

HWFRS

Annual Service Review

2022-23



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



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Unless stated, figures used in this Review are as at 31 March 2023, rounded to the nearest 100 where appropriate. Population and household data are based on Census 2021 estimates.

Foreword

We are pleased to introduce our Annual Service Review for 2022-2023. We hope it 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.

The Review is a look back over the last twelve months (April 2022 – March 2023) focusing on the main headlines and highlights of the year.

Over the year, our 24/7 emergency response service dealt with fires, road traffic collisions, flooding and many other emergencies. This year, we saw a 9% increase in the overall number of incidents we attended, rising from 7,477 in 2021-22 to 8,132 in 2022-23.

Not surprisingly given the record-breaking heatwave over the summer months, much of the increase related to a 22% increase in the number of fires we attended, of which we saw a 39% increase in outdoor fires. There was also a small 1% increase in the number of Special Service incidents attended, including a 31% increase in flooding incidents. We also saw a 7% increase in False Alarm calls attended.

In this year's Annual Review, we have highlighted the substantial work we have been doing towards achieving our aim of driving excellence throughout the Service – in ourselves, and in everything we do.

We have also included a new section on the progress made in delivering the Service objectives we set for the year.

You'll find out a lot more about the wide range of our work on the News and Events page of our Website.

This Review sits alongside our Annual Service Plan for 2023-2024, which you will find on our Publications page.

Finally, we'd like to thank our Members and staff for their continued professionalism and dedication to keeping our communities safe during the year.



Councillor Kit Taylor
Chairman of the Fire Authority



Jonathon Pryce
*Chief Fire Officer/
Chief Executive*

The Service in 2022-23

Core Purpose

Keeping people safe from fire and other risks – responding efficiently and effectively to incidents and emergencies



686 (764 roles)
Staff Members



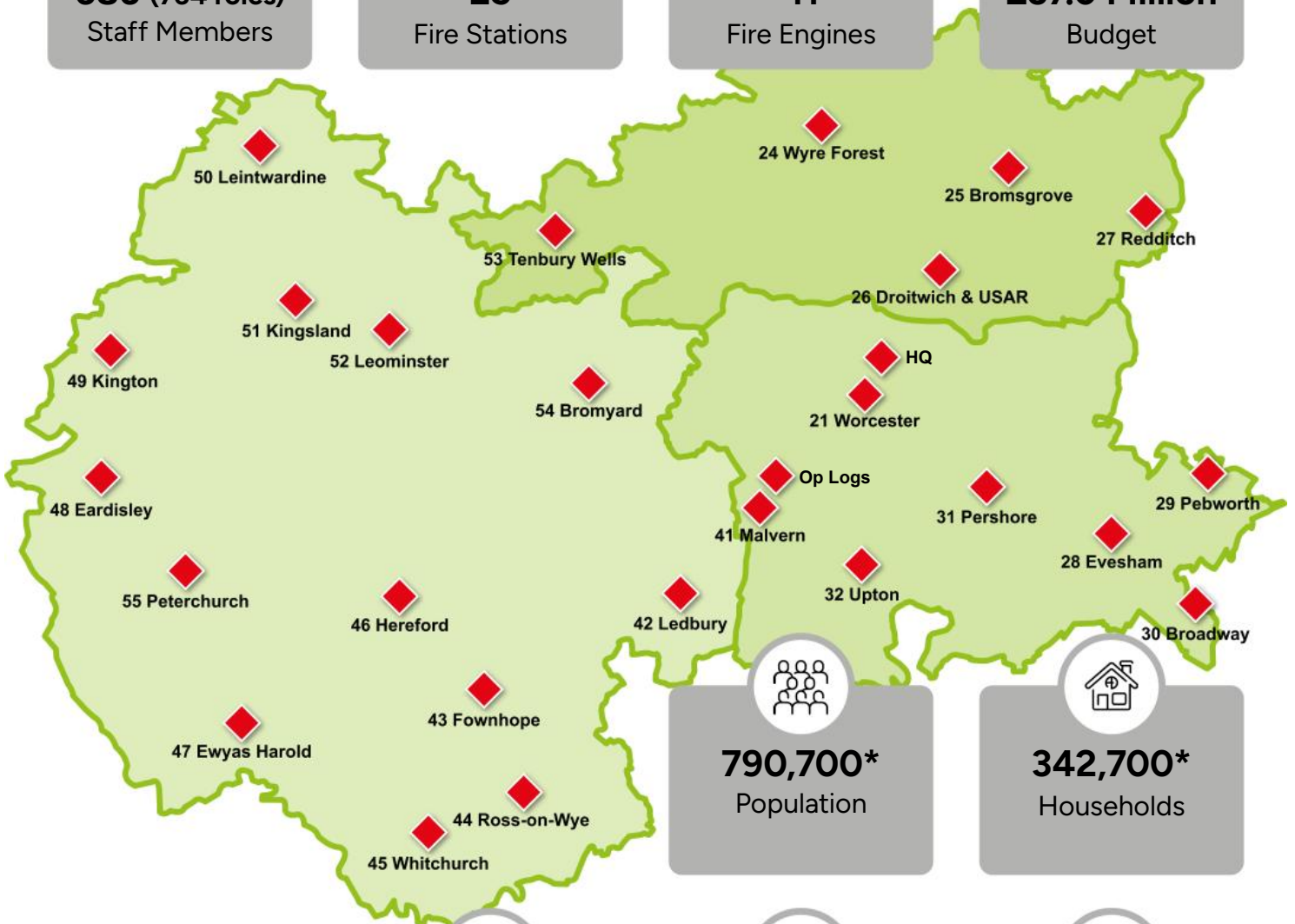
25
Fire Stations



41
Fire Engines



£37.0 Million
Budget



790,700*
Population



342,700*
Households



392,000
Area in Hectares



43,805**
Businesses



4,755
Road length
in Miles

*Census 2021

**Office for National Statistics 2022-23

Our People

Staff Structure



The Service is led by the Chief Fire Officer/ Chief Executive with the support of the Strategic Leadership Board (SLB), made up of Directors and Assistant Directors. The Service employs 686 full-time and part-time members of staff, who work in 764 roles. Firefighters make up approximately 80% of the workforce, assisted by professional teams providing support and enabling services such as financial, human resources and legal services. The 24 Fire Control firefighters are the frontline for receiving emergency calls and deploying crews to incidents. There are also 15 active volunteers supporting community safety activities.

