



Hereford & Worcester
Fire Authority

Community Risk Management Plan 2021 - 2025

Consultation
Document

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Foreword

We are pleased to present Hereford & Worcester Fire and Rescue Service's Community Risk Management Plan 2021 – 2025 (the CRMP).

The CRMP is our overall strategy for helping to keep you, your home, your community and your environment safe from fire and other emergencies. It provides an overview of the fire and rescue-related risks faced by the communities we serve, and sets out our high-level plans for tackling those risks through our prevention, protection and emergency response services.

We said in our previous CRMP for 2014 - 2020 that risks are always changing and, as a consequence, how we configure and deploy our finite resources to best deal with those risks has evolved too. It also explained how we as a Service were changing to make sure we use our resources efficiently so that our services continue to be as effective as possible.

The financial pressures of the last ten years framed a difficult context for the last CRMP, and difficult decisions had to be made. In response to this challenge we sustainably reduced staffing levels from across all areas of the Service, from management, frontline and support teams – while still maintaining high quality services. We changed crewing systems at some fire stations, removed two fire engines from the fleet and merged three fire stations in the Wyre Forest area into a single fire and rescue hub. At the same time, we invested in more advanced fire engines, improved safety

equipment and new state-of-the-art technology, and we refocused our vision and values to better reflect the challenges and opportunities as we move into the next decade.

It would be fair to say that over the previous CRMP the main driver for change across the whole of the public sector was financial austerity. However, as we prepare for this CRMP, the challenges have become more complex in nature. For example, throughout 2019 the threat of leaving the European Union without a deal led the Service to undertaking extensive contingency planning together with our Local Resilience Forum (LRF) partners. This planning may still need to be revisited in 2020, if Brexit happens with or without a deal. In addition, societal changes are making the recruitment and retention of On-Call firefighters (who exclusively staff 31 of our 41 frontline fire engines¹ and a number of our special appliances) more challenging as people struggle to balance their work and home life commitments with living in largely rural communities.

On the operational and professional front as well, more is now being expected of the Service, both through collaborative working with other emergency responders and as a consequence of the Grenfell Tower tragedy.

¹ These 31 fire engines are on call 24/7 and the other 10 fire engines are on call at night.

Finally, the growing frequency of extreme events has brought into sharp focus the need for the Service to develop and maintain both its operational and organisational resilience. For instance, throughout February 2020, this resilience was significantly tested as the Service experienced unprecedented levels of flooding across both counties, centred on the communities and roads alongside the Rivers Wye, Severn, Teme and Lugg, which also impacted heavily on our neighbouring services. Then this was followed in March by the rapid escalation of the Covid-19 global pandemic, which has had a major impact on our Service.

Such focused periods of high intensity activity levels are anticipated to become more frequent due to the impacts of climate change and globalisation, and there is also a risk of losing significant operational capacity due to illness. Therefore, our risk modelling for the next four years will use this evidence in order to best determine what our overall frontline operational capacity levels should look like and to what extent we need to further invest in areas such as our flood response capability and overall organisational resilience.

For example, we have embarked on a new Fire Alliance with Shropshire Fire and Rescue Service (Shropshire FRS), aimed at giving us more collective capacity and resilience to achieve longer-term sustainability for both Services. Working together we have already begun to explore the potential benefits of sharing Fire Control and Information and Communications Technology (ICT) functions, joint procurement and the alignment of processes including a joint approach to preparing our Risk Management Plans. To facilitate this, our 2014-2020 CRMP has been extended by one year to cover the period up to April 2021, after which the new

CRMP and Shropshire FRS's Integrated Risk Management Plan (IRMP) will be in place.

In 2018, an inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) found we were good at keeping our communities safe and doing our job effectively, but it also said we could improve how we use our limited resources more efficiently and we could support our workforce better. We have implemented an improvement action plan to address these issues.

Much has been achieved, but we know there is more to do; there are still complex challenges ahead and, as we witnessed in 2020, risks in the world are ever-changing.

The new CRMP is our high-level plan for how we intend to meet the priority challenges we have identified over the next four years, while delivering our core services and keeping people safe. It draws on in-depth reviews of risks, resources and performance as well as the views of our communities, workforce and partners, all of which are referenced throughout the plan. In addition, each year, we will also publish action plans and performance data to chart our progress in delivering the CRMP.

An important area we will be focusing on in the new CRMP is the attendance standard we use to measure how quickly we respond to incidents. Our current attendance standard only applies to fires in buildings and is defined as the first fire engine attending an incident within 10 minutes from the time of receipt of an emergency call on 75 per cent of occasions. Analysis shows that the standard is no longer a meaningful performance measure. Primarily, this is because the Service attends a much wider range of incidents than

fires in buildings. Secondly, since the standard was first introduced in 2009, there have been a number of key factors outside of the Service's control that have changed significantly, including increasing traffic congestion and roadwork upgrades. Thirdly, our prevention work over the years has meant, thankfully, we are responding to many fewer calls to this type, but the knock-on effect is that it takes a lot less incidents to be outside of the response standard to result in it not being met. As a consequence, a new standard based on our Alliance work with Shropshire FRS will be consulted upon and, if appropriate, introduced during the term of the CRMP. This will be complemented by a travel-time analysis of all incidents that do not align with expected travel times, in order to identify any areas for improvement.

We believe the new CRMP is a blueprint for action, and we hope you do too. We always welcome your thoughts and questions, which you can let us know through the contact details on our [Service website](#).



Councillor Roger Phillips
Chairman of the Fire Authority



Nathan Travis, Chief Fire
Officer / Chief Executive

Introduction

You will see from the Foreword that the last few years have been a busy time of change for the Service. The next four years will be just as busy, and the following sections of this Plan will provide more information about what we'll be doing to keep people safe over this period.

In particular, we will:

- explain more about what a CRMP does,
- give an overview of the Service and the area it serves,
- set out how we identify and assess risks, including those associated with climate change and other extreme events,
- set out our approach to managing and reducing risks,
- explain how we intend to deliver value for money,
- show how we support and value our staff, and
- set out how we will measure performance and demonstrate the impact of our services and interventions

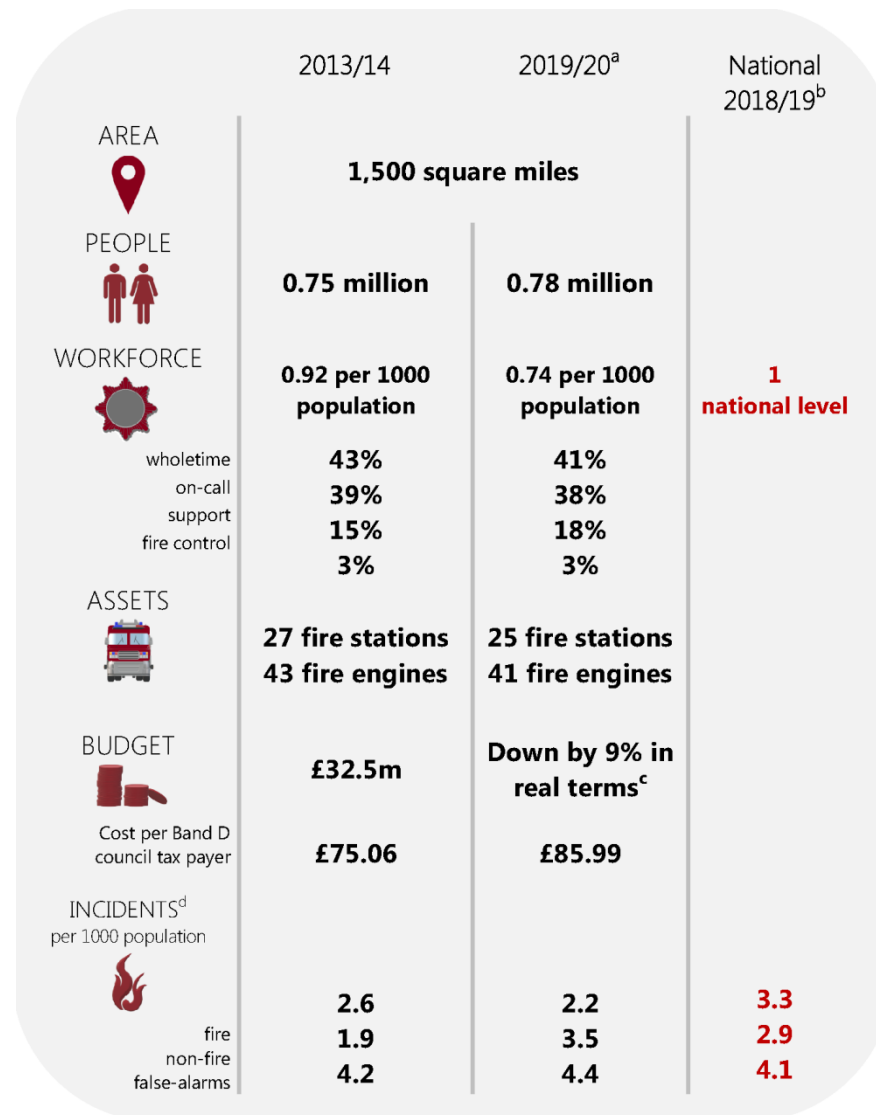
Before that, it is worth noting the position we were in at the start of our last CRMP in 2014 and how things had changed by the end of March 2020. The infographic² opposite shows how things have changed for the Service and in terms of incident numbers attended in the last five years.

