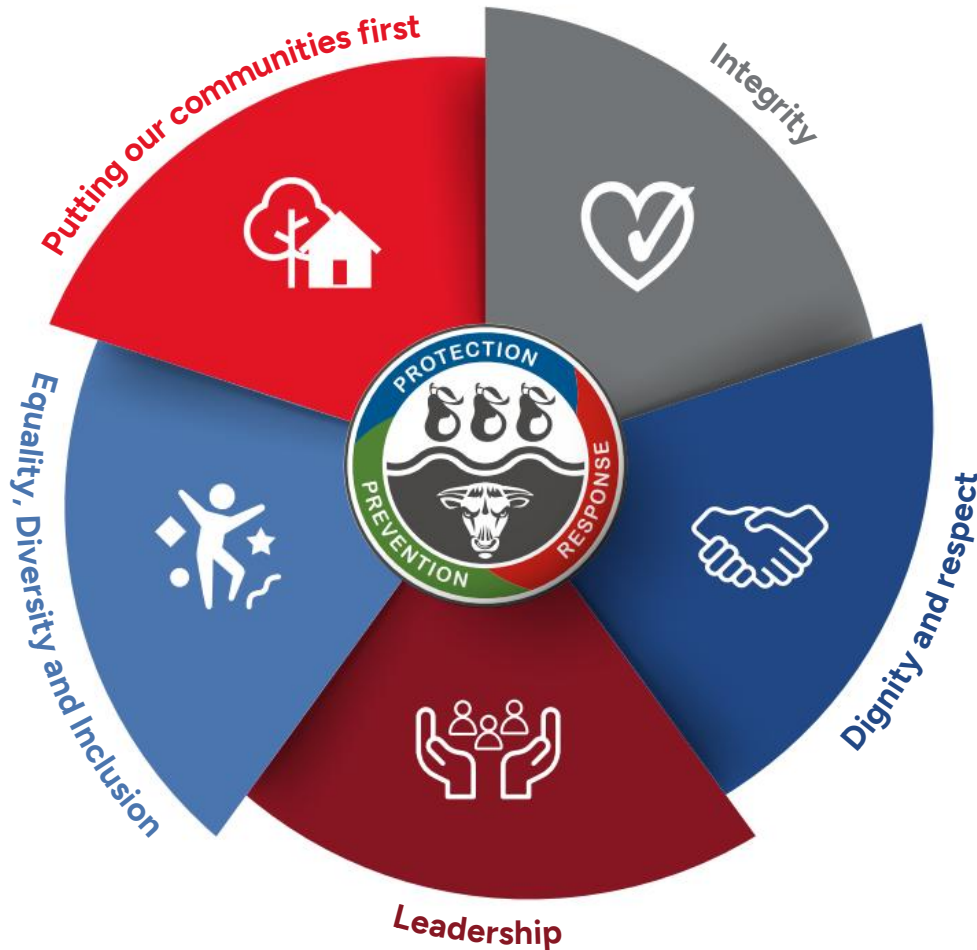
# Our Ethical Principles



NFCC  
National Fire  
Chiefs Council



The Service has adopted the [Core Code of Ethics for Fire and Rescue Services](#) in England. The Code is underpinned by five clear ethical principles, which provide the basis for promoting good behaviour and challenging inappropriate behaviour. By adopting the Code as our guiding set of values, we are committed to championing ethical behaviours that help 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.