Gender Balance

This is an improvement from 18% female - 82% male ratio recorded in March 2022.



19%



81%

Ethnic Minority Representation

Ethnic minority representation in the Service remains the same as at March 2022.



10%

Within the community*



6%

Within the Service

Staff Sickness

12.95 days/shifts were lost per person in 2022-23, an increase of 6.36% compared to 2021-22. The 2022-23 figure includes Covid-19 sickness absence, while the 2021-22 figures did not.



*Census 2021

Our Purpose

Our Purpose, Vision and Mission represents our commitment to putting the community first, keeping people safe from fire and other risks and protecting the most vulnerable. They underpin everything we do, which benefits us as individuals, the whole Service and everyone in the communities we serve. You can find out more on our Service website.

Purpose

Why we are here

Keeping people safe from fire and other risks. Responding efficiently and effectively to incidents and emergencies.

Vision

What we want to do

Saving More Lives: Building on our successes to continue to make a difference, improve lives and help secure resilient communities.

Mission

What we do every day

As one professional team we will work hard every day to deliver high quality, sustainable services to our communities.



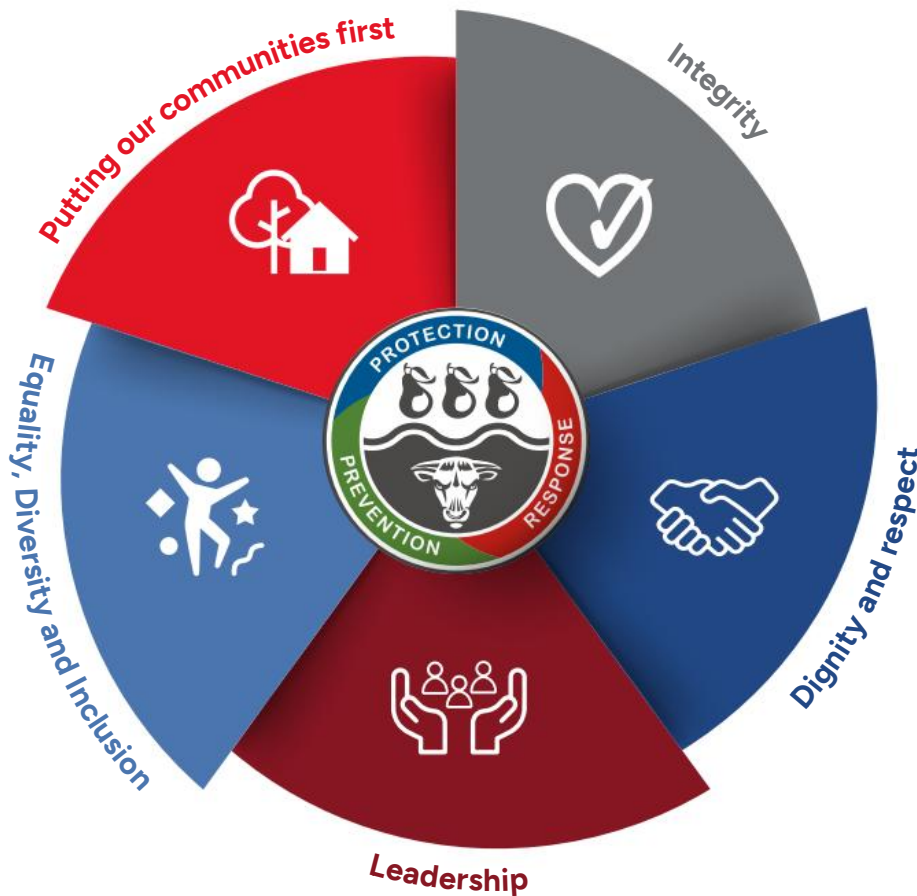
Our Ethical Principles



NFCC
National Fire
Chiefs Council



Over the year, we have been working towards formally adopting the [Core Code of Ethics for Fire and Rescue Services](#) in England. Jointly developed by the National Fire Chiefs Council, the Local Government Association and the Association of Police and Crime Commissioners, the Code consists of five clear ethics 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.

Operational and Organisational Excellence

Our aim is to drive excellence in ourselves and in everything we do, so we can deliver a highly professional service and maintain high standards.

Over the year, we have been working hard to make sure our strategic aims for keeping our communities safe are well-embedded throughout all aspects of our work.

At the heart of our strategic approach is the [Community Risk Management Plan 2021-25](#) (CRMP). The CRMP is our overall strategy for keeping people, their homes, communities and the environment safe from fire and other emergencies with the resources available to us.



To make sure we link everything we do to the aims of the CRMP, we have revised our Core Strategies and reshaped the overall structure of the organisation to provide a clear focus on our primary functions: [Response](#), [Protection](#) and [Prevention](#).



Our Priorities

Our headline priorities are set out in the CRMP 2021-25 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. The strategies and plans are available on the Service website, but the following diagram highlights the main areas of focus for our work.



Focusing on Excellence

Our aim is to drive excellence in ourselves and in everything we do. Here are some examples of how we have been driving organisational and operational excellence over the year.