² ^a Some figures are rounded to aid comparison; position at 31 March 2020

^b National figures are for England and based on latest available data

^c Taking into account inflation, wage and pension increases – see also the Sustainable Finances section

^d See also the Performance Review section



In the Foreword, we mentioned some of the changes we've made over the last CRMP cycle. We chronicle all the changes each year in the Fire Authority Annual Reports, which are available on our [Publications](#) page on the Service website. Some of the highlights include:

- new fire stations for Worcester and Evesham, opening of Bromsgrove Police and Fire Station, rebuild of Malvern Fire Station and the development of the Wyre Forest Hub,
- relocation of Service Headquarters and Fire Control to Hindlip Park alongside West Mercia Police,
- development of Strategic Fire Alliance with Shropshire Fire and Rescue Service,
- renewed the Service core purpose, vision, mission statement and values, and
- new and more efficient duty systems and crewing arrangements across the Service.

This has been achieved against a backdrop of a significantly reduced revenue budget, which has fallen by 14 per cent 'in real terms' (i.e. taking into account inflation, wage and pension increases) in the ten years since 2010-11. This includes a more than 9 per cent fall in funding since the last CRMP began in April 2014.

Nationally, there have also been significant developments. Government responsibility for fire and rescue now sits within the

Home Office, and a Fire Reform programme has been developed to drive efficiency, promote collaboration, transparency and accountability, and encourage workforce reform. The programme is supported by an independent inspectorate (HMICFRS), focusing on assessing how effective and efficient all fire and rescue services are, and how well they support their workforce.

In 2017, the Policing and Crime Act was published. The Act introduced a statutory duty for fire and rescue services, police and ambulance services to collaborate and enabled Police and Crime Commissioners (PCCs) to take on responsibility for fire and rescue services where a local case is made. In this respect, the West Mercia PCC submitted a plan to take on governance of both Hereford & Worcester and Shropshire fire and rescue services back in 2017. However, the Government's approval of this plan, which was given in 2019, is currently subject to a legal challenge by the two fire authorities.

In addition, the performance of fire and rescue services has also come under scrutiny, particularly in relation to their preparedness for and response arrangements following the terrorist attacks in Manchester and London, and the Grenfell Tower fire in London. Recommendations from independent reports into these incidents will be taken on board in our own resilience and mutual aid arrangements during the plan period.

The CRMP process

All Fire Authorities have a legal requirement to prepare an Integrated Risk Management Plan (IRMP), whilst also maintaining a balanced budget. This requirement is set out in a guidance document called the Fire and Rescue National Framework for England. We call our IRMP the Community Risk Management Plan (CRMP) and it provides a strategic overview of how we will organise and align our services and resources to keep people safe from fire and rescue-related risks. In doing this, the CRMP aims to balance resources across the key service areas – Prevention, Protection and Emergency Response – in order to reduce the impact of such risks on communities.

The CRMP requirements are framed by strategic duties and responsibilities set out in the Fire and Rescue Services Act 2004, the Civil Contingencies Act 2004 and the Regulatory Reform (Fire Safety) Order 2005.

More recently, these responsibilities have been augmented by the requirements of the Policing and Crime Act 2017 and the provisions of the Home Office Fire Reform programme.

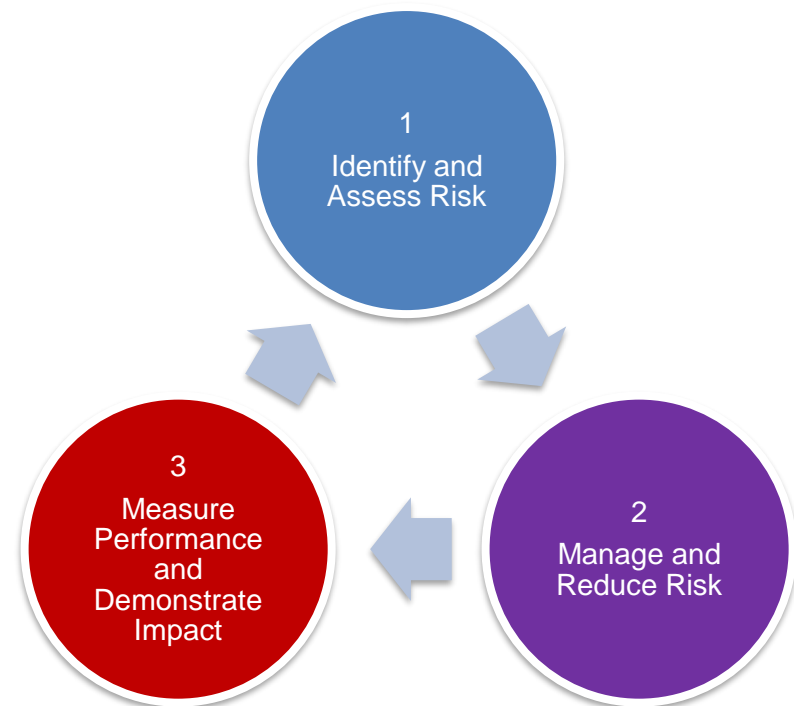
To keep the CRMP process as straightforward as possible, three main stages have been identified as shown in Figure 1 below:

Stage 1 - how we identify, understand and assess risk

Stage 2 - how we manage and reduce risk

Stage 3 - how we measure performance and demonstrate our impact

Figure 1 - CRMP Process



The process is cyclical so that lessons learned, good practice, areas for improvement and residual risks at the end of the process are fed back into Stage 1 to start the process again.

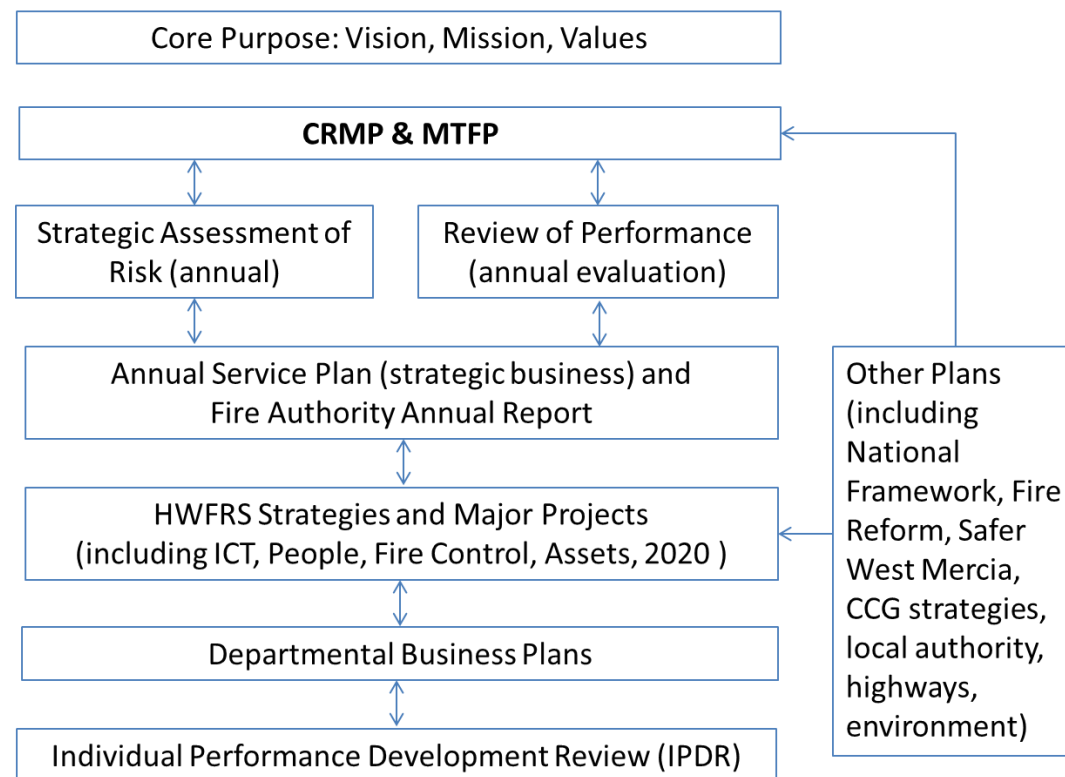
The three stages are reported in three documents:

- an annual Strategic Assessment of Risk;
- the CRMP; and
- an annual Service Performance report.

The Strategic Assessment of Risk and the Service Performance reports will be regularly updated to reflect changing risks and ongoing performance. The CRMP will also be supported by a programme of engagement and consultation with staff, partners and the wider public.

The CRMP sits at the heart of the Service's corporate planning framework alongside the Medium Term Finance Plan (MTFP), as shown in Figure 2 below.

Figure 2 - CRMP Planning Process



About Us

Hereford & Worcester Fire Authority

The Service is overseen by Hereford & Worcester Fire Authority, which is made up of 25 local councillors (six from Herefordshire Council and 19 from Worcestershire County Council). The West Mercia Police and Crime Commissioner is also represented on the Authority.