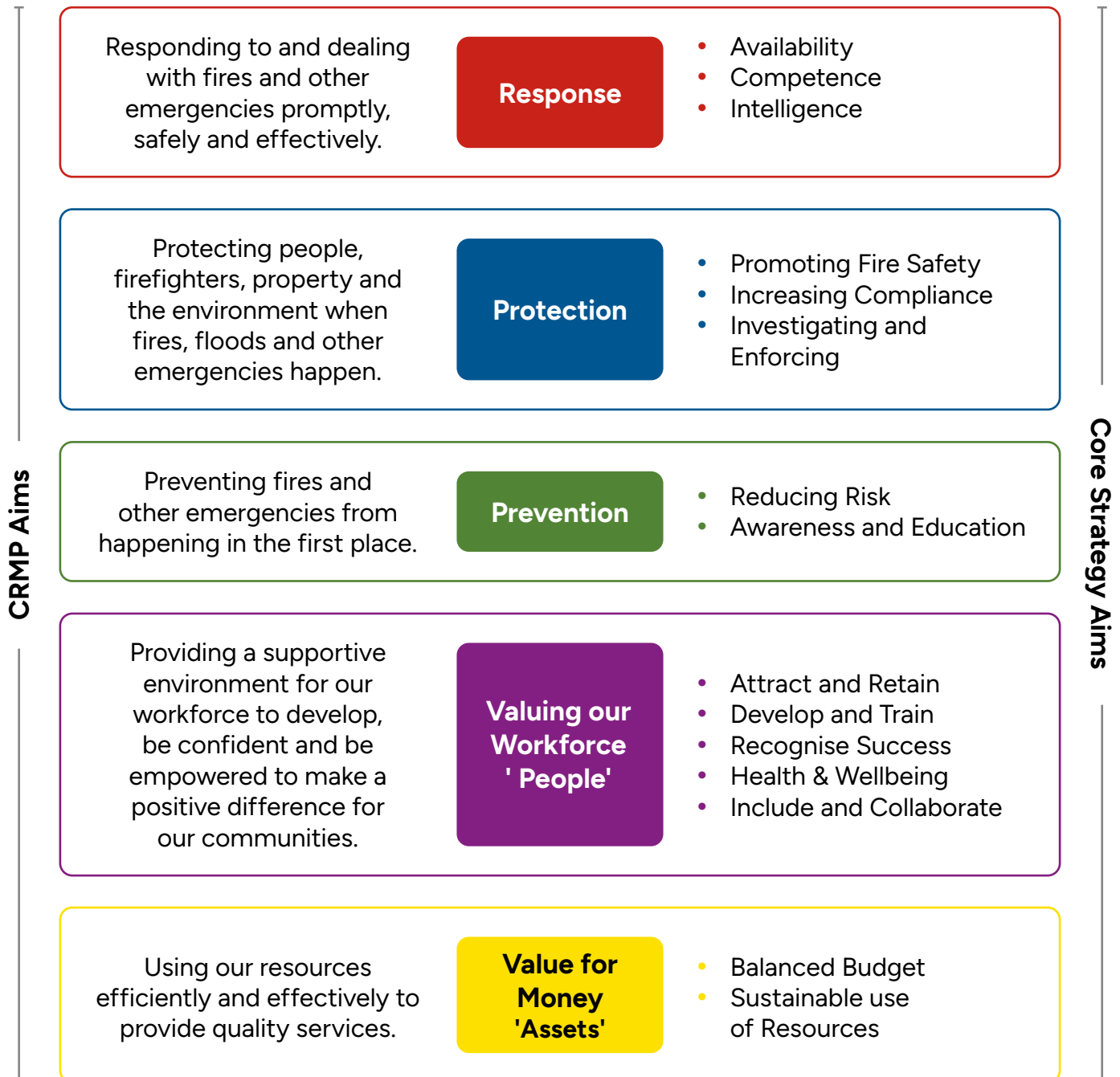
## Equality, Diversity and Inclusion



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 in to 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 Finance Plan.



# Service Objectives for 2023-24

## Response

Priority Focus

### Delivering Operational Excellence



#### On-Call Recruitment

- We will drive up the availability of our On-Call resources by a targeted, intelligence/evidenced based recruitment plan specific to both the station needs and community profile. This will be delivered by the On-Call Marketing Project the service is investing in.