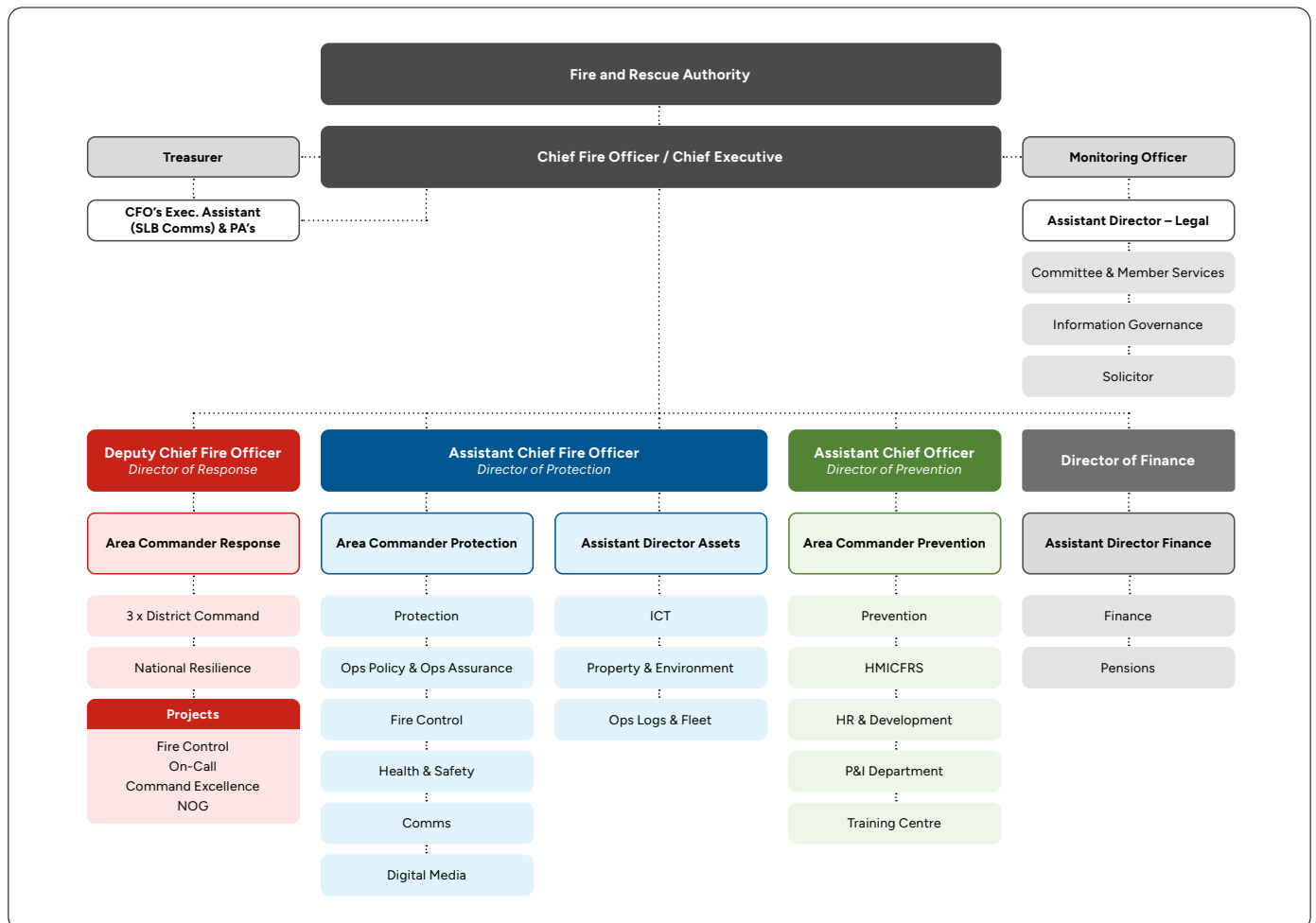
Leadership

At the beginning of April 2022, we reshaped the Strategic Management Board into a new Strategic Leadership Board (SLB). The role of the SLB is to implement the strategic direction of the Fire Authority, leading and setting the strategic vision and direction for the Service. It has a primary focus on leading, managing and driving the Service's core and enabling strategies.

Alongside the SLB is a new Statutory Officers Group (SOG), which has been created to enable our governance, political and Fire Authority matters to be scrutinised separately from our leadership and management roles.

We have also 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.



Focusing on Excellence

Response – Driving Operational Excellence

Making small changes to our operational approach, such as using more assertive firefighting tactics and putting sustained resources into the early stages of an incident, is helping us to deal with incidents more quickly, reducing damage and risk to life, and minimising our impact on nearby businesses, communities and the environment.

At the end of the year, following extensive public consultation, we adopted a new Attendance Performance Measure (APM) to replace the old 2009 Attendance Standard. The new APM will give residents across both counties a more realistic picture of the response times they can expect in the event of an emergency incident, and will help to give our fire and rescue crews the opportunity to review those occasions when attendance falls outside the expected response times.

The record-breaking high temperatures in July and August 2023 brought tremendous pressure to fire and rescue services across the country, with 15 services calling 'a state of major emergency'. Our own Service was equally challenged dealing with an unprecedented number of wildfires across difficult terrain in extreme heat, including five hectares of the Lickey Hill and twelve hectares of Hartlebury Common. To put it in context, in July and August we attended 374 secondary fires (mainly outdoor fires that aren't property fires), an increase of over 220% on the same period in 2021.

We are pleased to say our firefighting crews and officers supported by Fire Control Firefighters continued to provide an effective and professional response throughout the difficulties faced. The many letters of appreciation we received from local communities are a true testament to that.



Focusing on Excellence

Protection

Departmental Fire Safety Inspectors inspected over 1000 complex premises in 2022-23 to ensure fire safety compliance. In addition, operational managers are being trained to level 3 Fire Safety Certificate standard, to enable them to inspect less complex premises.

In 2022-23 an additional 164 Fire Safety inspections were carried out by operational crews. Ambitious incremental inspection targets have been set, increasing from 350 in 2023-24 to 1,000 in 2026-27.