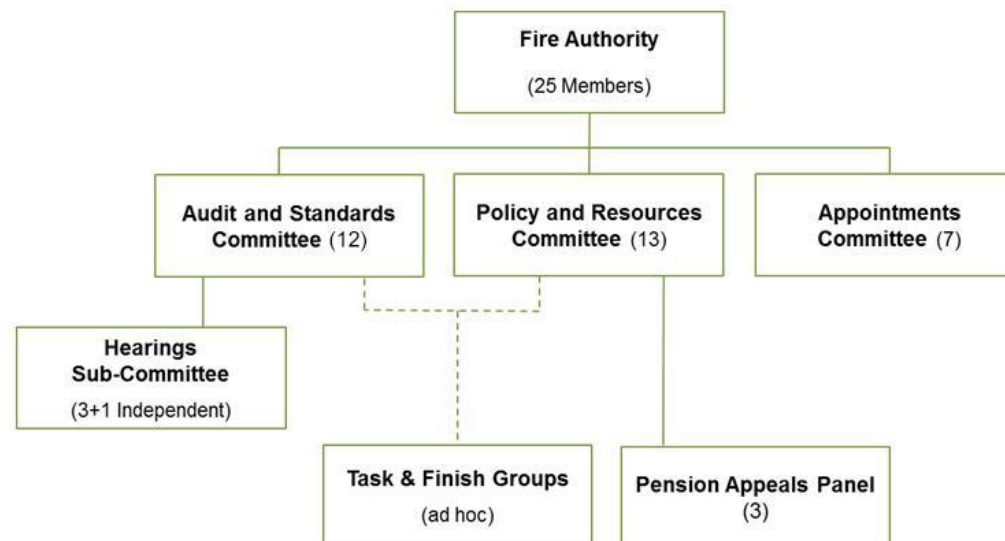
The Authority makes sure the Service carries out its duties under the Fire and Rescue Services Act 2004 in relation to fire prevention, fire safety, firefighting and rescues, including emergencies such as road traffic collisions and flooding events.

As well as setting the budget and approving the overall direction for the Service, the Authority also appoints the Chief Fire Officer and makes sure the Service has the right people, equipment and

training to deliver their services effectively and efficiently in the best interests of the communities of Herefordshire and Worcestershire.

The Fire Authority meets four times a year and is supported by three committees as shown in the structure chart opposite.

As noted in the Introduction, the West Mercia PCC has made a case to take on governance of the Service. This has been approved by government, but following a judicial review of that decision, both Hereford & Worcester and Shropshire & Wrekin Fire Authorities have lodged a legal challenge. If the Government's approval is upheld, appropriate changes to the constitution and scrutiny arrangements of the Service will be required at an appropriate time in the future.



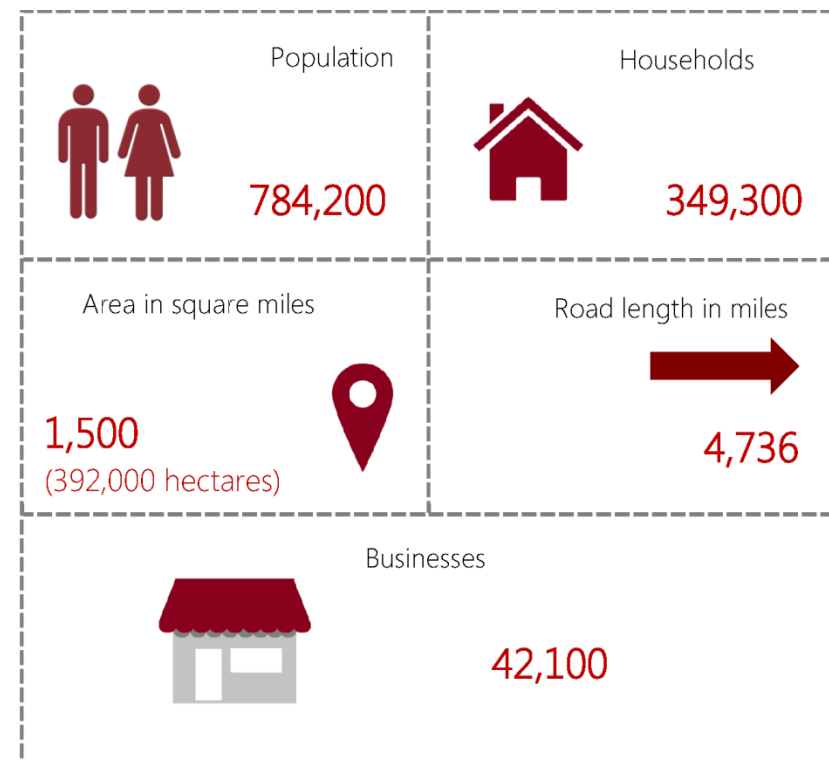
Hereford & Worcester Fire and Rescue Service

The Service is led by the Chief Fire Officer/Chief Executive with the support of the Senior Management Board, made up of Directors and Heads of Service. The Service employs a combination of full-time, on-call and part-time members of staff. Firefighters make up approximately 80 per cent of the workforce, and are assisted by professional teams providing support and enabling services such as financial, human resources and legal services. There is also a Fire Control team, who are the frontline for receiving emergency calls and deploying crews to incidents. Further information on our workforce can be found in [Fire Authority Annual Reports](#) published on the Service website.

We provide our services across the two counties of Herefordshire and Worcestershire, a largely rural area of about 1,500 square miles, with extensive areas of unspoilt countryside, farmland and fruit orchards.

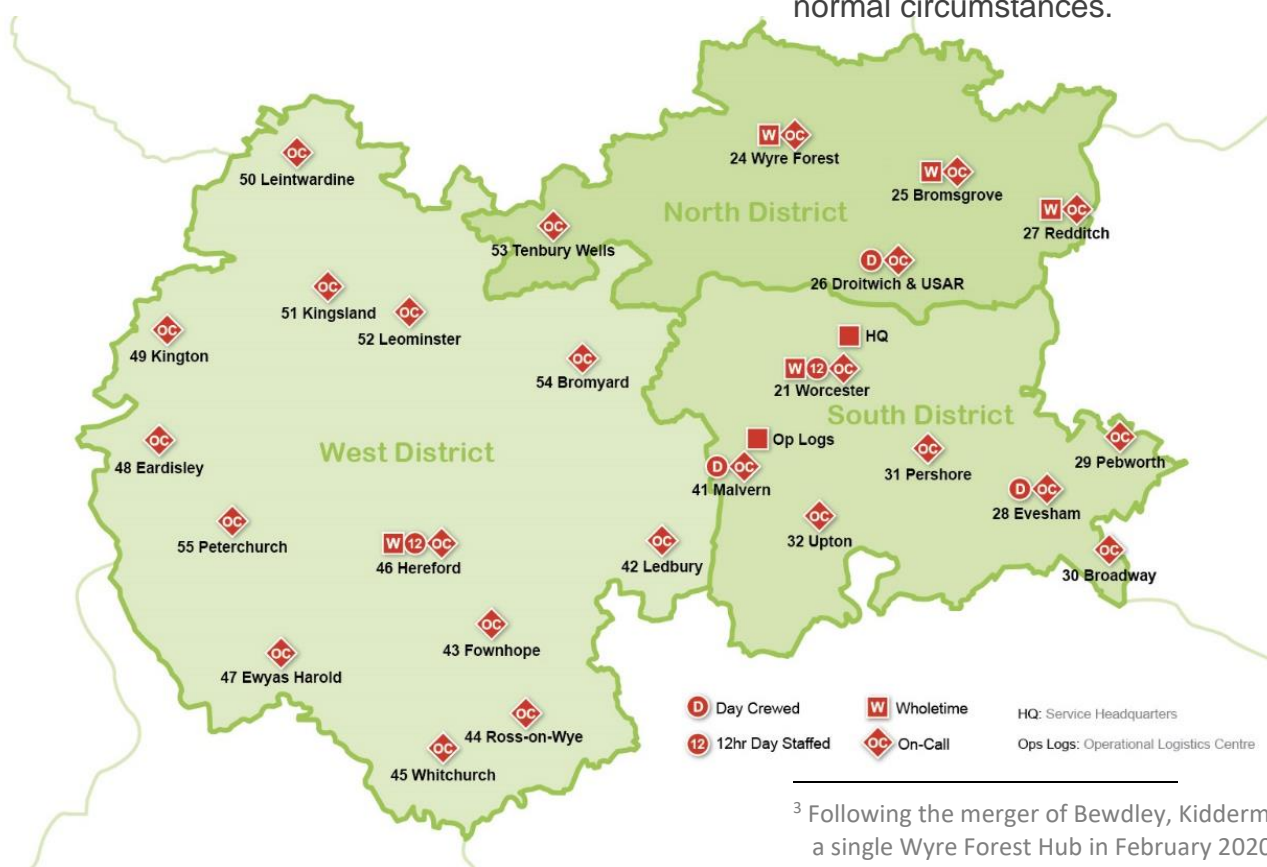
About three-quarters of the population live in Worcestershire, with just over 100,000 people living in the city of Worcester, the largest urban area in the two counties. Herefordshire is more sparsely populated, with 61,000 people living in the city of Hereford and a significant proportion living in rural areas.

The area is criss-crossed by a network of over 4,700 miles of roads including sections of the M5, M42 and M50 motorways. There is also a large network of major rivers running through the two counties, including the rivers Severn, Teme, Avon, Stour and Wye.



To cover this large area, our Service is split into three operational Districts – North, South and West – each with their own unique characteristics and risks, which influence how we balance our prevention, protection and emergency response activities locally. The Districts are supported by a Training Centre in Droitwich, a fleet maintenance and supplies centre called Operational Logistics in Malvern, and a Service Headquarters at Hindlip Park, Worcester, which is also the campus for West Mercia Police Headquarters.

Across the three Districts we have 25 fire stations³ and 41 fire engines, which are able to respond in an effective and timely manner whenever an emergency call is received. Each fire station has at least one On-Call crew of firefighters who live or work locally and are available within a short time should they be needed. Eight fire stations also have Wholetime crews, who are immediately available when on duty under normal circumstances.