#### Firefighter Safety and Command Excellence

- We will drive our focus on firefighter safety and leadership by maximising the use of our new Incident Command training facilities to ensure every Commander has the right skills and knowledge to deploy, monitor and manage our resources.

#### National Operational Guidance – Digital Training

- We will introduce digital training across the Service to embed and support National Operational Guidance to support firefighter safety.

#### Working Practices and Time Management

- We will review our working practices and introduce tools to support managers with time management to enable them to drive more efficient and effective ways of delivering our frontline services to the public.

#### Attendance Performance Measure

- We will monitor our response to the communities, ensure we meet our attendance performance measure on as many occasions as possible, and investigate and analyse when we are unable to meet them.

# Service Objectives for 2023-24

## Protection

Priority Focus

### Ensuring Compliance



#### Risk Based Inspection Programme

- We will 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 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 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 2023-24

## Prevention

Priority Focus

### Promoting Awareness and Evaluation



#### Dying2Drive delivery

- We will adopt a new delivery model for our road safety educational package for Years 10 and 11 students. Workshops will take place predominantly in schools, with the aim of an educational package being offered to all schools across Herefordshire and Worcestershire. All schools will be given the option of face-to-face delivery or online training. This will ensure that the Service and partners can carry out road safety educational input to as many young people as possible.

#### Partnership Working

- We will continue to work with local partners to increase the number and quality of Home Fire Safety Visits (HFSVs) we will complete on an annual basis to ensure we are targeting those individuals who are most at risk of fire. We also will promote our Winter Warmth Campaign and work collaboratively with partners to address the impact of the cost of living crisis. Prevention staff can also offer input and expertise on developments and opportunities to support the well-being of our communities.

#### Evaluation of Prevention Activities

- We will evaluate all areas of our Prevention activity so we can consider whether the intervention delivered has changed individual behaviour and has been effective. We will also commence the evaluation of behaviour change related to the HFSV intervention and will evaluate youth engagement activities using interactive tools.

#### Use of Data

- We will continue to develop our use of data from a range of sources to inform our risk based targeting of Prevention activities. This will allow us to prioritise our services to those most vulnerable to fire and other emergencies within our communities.

# Service Objectives for 2023-24

## 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 Community Risk Management Plan 2021-25.

#### Culture and Inclusion

- We will continue to develop our culture by putting the recommendations of our own culture audit and those from HMICFRS into action. We will also roll out a bespoke and specialist inclusion training programme for all staff at all levels.

#### Health and Resilience

- We will deliver our Mental Health at Work Commitment action plan to improve the support available for staff.

#### Staff Development

- We will continue to invest in the development of our staff in three ways; firstly in their core roles, secondly in any aspirations to advance and develop their skills, and thirdly as employees we will invest in them to help them achieve their personal goals.

# Service Objectives for 2023-24

## Value For Money

Priority Focus

### Driving Efficiency



#### Continue plans to modernise and improve efficiency at fire stations through our Invest to Improve programme

- We will pursue planning applications for a new Hereford Fire Station, a strategic training facility at Leominster Fire Station and a new training facility at Wyre Forest Fire Station. We will also continue rebuilding works at Redditch Fire Station and Broadway Fire Station.

#### Continue to implement the ICT Strategy 2021-2024

- We will rationalise our Microsoft 365 Licencing model by adopting a targeted approach to user licences. This will enable savings on subscriptions, while users will still have access to the same ICT facilities as before.
- We will move towards a new telephony model using the Session Initiation Protocol or SIP, helping to reduce overall costs but also improving the facilities offered to staff, including MS Teams integration and extended functionality.
- We will continue to develop a more agile, modern ICT workspace, enabling people to work from anywhere at any time, supporting our flexible working policies.
- We will continue to develop a more personalised and directed platform for our users, with targeted data, content and learning across our Microsoft 365 estate.

#### 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.

# 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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Hindlip Park  
Worcester  
WR3 8SP

**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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