The Service have implemented new Fire Safety legislation, supporting safety in commercial premises, including high-rise buildings. Proactive steps have been taken to communicate new Fire Safety legislation to business owners and support the new Building Safety Regulator. This includes sharing expertise and developing quality assurance and resilience practices with neighbouring Fire and Rescue Services.



Focusing on Excellence

Prevention

We saw continuing improvement and progress in our Prevention services, including last year's HMICFRS Cause of Concern for Prevention being completely discharged, with all areas of improvement fully addressed, ensuring that we can provide an even better service to the public.

With the launch of the new Home Fire Safety Visit programme at the start of the year, the number of targeted checks carried out has shown a substantial increase from 1,392 in 2021-22 to 6,519 in 2022-23.

During the year, the Service also introduced an internal quality assurance process, in line with the NFCC Person-Centred Framework, to help to improve standards and ensure consistent high quality levels when carrying out Home Fire Safety Visits.



Focusing on Excellence

Valuing our Workforce

Adopting the national Code of Ethics for Fire and Rescue Services will provide a clear, consistent message to our communities about the ethical standards they can expect from us. As a Service, we are committed to supporting our workforce to be empowered to do what's right, make responsible decisions, and create a safe environment to speak up when ethical challenges arise. The Code helps us to do this and to maintain the continued trust and confidence placed in us by our communities.

There was a huge response to our Staff Survey. Overall the results have been positive but there are areas where we can improve. The feedback is helping to make positive changes towards creating a working environment where staff can be best supported to perform their best and thrive.

In February 2023, we commissioned an independent review of our organisational culture, behaviours and management to help to highlight any issues that need to be addressed to ensure we challenge unwanted behaviours and maintain a welcoming and inclusive working environment.

At the same time, we have implemented an externally-hosted confidential reporting line to help to give staff and the public the opportunity to report any issue anonymously.

We also continue to invest in our managers by enrolling them on to the Trans2 leadership programme which allows those in leadership positions to build self-awareness and understand areas of strength and development needs. Trans2 has also been directly working with the Senior Leadership Board, provide 360 degree feedback and has delivered sessions at the Leadership Away Days.

Focusing on Excellence

Value for Money

Significant progress was made over the year in our major projects schemes:

- Planning application submitted for the new Hereford fire station (now approved in April 2023)
- Good progress on the development of a new joint Redditch Fire and Police Station
- Progressing plans for a new Strategic Training Facility in Leominster

Together, these schemes represent an investment of around £16 million in key infrastructure providing modern, high quality facilities for the Service.



The Year In Numbers

Response



8,132

Total Incidents
Attended



9%

Increase
(655 incidents)



17,163

Calls to
Fire Control



6%

Increase
(951 calls)

The increase is largely due to a 22% increase in the number of Fires attended. Of these, there was a 39% increase in outdoor fires (to a total of 1,033 fires) as the record-breaking summer heatwave crossed the UK.

Note that calls now include duplicate calls for some incidents reported.



Increase since 2021/22



Decrease since 2021/22



1,991
Fires



22%
Increase
(365 incidents)



1,363
Accidental Fires



21%
Increase
(233 incidents)



628
Deliberate Fires



27%
Increase
(132 incidents)



549
Primary
Building Fires



2%
Increase
(365 incidents)



1,033
Outdoor Fires



39%
Increase
(289 incidents)



54
Non-Fatal
Casualties from
Fire Incidents



46%
Increase

While there were 6 fire fatalities in 2022-23, the fire fatality rate in Herefordshire & Worcestershire remained low at **0.75 per 100,000** population.

- Increase since 2021/22
- Decrease since 2021/22

The Year In Numbers

Response



2,435
Special Service
Incidents



1%
Increase
(30 incidents)



663
Road Traffic
Collisions



0%
No change
(1 incident)



176
Flooding
Incidents



31%
Increase
(42 incidents)



320
Assisting Other
Agencies



10%
Decrease
(35 incidents)



117
Animal Rescues



7%
Decrease
(9 incidents)



76
Rescues From
Water



4%
Increase
(3 incidents)



Increase since 2021/22

Decrease since 2021/22



3,706
False Alarms



7%
Increase
(260 incidents)



2,789
False Alarms
due to Apparatus



9%
Increase
(231 incidents)



856
Good Intent
False Alarms



6%
Increase
(45 incidents)



61
Malicious
False Alarms



2%
Increase
(1 incident)



Increase since 2021/22



Decrease since 2021/22

The Year In Numbers

Protection



1,219
RBIP */ Visits
Post Fires



439
Building Reg.
Consultations



107
Enforcement



260
Licencing Applications
Completed



83
Fire Investigation



59,653
Twitter



46
Media Campaigns



*RBIP = Risk-Based Inspection Programme

The Year In Numbers

Prevention



6,519

Home Fire Safety Visits



2,708

Referrals from
External Agencies



236

Signposting
Referrals



68

Safeguarding
Referrals



39

Firesetter
Referrals



Incident Breakdown by District

North District

Population
287,000



122,000
Households



North District covers 180 square miles across northern Worcestershire with the majority of people living in the towns of Redditch, Kidderminster, Bromsgrove and Droitwich. It has five fire stations, the busiest of which during the year was Wyre Forest attending 1,373 incidents or 40% of incidents in the District.

SOS

3,399

Incidents
attended



882

Fires



931

Special Service
Incidents



1,586

False Alarms



Note: population and household estimates are based on Local Authority District Council area so do not precisely match HWFRS District boundaries.

Incident Breakdown by District

South District

Population
310,800



136,700
Households



South District covers 490 square miles with most people living in the city of Worcester and the two towns of Malvern and Evesham. It is served by six fire stations including Worcester, the busiest station in the two counties, attending 1,512 incidents or 54% of incidents in the District during the year.