³ Following the merger of Bewdley, Kidderminster and Stourport fire stations into a single Wyre Forest Hub in February 2020, the total number of fire stations was reduced from 27 to 25.

Delivering High Quality Services

Throughout the CRMP, we talk about our three core services: prevention, protection and response. It is worth highlighting some of the wide range of activities we carry out under these main headings, so you can better appreciate the breadth of services we provide in our role in keeping people safe.

Prevention Preventing fires and other emergencies from happening in the first place

We have a team of specialist risk reduction officers, supported by a team of volunteers, providing education and support for the most vulnerable in our communities all year round, with a range of activities including:

- Safe & Well Visits
- Road Safety events (in partnership with Police, Ambulance and local Road Safety Partnerships)
- Water Safety events (in partnership with the Royal Life Saving Society and University of Worcester)
- Firesetter mentoring
- Work with partners to safeguard vulnerable adults and children
- Supporting the Young Firefighters Association

Protection Protecting people, firefighters, property and the environment when fires, floods and other emergencies happen

We have a team of specialist fire safety officers available at all times to advise, support and, if required, enforce fire safety legislation within local businesses, based on known risks and additional information provided by partner agencies, including our participation in:

- Multi Agency Targeted Enforcement (MATE) operations alongside the Police, Trading Standards, the Gangmasters & Labour Abuse Authority, Her Majesty's Revenue and Customs and others
- A joint enforcement team with the Environment Agency focused on waste sites
- The Primary Authority Scheme designed to streamline processes for businesses operating nationwide

Response	Responding to and dealing with fires and other emergencies promptly, safely and effectively	
<p>We have 41 frontline fire engines crewed by teams of highly qualified firefighters based at 25 fire stations across the two counties, providing a full range of firefighting and road rescue, as well as environmental protection, medical/trauma care first responder capabilities (including defibrillators). Among our capabilities, we have:</p>		<ul style="list-style-type: none"> ▪ An Urban Search and Rescue team helping to deal with incidents such as unsafe or collapsed buildings
	<ul style="list-style-type: none"> ▪ Two high reach vehicles based at our two city fire stations (Hereford and Worcester) for rescue and firefighting 	<ul style="list-style-type: none"> ▪ Specialist groups of Wildfire, Hazmat (hazardous materials) and HVP advisers, and a group of Fire Investigation Officers providing fire investigation around the clock
	<ul style="list-style-type: none"> ▪ Water rescue capabilities strategically placed at eleven of our fire stations close to known water risks, with three dedicated boat crews based at Worcester, Evesham and Hereford fire stations and supported by volunteer flood response teams from the Severn Area Rescue Association (SARA) 	<ul style="list-style-type: none"> ▪ 4x4, limited access and off-road vehicles
	<ul style="list-style-type: none"> ▪ A High Volume Pump (HVP) based at the Wyre Forest hub for supporting firefighting and flood relief. The HVP is also part of the National Resilience Capability 	<ul style="list-style-type: none"> ▪ A team of drone pilots supporting Fire and Police operations
	<ul style="list-style-type: none"> ▪ Two Heavy Rescue teams based at Hereford and Droitwich fire stations, helping to deal with large vehicle road traffic collisions 	<ul style="list-style-type: none"> ▪ Specialist foam appliances used for dealing with fuel fires ▪ Various other specialist support appliances to help manage large incidents
	<ul style="list-style-type: none"> ▪ Animal Rescue teams to deal with any type of animal, large or small 	<ul style="list-style-type: none"> ▪ An Environmental Protection team to manage hazardous materials and chemical spillages on behalf of the Environment Agency
	<ul style="list-style-type: none"> ▪ Rope Rescue teams who can work at height and below ground 	<ul style="list-style-type: none"> ▪ Multi-tiered command structures for all levels of incident response
		<ul style="list-style-type: none"> ▪ National Inter-Agency Liaison Officers (NILO) capability
		<p>You can find out much more about our services and our fire stations, vehicles and specialist units on the About Us page on our Service website.</p>

Sustainable Finances

Every organisation needs sustainable funding in order to survive and flourish. Public sector organisations, such as Fire and Rescue Services, receive their funding each year from a combination of local taxation (business rates and council tax) and central government grants. They use that money to pay their workforce and invest in their property and equipment, as well as providing the necessary goods and services needed to deliver their own services.

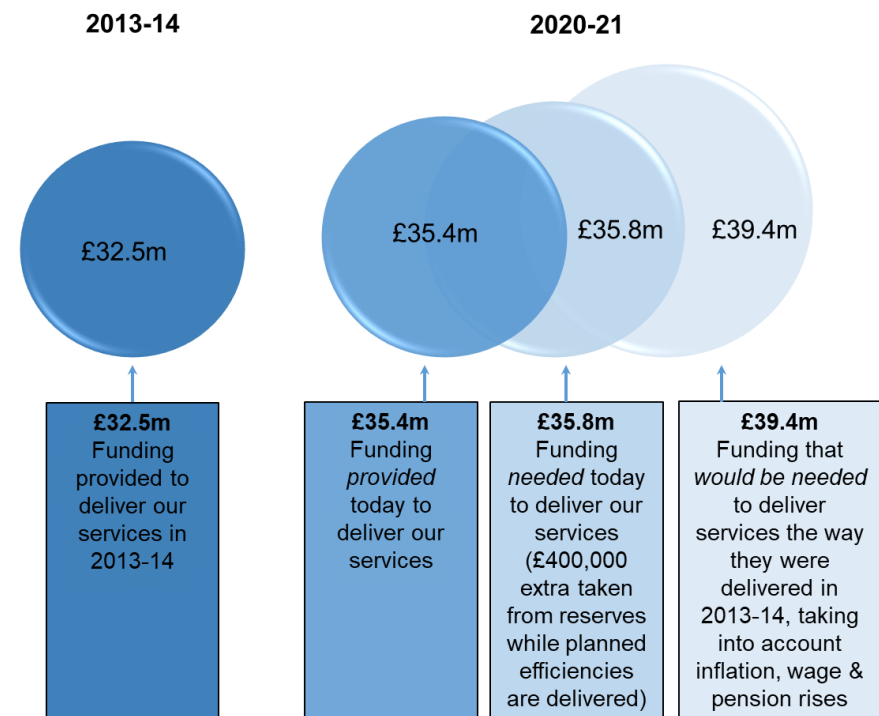
Government grants that were used to help pay for large capital investments in the past, such as new fire stations and fire engines, have not been available since 2014, which means that Services now have to also use their reserves for large capital improvements or finance them out of their revenue (day-to-day) funding, similar to a mortgage. In addition, unlike the Health Service, Fire and Rescue Services are legally required to deliver a balanced budget each year, which means they are not able to go into debt on their annual revenue spending.

Putting this into context following over a decade of austerity, Hereford & Worcester FRS has continued to make significant efficiency savings in order to 'live within the means' of a revenue budget that has reduced by over 9 per cent in real terms since the start of the last CRMP in April 2014. These efficiencies culminated in the large-scale changes to staffing and ways of working that were proposed and delivered over the previous CRMP period.

Looking forward, if public sector funding stabilises throughout the next four years of this CRMP, then it is anticipated that we will be

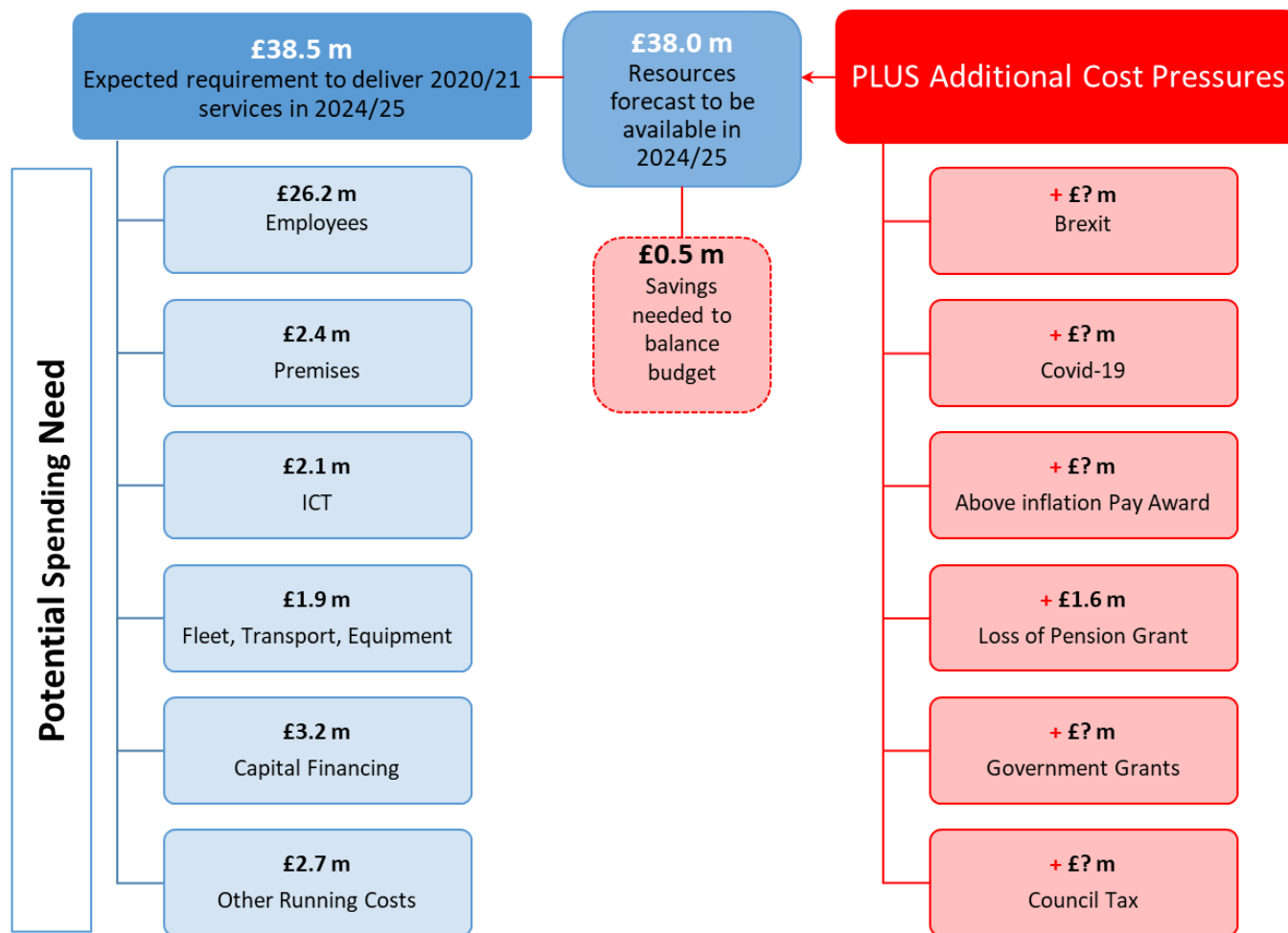
able to deliver on our proposals and, at the same time, continue to maintain our high quality services.