SOS

2,810

Incidents
attended



640

Fires



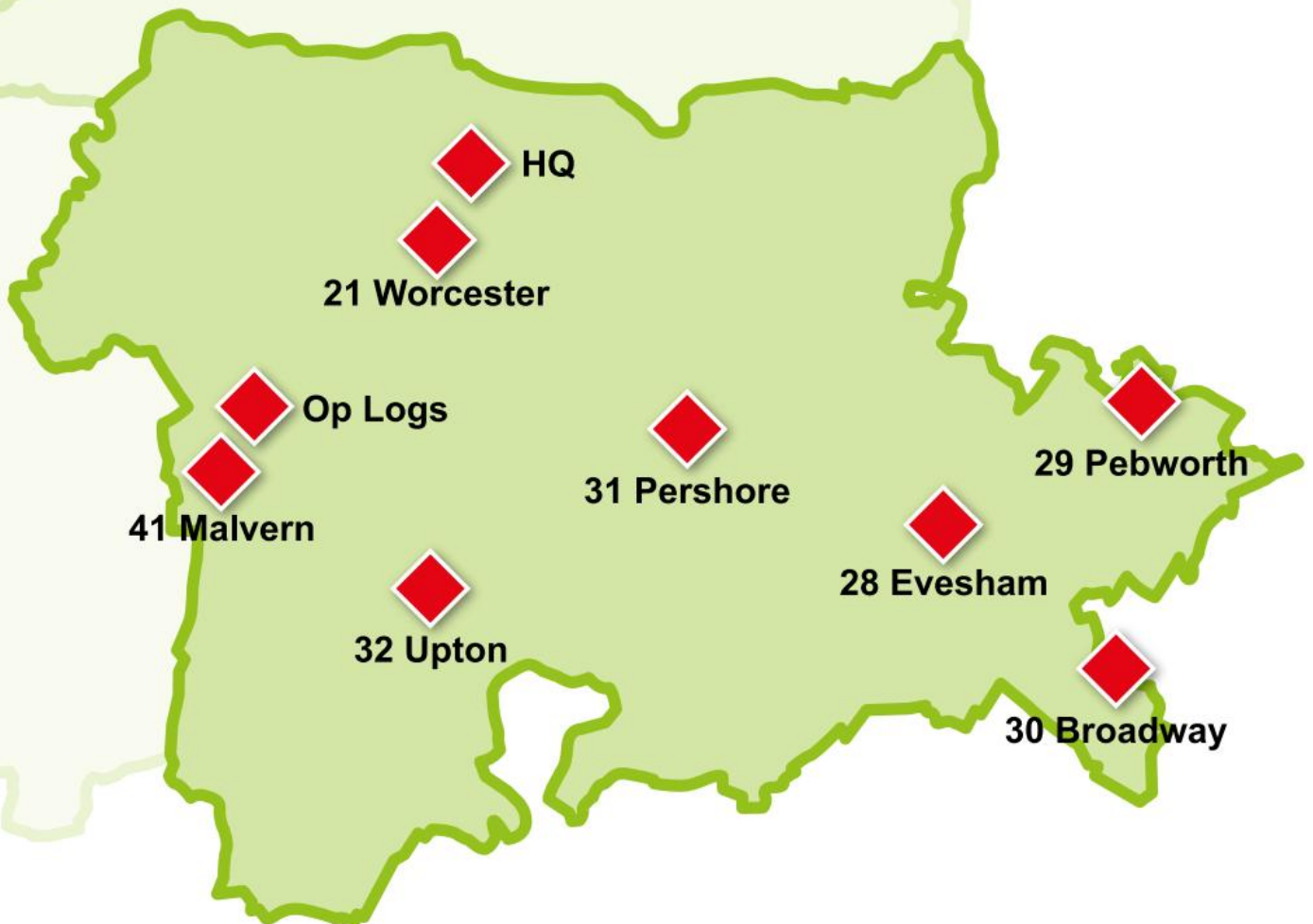
833

Special Service
Incidents



1,337

False Alarms



Note: population and household estimates are based on Local Authority District Council area so do not precisely match HWFRS District boundaries.

Incident Breakdown by District

West District

Population
192,900




84,000
Households



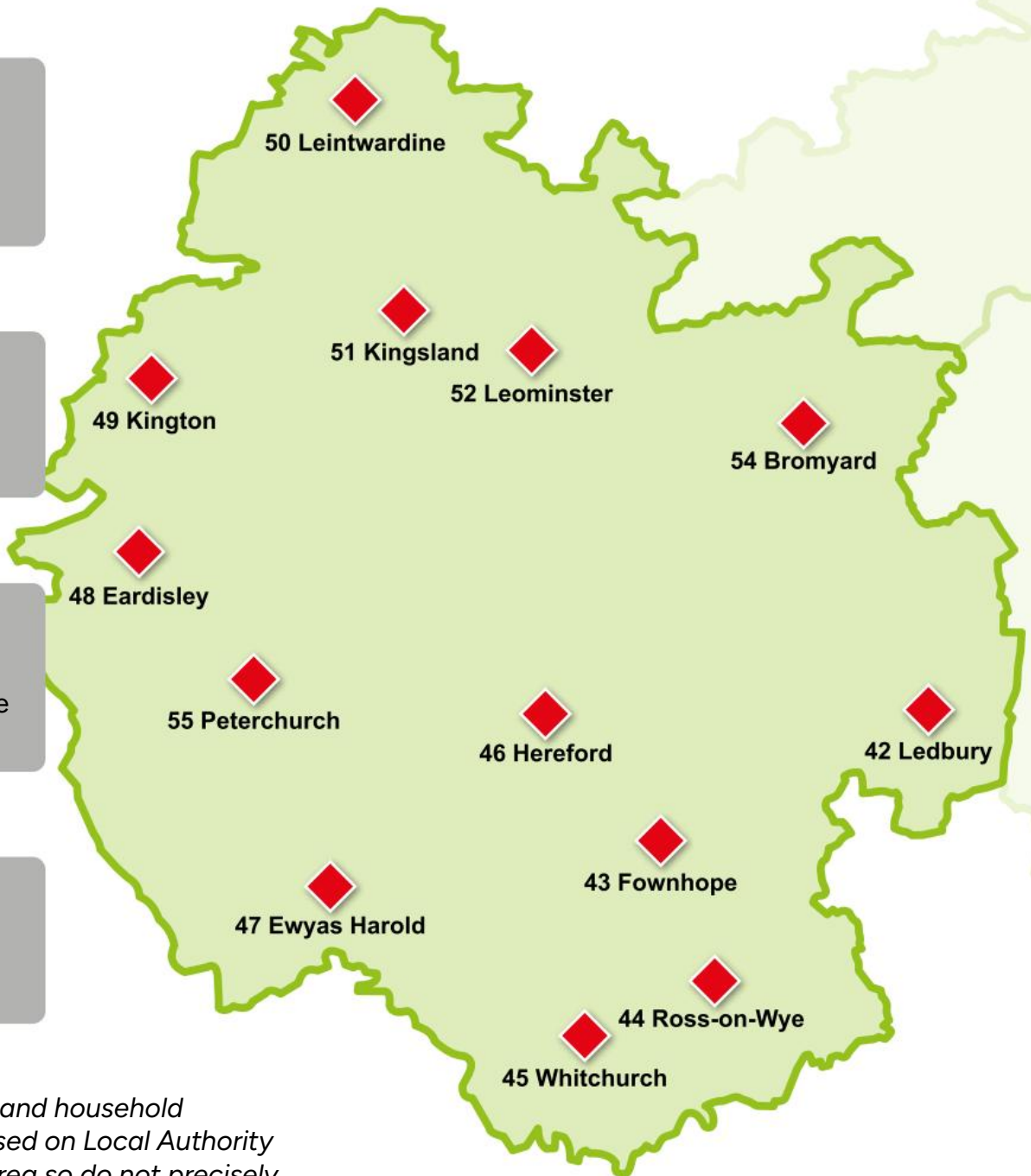
West District covers the whole of Herefordshire. About a third of the population live in the city of Hereford, with most people living in smaller communities across the rural county. It has 13 fire stations, the busiest of which was Hereford attending 880 incidents or 47% of incidents in the District.


1,862
Incidents attended


454
Fires


643
Special Service Incidents


765
False Alarms



Note: population and household estimates are based on Local Authority District Council area so do not precisely match HWFRS District boundaries.

Delivering our 2022-23 Service Objectives

In our 2022-23 Annual Service Plan, we set out a number of objectives we wanted to achieve over the year. The objectives were designed to provide a priority focus on what we were going to do in 2022-23 towards delivering our Community Risk Management Plan 2021-25 and our Response, Protection and Prevention Core Strategies.

The following sections report on what we said we would do, and what we did.

Response	What we said we would do in 2022-23	What we did
	<p>Water First Responders: we will embark on a major three-year programme to ensure all our fire stations have a Water First Responder capability to enhance our response to water-related incidents.</p>	<p>The programme is underway and Water Team types have been identified. We began to make infrastructure changes and equip three fire stations during the year - Leominster, Whitchurch and Fownhope. Leominster is now on the run, but due to awaiting PPE and storage, both Whitchurch and Fownhope have not yet completed their training. Three more fire stations are being identified for the programme in 2023-24.</p>
	<p>Working at Height: we will aim to provide more Working at Height training facilities to ensure firefighters at all fire stations have the ability to train at height.</p>	<p>A working at height training facility review has been completed at all existing fire station locations. New Working at Height facilities are included at Hereford, Redditch, Leominster and Leintwardine fire stations. The planning permission process is currently underway to provide a working at height facility at Ross-on-Wye fire station, with plans already drawn up. An implementation plan for the next locations has been agreed.</p>
	<p>Wildfire Response: we will be enhancing the Service's wildfire response capability.</p>	<p>Following last years busy summer period we have had to delay this work to review the outcomes and feedback from August 2022. We have completed a review of our capabilities and whilst highlighting some areas we could enhance we believe we predominately have the right assets and people to effectively manage wildfires effectively and safely. Further work will continue on this objective in 2023-24</p>

Delivering our 2022-23 Service Objectives

Response	What we said we would do in 2022-23	What we did
	<p>New Vehicles: we aim to introduce a number of Restricted Access Vehicles and Fire Engines during the year.</p>	<p>A number of vehicles were procured during the year including:</p> <ul style="list-style-type: none"> • A Restricted Access Vehicle – in use at Whitchurch fire station. • A Compact 4x4 Appliance – in use at Ross On Wye fire station • Four 18-tonne appliances – in use • Two Welfare vehicles – in use located at Tenbury and Upton upon Severn fire stations
	<p>Incident Command Project: we will aim to provide immersive learning opportunities to develop command confidence, technical understanding and teamwork in a safe environment. Based at the Service’s new simulation suite at Worcester Fire Station and using state-of-the-art simulation software and e-learning materials, the project will assist in developing skillsets at firefighter, team and command levels.</p>	<p>The Incident Command Suite is being well used for incident commanders at all levels within the Service. The Suite will also be made available to use collaboratively with multi-agency partners. The site can also be utilised as a bronze/silver cell function for significant or major incidents.</p>
	<p>Attendance Performance Measure: we will undertake public consultation on a revised Attendance Performance Measure.</p>	<p>Following public consultation a new Attendance Performance Measure was approved to be introduced from April 2023.</p>



What we said we would do in 2022-23

Fire Safety Inspections: we aim to increase the number of Fire Safety Inspections. We will utilise additional Fire Safety Inspectors and operational staff upskilled in fire safety qualifications in 2021-22 to carry out more inspections of commercial premises.