The following diagram illustrates how our funding has changed over the last seven years. It shows that to deliver the same level of services now that we delivered at the start of the last CRMP, we would need £4.0 million more funding than we currently receive.



Looking further ahead, to maintain the level of service we provide now, we anticipate we will need funding of around £38.5 million a year by 2024-25. However, there are financial uncertainties, pressures and unknowns that may affect the level of funding we

receive, including a potential £0.5 million resource shortfall. The following diagram illustrates both the costs of delivering our services in 2024-25 and some of the potential additional financial pressures on funding during the term of the CRMP.



Service Values

To guide the Service in delivering the best quality services, we have refocused our vision and values to better reflect the challenges and

opportunities as we move into the next decade. These are summarised in the chart below.



The background of the slide features an aerial photograph of a residential neighborhood with numerous houses and rooftops. This image is partially covered by several green geometric overlays, including a large chevron shape on the left and a dark grey arrow pointing to the right. The text 'Identifying and Assessing Risk' is written in white on a dark green rectangular area.

Identifying and Assessing Risk

Stage 1

Stage 1 – Identifying and Assessing Risk

This stage of the CRMP is about how we identify, understand and assess risk. Risk assessment is about weighing up how likely it is for something potentially harmful or hazardous to happen (measured on a low to high likelihood) against the severity of the impact or consequences if it does (measured on a low to high severity).

To understand what risk looks like in our two counties, we have undertaken extensive research using expert analysis by our partners in local authorities, evidence from national data, reviews of expected incidents (including large scale events) and issues arising from risk workshops involving all departments and fire stations across the Service.

The research is set out in detail in our CRMP Strategic Risk Review 2020, which is available on the [Service website](#). The main risk issues arising from the research are highlighted below.

Following this stage, we will set out how the Service intends to manage and mitigate the identified risks.

Note: local incident data in this section covers the ten year period from 2010-11 to 2019-20 and the five year period from 2015-16 to 2019-20. Reported data from other sources is the most recent available, where possible.

People and Places

One of the primary aims of the CRMP is to identify those people and households at greatest risk from fire and other emergencies in the home. Who these people are, where they live and how they live are important factors affecting the level of risk.

Evidence from national and local studies⁴ and fire incident data, suggests that, while the overall risk of fire in the home is low, some people are more likely to be at greater risk than others. They show that older people, people living alone, lone parents and those people sick, disabled or with a long-standing illness tend to have more fires than others. Areas with higher levels of deprivation, unemployment, crime and poor educational attainment are also linked to a higher rate of residential fires.

The studies also highlight certain characteristics about people, which can increase their risk of harm from fire in the home. These include issues such as smoking, alcohol and drugs use, and other health-related issues such as dementia, depression, sensory impairment and lack of mobility.

Some of the key issues of concern for the Service are highlighted below:

- The two counties have an ageing population, with one in four residents aged 65 years or over. We expect to see greater numbers of older people living with some form of impairment, many of whom will be living alone and in relative isolation given the rural nature of much of our area.
- One in three households is a single-person household and we expect this to increase. Living alone is a risk factor associated with loneliness and social isolation, and also has correlations with increased rates of falls, having more medical conditions and smoking.
- People living in more deprived areas tend to have lower life expectancy and spend more of their lives in poorer health. Latest figures⁵ from Government show that there are 19 Lower Super Output Areas (LSOAs)⁶ across the two counties that are amongst the 10 per cent most deprived areas in England. These tend to be small neighbourhoods in the more built-up areas such as Worcester, Hereford and Redditch.
- While the quality of most housing in the two counties is good, there are a significant number of homes in need of improvement and more than one in ten households experience fuel poverty. Single parent households are more likely to live

⁴ See [Learning Lessons from Real Fires – DCLG 2006](#) and [Fire and Rescue Service partnerships working toolkit for Local Area Agreements - DCLG 2008](#)

⁵ [The English Indices of Deprivation 2019](#), Ministry of Housing, Communities & Local Government, 2019

⁶ Lower Super Output Areas (LSOAs) are small areas that typically have about 1,500 residents or 650 households.

in poverty than other household types. Poor housing conditions associated with financial hardship is known to adversely affect health.

- Along with population growth, we also expect to see more than 50,000 new homes built by 2031. Most of this development will be around main urban areas (including Hereford, Worcester, Bromsgrove, Redditch, Malvern and Leominster) and we will need to make sure we are able to respond promptly and safely to emergency incidents in new housing growth areas.
- Local incident data on accidental dwelling fires between 2015-16 and 2019-20 matched against Government deprivation data shows that those households that share characteristics of higher levels of disadvantage, dependency and vulnerability also tend to have higher rates of fire than others.
- In the five years to 2019-20, the Service attended 2,485 dwelling fires of which 2,376 (95 per cent) were recorded as accidental. Over this period, the downward trend of previous years has continued, as shown in the graph opposite.
- Just under sixty per cent of the accidental dwelling fires started in the kitchen, mostly caused through cooking. Incident records available also show that four out of five incidents in households with persons aged 65 years and over started in the kitchen (276 out of 345 incidents), with 109 incidents also involving the person being distracted.

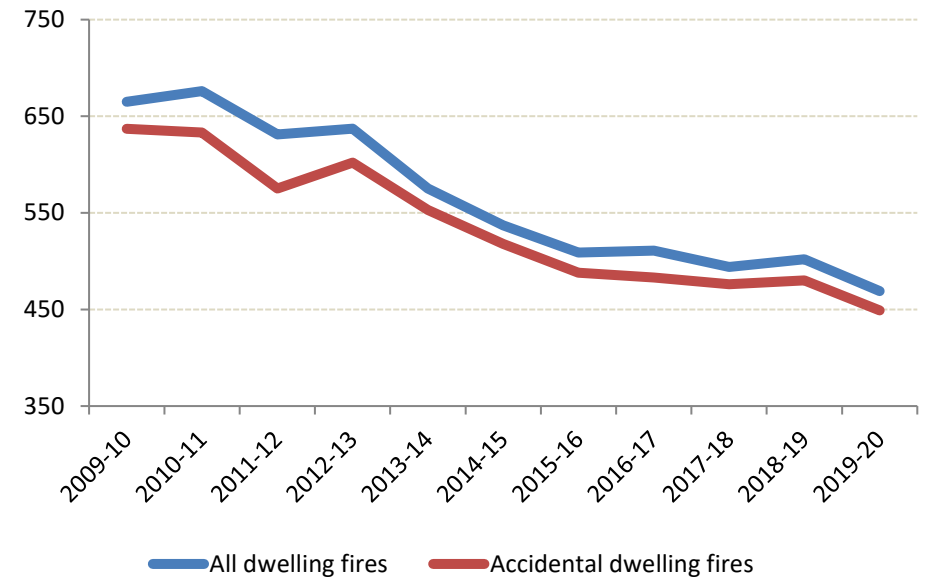
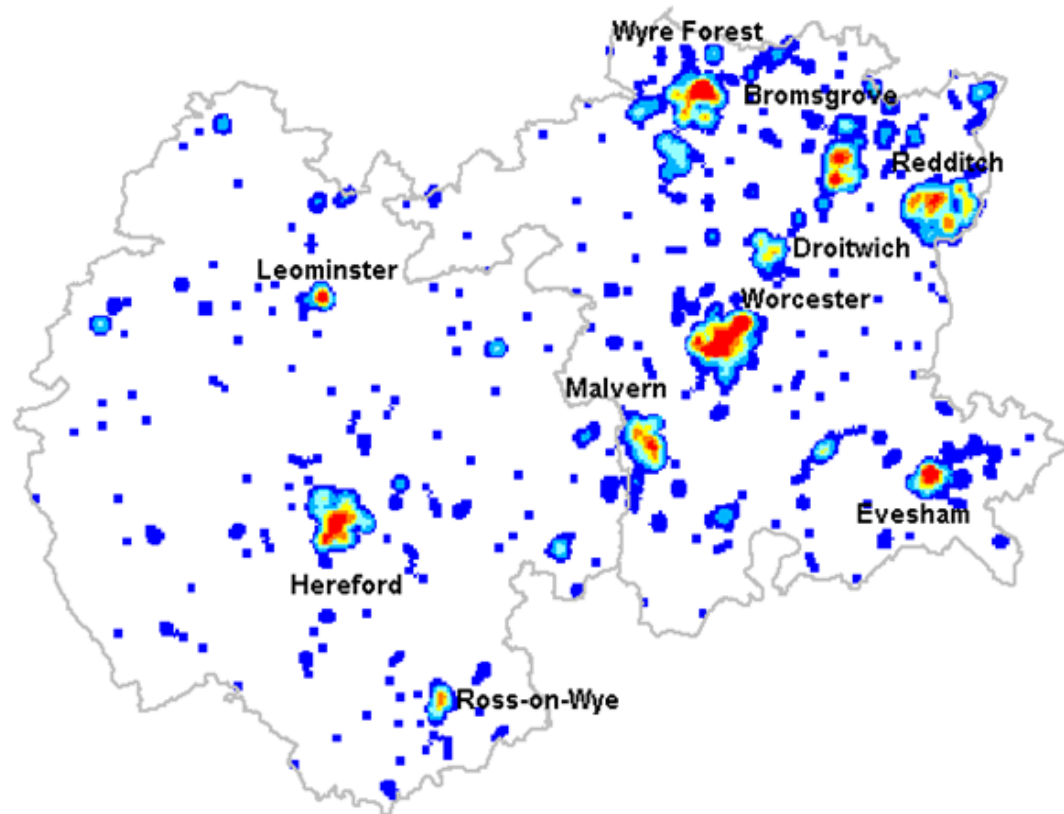


Figure 3 - Dwelling Fires Attended 2009-10 - 2019-20

- The hotspot map below shows where accidental dwelling fires have occurred over the last years, with the red shaded areas showing the highest concentrations.



- Casualty numbers in accidental dwelling fires attended came to a total of 325 over the last five years, which equates to around one casualty for every seven incidents, although only one in around 95 incidents resulted in a serious injury or death. There were 13 casualties with serious injuries and 12 people died. Of the 12 people who died, the average age was almost 65 years, seven were recorded as a 'lone person over pensionable age' and six were recorded as being, or having fallen, asleep. Seven of the fatal fires started in the living room, and the most common cause was recorded as 'smoking related – smoking materials (4 incidents) followed by 'electrical supply – wiring, cabling, plugs'.

Economic factors

The two counties of Herefordshire and Worcestershire have relatively high employment levels with around 85 per cent of residents aged 16-64 years economically active and just over 3 per cent unemployed. However, income from earnings are low compared to the national average and of over 83,000 people aged 16-64 year in 2019 who were not working, some 24 per cent were described as 'long-term sick.' Also at December 2019, almost 29,000 households were described as 'workless', in which every member of the household is either unemployed or inactive.⁷

Economic growth has been constrained to some extent by the rural nature of the counties, including remoteness from motorway and rail network and poor broadband connectivity. While overall business confidence remains good locally, the number of business failures in 2018 outweighed the number of newly created businesses. Business insolvency is also at record levels across the UK due to a number of national and international issues. Furthermore, this could increase markedly following the Covid-19 global pandemic.

Having said that, both counties have ambitious business growth plans with approximately 580 hectares of new employment land envisaged by 2030-31, centred on key sites around the two cities and main towns.⁸ The tourist economy is also targeted for growth, with about 21 million visitors a year contributing over £1.3 billion to the local economy and sustaining 24,000 jobs.

⁷ Figures taken from [nomis labour market profiles](#) for Herefordshire and Worcestershire for December 2019.

⁸ More details can be found in the Economy section of the CRMP Strategic Risk Review 2020.

It should be noted that figures in this section were as reported before the onset of the Covid-19 pandemic

In terms of risk, issues of concern for the Service include:

- Analysis of fires affecting non-residential premises such as factories, shops, restaurants and takeaways, offices and farm buildings, shows that, in the five years to 2019-20, the Service attended 1,290 fires, a quarter of which were in commercial/shopping premises, with 326 fires in public buildings, and 242 fires in industrial premises.
- There are a small number of industries whose products or activities could have a serious impact on people's health and safety or a damaging effect on the environment in the event of an accident. Those that could be extremely hazardous are also subject to specific safety regulations.⁹ At June 2019, five local industries (oil, gas, rocket motors and transport/distribution companies) were covered by COMAH regulations, and the Service has attended fires at three of these premises in the last five years.
- Apart from buildings such as hospitals and prisons, most non-residential premises are only occupied during the daytime, when people are usually around to raise the alarm. This has

⁹ See the [Dangerous Substances \(Notification and Marking of Sites\) Regulations 1990 \(NAMOS\)](#) and the [Control of Major Accident Hazards Regulations 2015 \(COMAH\)](#)

helped to keep casualty numbers in fires down to 67 in the last five years, of which five people were seriously injured though there were no fatalities.

- The Association of British Insurers estimates that 29 per cent of all commercial fire claims in the UK can be considered as 'deliberate'. While the number of deliberate fires in business premises in the two counties is relatively low at around 65 between 2015-16 and 2019-20, with the number of business failures at over 7,000 (in 2018), together with the impact of Covid-19, there is potential for arson and commercial fraud to increase.
- In terms of business growth, the plans to focus on strategic employment sites may present additional risks to the Service in terms of increased road traffic flows and congestion. Likewise, the plans to boost tourism are likely to increase visitor numbers and traffic flow throughout the two counties, especially in the warmer summer months.

Transport

The Service area has a network of over 4,700 miles of roads, most of which consists of smaller, rural roads and country lanes, with roads in urban areas only representing 22 per cent of the total. Motorways in the two counties include the M5, M42 and M50, accounting for just one per cent of all roads.

Car and van usage is high with most people (70 per cent) driving to work or for short trips of up to three miles. Both counties have ambitious investment programmes for the transport networks¹⁰, particularly linking new housing and business development and to manage demand on roads by reducing journey times, tackling traffic congestion, improving road safety and air quality and promoting public transport, pedestrian and cycle routes. Nevertheless, traffic volumes on the two counties' roads are increasing. Motor vehicle traffic collisions are a major cause of preventable deaths and injury.

Traffic congestion and poor conditions of roads are important community concerns, and there is regular traffic congestion in most of the built-up areas.

Particular concerns for the Service include the following:

- In the ten years to 2018, there were more than 21,000 casualties in reported road collisions in the two counties. While the overall casualty numbers each year is gradually decreasing, the rate of decline in the numbers killed and seriously injured has been slower. Over the ten year period, 3,482 people were seriously injured in road traffic collisions and 289 were killed.

- In 2018, car occupants represented 45 per cent of all road users killed or seriously injured in road traffic collisions in the two counties, but the most vulnerable road users are pedestrians, pedal cyclists and motorcyclists, who have a much higher casualty rate.
- Across the country, more people are killed on rural roads than on urban roads. The picture for the Service area is similar: of 65 fatalities in road traffic collisions attended between 2015-16 and 2019-20, twice as many occurred on rural roads than on urban roads. The other fatalities occurred on roads classified as 'town & fringe' and there were just 4 fatalities in Motorway collisions attended by the Service.
- Between 2015-16 and 2019-20, the Service attended 3,215 road traffic collisions. Most involved the Service making the vehicle safe (60 per cent of incidents), and 612 (19 per cent) involved cutting out or releasing people who were trapped.
- More than half of all the road traffic collisions attended by the Service between 2015-16 and 2019-20 involved at least one casualty (1,749 incidents) and the total number of casualties in these incidents was 2,680. Of these, there were 65 fatalities and 332 people seriously injured, meaning that one in eight road traffic collisions attended involved a person being killed or seriously injured. These incidents are not only traumatic for the casualties and their families, but also for the firefighters and other emergency services who attend them.

¹⁰ See the Transport section of the CRMP Strategic Risk Review 2020.

Environment (Natural, Built and Historic) and Climate Change Impacts

The Service area is largely rural with extensive areas of unspoilt countryside, farmland and fruit orchards. This is reflected in the designations of three Areas of Outstanding Natural Beauty, seven National Nature Reserves and 190 Sites of Special Scientific Interest.

The green space across the two counties is also relatively accessible and an important asset for residents, businesses (particularly tourism) and recreation. There are also major urban areas including the cities of Hereford and Worcester, a number of large market towns such as Evesham and Leominster and the more populated districts in the north of Worcestershire extending towards the much larger Birmingham conurbation.

The major rivers that run through both urban and rural parts of the two counties include the Rivers Wye and Lugg in Herefordshire and the River Severn in Worcestershire fed by the tributary rivers Avon, Teme and Stour. In addition, there are many other small rivers and brooks, with the river network being accompanied by woodland and extensive floodplains which are valuable natural habitats for wildlife and important tourist destinations.

In terms of the risks to the natural, built and historic environment, largely brought about by the impact of climate change, the weather has a significant impact. Key concerns for the Service include:

- With increasing global temperatures, the UK is experiencing an increase in the frequency and severity of extreme weather events. Among the most serious events are storms and gales, low temperatures, heavy snow, heatwaves, drought and

flooding. These can have a severe local impact on both the natural environment with the potential loss of valuable habitats, and on local communities with disruption, damage to property and occasionally injury and loss of life.