New Intel System: we aim to upgrade the Service's risk premises (Intel) database and integrate with Command and Control and Fire Safety systems to improve information available to operational crews attending incidents.

Fire Investigation: we will undertake work to accredit our Incident Commanders and specialist Fire Investigation Officers to Skills for Justice standards for Fire Investigation. We will continue to work with Shropshire Fire and Rescue Service to standardise our response and improve collaborative working and resilience. We will explore collaborative opportunities to support West Mercia Police to deliver their forensic Fire Investigation requirements for criminal investigations.

Fire Safety Continued Professional Development: we have been granted Affiliate Organisation Membership of the Institution of Fire Engineers. This enables our fire safety staff and managers to work towards accreditation of their continued professional development to a global professional membership body to ensure that they maintain fire safety and fire engineering best practice.

What we did

This work is progressing well, with operational staff being trained to an accredited Level 3 Fire Safety course. Crews carried out 164 additional Fire Safety inspections in 2022-23, exceeding the target of 150. Incremental increases have been agreed, with inspections rising to 1,000 in 2026-27.

An upgrade module has been procured and is being implemented, including training and alignment to National Operational Guidance.

All Fire Investigation (FI) Officers have been trained to Skills For Justice Level 5. A programme of continued professional development is in place and embedded through a FI Lead Officer. FI training and resilience is in place with Shropshire FRS. Collaborative opportunities have been fully explored with West Mercia Police.

Operational and Corporate Fire Safety staff have been enrolled in the Institution of Fire Engineers (IFE). Continued Professional Development is being maintained in line with IFE requirements.

Delivering our 2022-23 Service Objectives

Prevention	What we said we would do in 2022-23	What we did
	<p>Person Centred Framework: we will adopt all elements of the National Fire Chiefs Council’s Person-Centred Framework, which will ensure that a consistent and evidence-based approach to conducting a person-centred home safety check is developed. Areas of the Framework include a standard Home Fire Safety Visit (HFSV), the collection of standard data, evaluation and feedback and a National Definition of Risk.</p>	<p>We adopted the standard Home Fire Safety Visit and standardised the way it collects data in line with the NFCC’s Person-Centred Framework.</p> <p>We also adopted the NFCC’s Definition of Risk for Dwelling Fires; this will give the Service guidance on targeting those most at risk of fire.</p>
	<p>Partnership Working: we will increase the number of Home Fire Safety Visits we complete on an annual basis and will collaborate with local partners to ensure we are targeting those individuals who are most at risk of fire. We will review and assess partnership activity and monitor referrals to ascertain if activities are effective and efficient. An online referral tool (Safelincs/HFSV) has been implemented on the Service website for members of the public and partners to make accessing our services easier.</p>	<p>We increased the number of Home Fire Safety Visits completed and carried out – over 6,500 visits in 2022-23.</p> <p>The Prevention team supported various local events to promote fire safety and have worked with partners to inform them of the services we can offer and how we can support them. Fire crews and Prevention staff also worked with local GPs by attended Covid-19 booster vaccination clinics to generate HFSV referrals for vulnerable individuals.</p> <p>We completed a review of the Dying2Drive campaign and realigned our commitment to this campaign with our partners through the development of a new plan for delivery of this campaign in the future.</p>
	<p>Evaluation: we will develop an evaluation system to help ascertain if all areas of Prevention activity are meeting the needs of communities. This will include feedback from members of the public, internal staff and partner agencies on the services we deliver, with a view to reviewing and improving the approaches we take. We will work alongside the National Fire Chiefs Council and other regional Services to consider a standard evaluation framework, so that we can measure the impact of HFSV visits.</p>	<p>To ensure there is continual improvement in the service we provide, feedback has been obtained from partners, internal staff and members of the public on our Prevention related activities. As a result, improvements have been made to ensure the best service continues to be provided.</p> <p>Quality Assurance of the HFSV service has commenced, and this will assist in ensuring a consistent delivery of intervention.</p>

What we said we would do in 2022-23

HMICFRS Action Plan: we will deliver a comprehensive action plan to address feedback from the 2021 inspection report from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

What we did

The Service had the HMICFRS 'Cause of Concern' discharged in January 2023. The Cause of Concern related to a number of areas for improvement required in our prevention activities. Our action plan has addressed all areas identified and there is no longer a significant concern. This helps to give us confidence that we are delivering effective and efficient prevention services for our communities.



Delivering our 2022-23 Service Objectives

What we said we would do in 2022-23

People Strategy 2022-25: we will implement the People Strategy 2022-25 to support the delivery of the Response, Protection and Prevention Strategies and the Community Risk Management Plan 2021-25.

Equality, Diversity and Inclusion (EDI): we will promote EDI within the Service and embed the Core Code of Ethics for Fire and Rescue Services.

What we did

We continued to develop our People Strategy Action Plan for 2022-23 to support our core organisational strategies and the CRMP.

We continued to invest in the development of our staff, aligned to the objectives in the People Strategy, including implementation of the aspiring leaders programme for Firefighters wanting to develop to Crew Commanders, Trans2 sessions delivered by employment law specialist, Veena Alison, enrolling those in leadership positions on to leadership courses including ILM Level 5 and CMI level 7, to name but a few areas.

We continued to develop our organisational culture by conducting an independent review of our culture, behaviours and management.

We also:

- Commissioned an externally provided Service-wide inclusion training programme for all staff,
- Created a Core Code of Ethics Steering Group to support the Service to transition to adopt the NFCC Core Code of Ethics,
- Enhanced the speaking-up processes available for staff through an externally-hosted confidential reporting line and online tool,
- Conducted a "Your Opinion Counts" Service-wide staff engagement survey,
- Recruited an Inclusion & Organisational Development Manager to support us in our ambitions for our Service culture,
- Introduced and developed two Staff Networks; Women@HWFire and the Neuro-Diverse Network.