- The outlook for Herefordshire and Worcestershire shows a continuing pattern of warmer, drier summers, warmer, wetter winters and more periods of intense rainfall and storms. With significant areas of wide, low-lying river valleys across both counties, the risk of flooding (including flash flooding) is likely to increase. In fact, over the last decade the Service has seen a positive correlation between sharp, short-term increases in incident numbers linked directly to extreme weather events, which subsequently have had a significant impact on overall incident numbers year-on-year, although the operational activity is focused within short time-frames as opposed to being spread out across the year.
- Both counties also experience other extreme weather including heavy snowfall and very low temperatures, which can cause school closures, power outages and treacherous road conditions. Hot weather and drought conditions in summer months can also lead to wildfires, which can have a devastating impact on the countryside and pose a danger to life. Hot weather also brings more people into the countryside, which can increase the risk of accidental (and deliberate) outdoor fires, and tempt people to cool off and swim in rivers, lakes and quarries with potentially life-threatening consequences.

- In the five years to 2019-20, the Service attended 750 flooding incidents, most of which involved flooding in people's homes. We also attended 426 water rescue/evacuation incidents, with one in three involving rescuing people from cars stranded in moving or rising water. There were also 116 incidents where people were rescued from rivers or canals, and a further 172 involved rescuing animals from water or mud. There was a particular spike in flooding incidents during February 2020, when the two counties were badly affected by Storm Dennis – see the panel opposite for more detail.
- In the last five years, the Service attended 231 primary fires¹¹ and 1,404 secondary fires¹² involving grassland, woodland or crops. More than half of the primary fires were in the summer months. While 131 of the primary fires were accidental, it is a concern that 43 per cent were recorded as deliberate. There were also 104 primary fires in agricultural buildings. Tackling these fires can take considerable resources and time and can have a considerable effect on firefighters.
- The weather is a primary driver of our operational activity, and the increasing likelihood of such high intensity spate activity events needs to be taken into account when designing the Service's overall operational capacity and resilience.

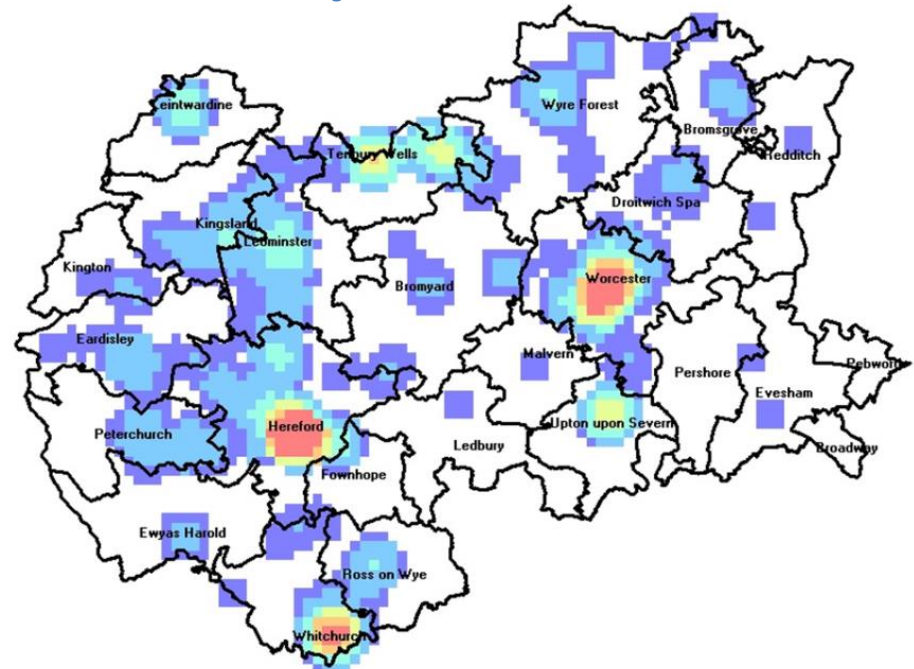
¹¹ A primary fire is a large fire attended by five or more fire appliances or if there is a casualty involved.

¹² A secondary fire is a small fire attended by less than five fire appliances and where no casualties are involved.

During February 2020, the UK was hit by three major storms (Ciara, Dennis and Jorge), with Storm Dennis badly affecting Herefordshire and Worcestershire between 15th and 17th February. Over these three days:

- The rivers Wye, Severn, Teme and Lugg burst their banks badly affecting many areas including Hereford, Worcester, Whitchurch, Tenbury Wells, Upton-upon-Severn, Hampton Bishop and Bewdley
- Fire engines from every single fire station were involved at some point
- We attended 182 flooding and water rescue incidents, with fire engines mobilising 115 times at the height of the flood (16th February)
- We were called to 127 flooded homes and to over 50 cars and other vehicles stranded in flood water
- A total of 132 people were rescued, mostly from their homes or cars
- Unfortunately, we recovered one person who had died in the flooding

Storm Dennis - extent of flooding incidents attended



In terms of heritage and the historic environment, the two counties are home to thousands of sites and buildings of national and local importance – from Neolithic burial mounds to cathedrals, medieval manor houses and stately homes. This includes over 12,000 listed buildings, of which 236 are Grade I buildings of exceptional importance, and there are also 433 scheduled ancient monuments.

Important risk factors include:

- Losing any historic building to fire, storm or flood would be a significant loss to local, and in some cases national, heritage. Many of the buildings and structures have unique features and many contain irreplaceable works of art. Many are timber framed and liable to a faster spread of fire.
- Given the unique nature and construction methods of many of the buildings, firefighters need to maintain tactical plans to ensure all risks are understood and to be aware of how best to control the spread of damage and to salvage important objects.
- In the last five years, the Service attended 12 fires in Grade I and II* listed buildings though none required salvage operations. As with severe weather events, these incidents can take considerable firefighting resources over a sustained period.

Other environmental factors include the potential risks of hazardous chemicals and other dangerous substances, which can cause serious injuries to people and damage to the environment. Pollution from industrial and transport incidents involving such substances may require people to be evacuated from their homes and may lead to adverse effects on water courses and air quality, and contamination could spread to agricultural land and wildlife populations.

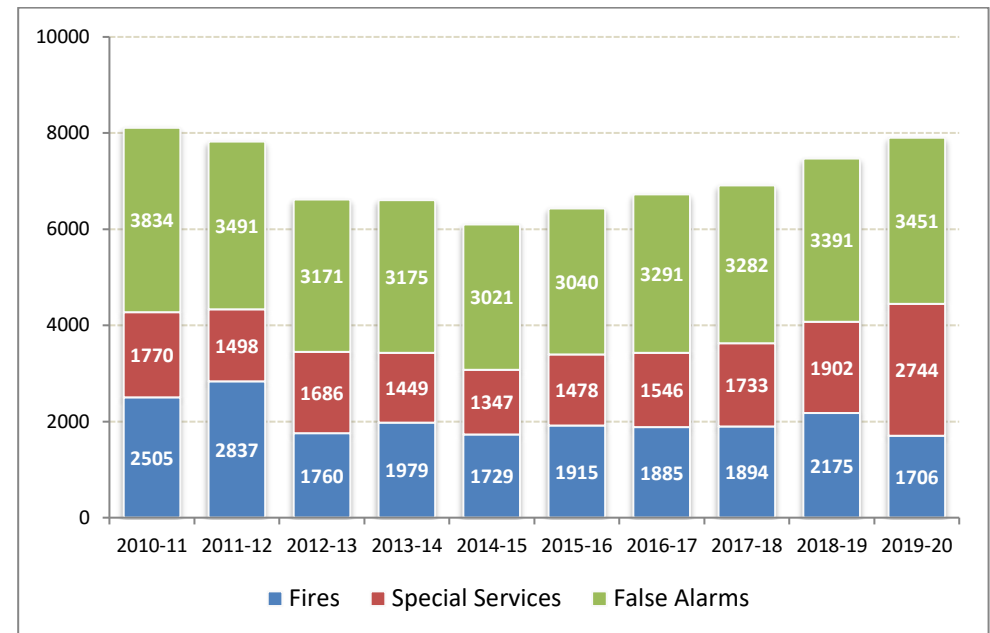
- In the last five years, the Service attended 507 incidents involving spills or leaks (not from road traffic collisions) or hazardous material. Tackling these incidents requires specialist equipment and training and often takes a considerable time to bring under control.

Performance Review

On average over the last 10 years, we attended around 7,100 incidents each year¹³. Of these, the majority were False Alarms (47 per cent), 24 per cent were Special Services¹⁴ incidents and 29 per cent were Fires. More information, the full details of all incidents attended are set out in Quarterly Performance reports to the Fire Authority, which can be found on the [Fire Authority pages](#) of the Service website.

While the total number of incidents attended is tending to fluctuate between 6,000 and 8,000 per year, both Fires and False Alarms continue to show a downward trend. Attendance at Special Service incidents is showing an upward trend, as we are now attending many more collaborative incidents, such as assisting other agencies including the Police and Ambulance Services. It should also be noted that fluctuations in incidents numbers attended from year to year can be significantly affected by spikes caused by extreme weather events such as summer heat waves and major storms.

Figure 4 - All Incidents Attended 2010-11 - 2019-20



¹³ Note that incident numbers used in this CRMP may be slightly different from those recorded in other reports. This follows rigorous quality control as reported in the [2019/20 Fire Authority Annual Report](#).