What we said we would do in 2022-23

Health and Resilience: we will maintain a healthy and resilient workforce, including implementing an action plan to promote and improve mental health in the workplace.

What we did

We developed an action plan to deliver our Mental Health at Work Commitment, implemented mental health annual surveillance for specific roles, and introduced Menopause Workshops to raise awareness and support options for improving health and wellbeing.



What we said we would do in 2022-23

Continue plans to modernise and improve efficiency at fire stations: to include new fire station at Broadway, refurbishment of Pershore and Leominster fire stations, the joint Redditch Police-Fire station project, planning applications for Hereford fire station and Leominster Strategic Training Facility, and feasibility work for relocating the Training Centre to the Wyre Forest hub.

What we did

A comprehensive programme of improvements as part of the invest to improve project has completed on existing sites.

The capital build programme is a significant piece of work and is progressing well into the next stages of RIBA design stages with planning permission. Building has started at Broadway and Redditch fire stations. Planning permission has been approved at Hereford fire station and submitted at Leominster fire station for a strategic training facility. A proposal to move Training Centre to Wyre Forest fire station is progressing from initial feasibility to planning permission stage.

Delivering our 2022-23 Service Objectives

Value For Money

What we said we would do in 2022-23

Continue to implement the ICT Strategy 2021-24: complete the installation of the wide area network across all fire stations, a new ICT disaster recovery (DR) facility at Defford and further development of connectivity and data-driven intelligence including the full launch of Microsoft 365.

Maintain a balanced and sustainable budget: aligning available resources with the level of identified risk, enabling us to deliver high quality services.

What we did

The new SD WAN has all of the circuits installed and we are currently setting up the new network configurations. This will allow us greater resilience and the ability to optimise traffic types across the networks. It will also provide the additional functionality of being able to aggregate connections together to increase bandwidth appropriately.

The DR Site at Defford is operational and we are currently working with the resilience team to develop working scenarios for when DR will be invoked. We have the capability to run all essential services from this location currently.

Power BI dashboards have been created for Watch Commanders, Station Commanders and Group Commanders for various information sets required by the Service. New performance dashboards have also been created. We are in the process of migrating this service to the Cloud; at present its running from internal servers, but following migration the service will be relaunched to all relevant staff.

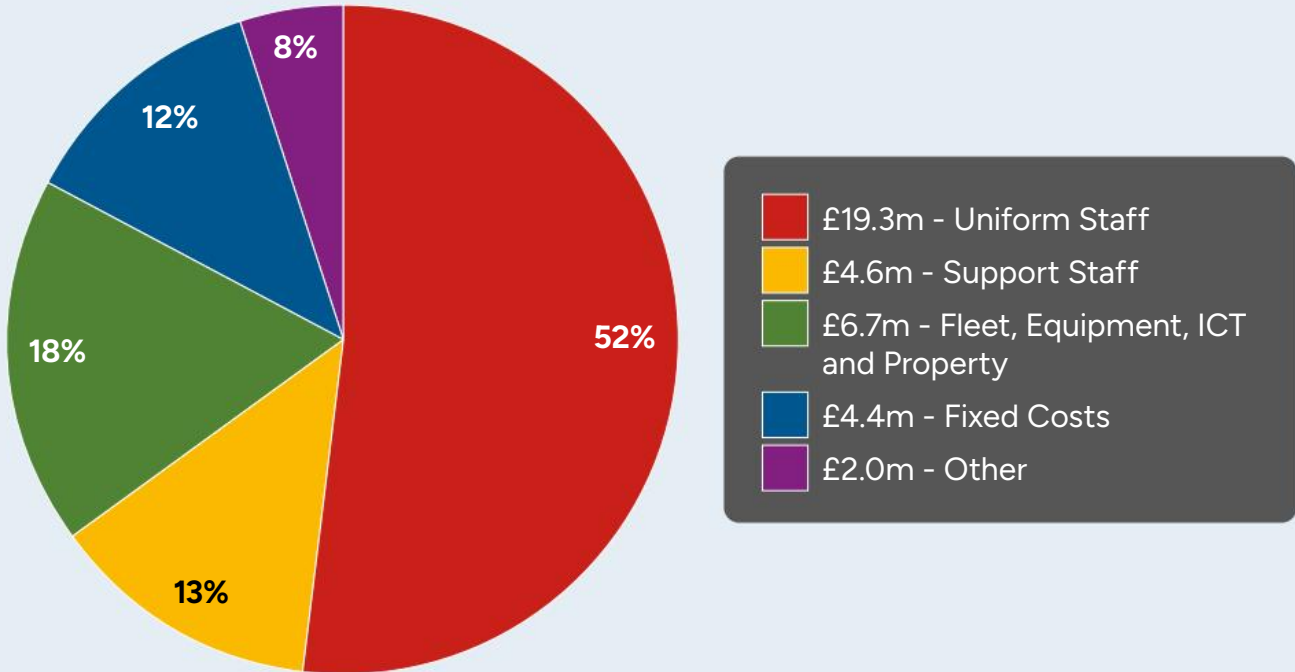
Microsoft 365 is currently being rolled out to the entire organisation and will be completed before the end of May 2023.

We led joint work with other Services to establish a common resource analysis and bench marking approach, and at the same time being more explicit as to how our own resources are allocated between the three Core Strategies and to relevant support costs.

As far as possible in an environment of financial uncertainty the Fire Authority has continued to make the necessary decisions to secure the maximum resource to deliver services to our communities.

Finance 2022-23

Fire Authority Budget 2022-23



How the Service was funded

H&W Council Tax	£25.8m
Funding Grants	£8.2m
Business Rates, etc.	£2.0m
Special Grants	£1.0m
Reserves	-
Total	£37.0m

The annual Band D Council Tax was £89.40 or less than 25 pence per day.



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 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.

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

Alternatively, you can write to us at:
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