¹⁴ Everything that isn't a fire or a false alarm is called a Special Services incident. It includes road traffic collisions, flooding, rescues, spills/leaks and assisting other agencies

In terms of the main 'life risk' incidents attended by the Service – accidental dwelling fires (ADFs) and road traffic collisions (RTCs) – Figure 5 below shows the trend continues to be downwards for ADFs and upwards for RTCs, the majority of which involve attendance to make the vehicle safe.

Figure 5 - All Accidental Dwelling Fires (ADFs) and Road Traffic Collisions (RTCs) Attended 2010-11 - 2019-20

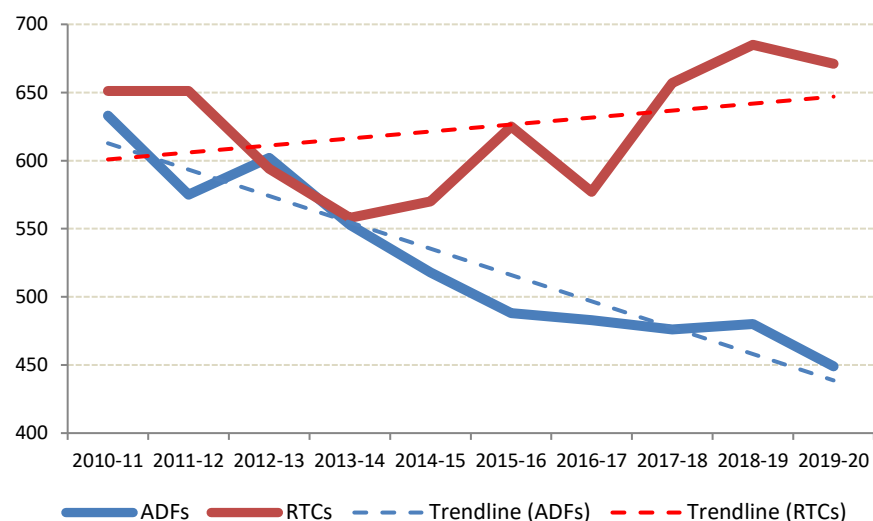
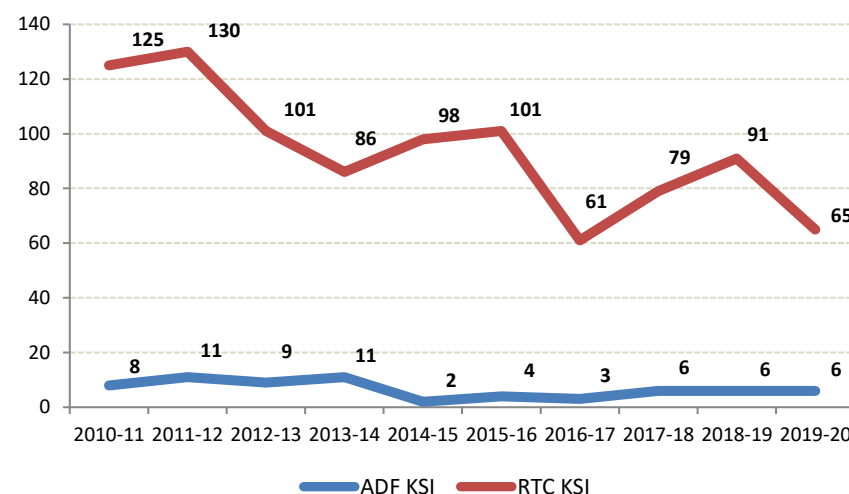


Figure 6 shows that, even with variations from year to year, the overall trend in the numbers of casualties killed or seriously injured in both accidental dwelling fires and road traffic collisions attended continues to be downwards.

Figure 6 – All Casualties Killed or Seriously Injured (KSI) in ADFs and RTCs Attended 2010-11 – 2019-20



Note: dwelling fires include accidental fires, deliberate fires, chimney fires and those where a cause was recorded as not known.

Notable Achievements

It is also worth highlighting some of the notable organisational achievements over the last six years, including:

- The relocation of Service Headquarters and Fire Control to Hindlip Park, Worcester alongside West Mercia Police
- New ways of working introduced across the Service, including departmental reorganisation
- new and more efficient duty systems and crewing arrangements
- Renewal of the Service's overall focus, including a new core purpose, vision, mission statement and values
- Development of a Strategic Fire Alliance with Shropshire Fire and Rescue Service
- Continued capital build programme including new fire stations for Worcester and Evesham, the opening of the Bromsgrove Police and Fire Station, rebuild of Malvern Fire Station and the development of the Wyre Forest Hub

Further details and summaries of other achievements, developments and activities over the last five years can be found in the Fire Authority Annual Reports on the [Publications](#) pages on the Service website.

Managing and Reducing Risk

Stage 2



Stage 2 – Managing and Reducing Risk

This section outlines how the Service aims to manage and reduce fire and rescue related risks over the duration of the CRMP. It focuses on how the Service plans its activities to keep our communities as safe as we can; from being able to respond promptly and effectively to any emergency incident to working with communities and partner agencies to try to make sure these incidents don't happen in the first place.

We organise these activities under three interrelated headings:

- **Prevention:** preventing fires and other emergencies from happening in the first place,
- **Protection:** protecting people, firefighters, property and the environment when fires, floods and other emergencies happen, and
- **Response:** responding to and dealing with fires and other emergencies promptly, safely and effectively

Our work in these areas is supported by other important activities including how we ensure the Service:

- **Maintains resilience**
- **Delivers value for money and**
- **Supports our workforce**

In addition to our day-to-day activities, we have also identified a number of headline actions we will be undertaking over the next four years. These are summarised at the end of this section.

Prevention

Preventing fires and other emergencies from happening at all is the most effective way to save lives. Prevention activities not only help to reduce the actual number of emergency incidents we attend, but also how serious those incidents could be. They support our communities to stay safe and well in their homes, on the roads and in the wider environment.

Our prevention work is targeted towards those people and areas most at risk of fire and other emergencies, as identified through our Strategic Risk Review and as notified by our partner agencies. Much of this work is organised through our Community Risk

department and delivered by community safety officers, youth officers, firefighters and volunteers supported by our partner agencies including the police, social care, adult mental health teams and other health services.

Our prevention work over the next four years has four key aims, which will determine how we will work as a Service as well as guiding our joint work within the Fire Alliance and with other key partner agencies.

Prevention - preventing fires and other emergencies from happening in the first place

Our aims

- reduce the number and impact of fire and other emergencies on our communities,

What we will do to achieve our aims

- improve our understanding of risk to improve our ability to target people and areas most vulnerable to fire and other emergencies
- share and develop technical expertise and good practice with other fire and rescue services
- work with local authorities and other partners to improve data sharing to help identify those most at risk in our communities and to help reduce the impact on partners' key risks and priorities
- examine ways to reduce the socio-economic costs of fire

<ul style="list-style-type: none"> • increase fire safety awareness and behaviour 	<ul style="list-style-type: none"> • deliver the Safe and Well service targeting home visits to those most at risk • work with partner agencies to ensure two-way referral pathways are used • provide youth engagement and education schemes to help improve young people's fire safety awareness and behaviour
<ul style="list-style-type: none"> • reduce the risks associated with our roads to ensure fewer people are killed or injured in road traffic collisions 	<ul style="list-style-type: none"> • provide education and risk reduction initiatives for young drivers and other at-risk road users alongside the work of multi-agency road safety partners
<ul style="list-style-type: none"> • reduce the impact of environmental change on our communities 	<ul style="list-style-type: none"> • work with partners to ensure residents, businesses and visitors are prepared for, and are aware of the dangers of, extreme weather events such as more frequent wide-area flooding and longer-lasting heat waves • provide advice and guidance for residents, businesses and visitors to help to mitigate the impact of extreme weather events, including flood safety advice and guidance on the dangers of wildfire

Protection

Our protection work involves making sure businesses and other places where people work, shop and visit are as safe as possible in the event of a fire or other emergency incident. We also want to minimise the impact on the local economy and the wider natural and built environment.

Our protection work is focused on ensuring businesses have appropriate fire safety precautions in place, including ways of preventing and restricting the spread of fire at their premises and ensuring access to means of escape.

Much of this work is guided by the duties set out by the [Fire and Rescue Services Act 2004](#) and the [Regulatory Reform \(Fire Safety\) Order 2005](#). It involves our specialist protection staff working closely with local businesses to support and advise them on meeting their

fire safety requirements, including, where necessary, using our enforcement and regulatory powers to ensure their premises are safe.

Over the next four years, we will focus our protection activities across five main aims as shown in the table below.

Protection - protecting people, firefighters, property and the environment when fires, floods and other emergencies happen	
Our aims	What we will do to achieve our aims
<ul style="list-style-type: none">• reduce the risk of fire in commercial and other premises where people work, shop and visit, and mitigate the impact of business disruption and the cost to the local economy and the environment	<ul style="list-style-type: none">• provide business safety advice and support to local businesses to help them meet their legislative requirements• investigate the potential of developing the Primary Authority Scheme across the Fire Alliance to ensure consistent advice, inspection and enforcement processes

	<ul style="list-style-type: none"> continue to promote the introduction of sprinklers within all potentially high-risk commercial and residential premises
<ul style="list-style-type: none"> ensure local businesses increase their fire safety compliance 	<ul style="list-style-type: none"> carry out fire safety audits to ensure local businesses are complying with the requirements of the Regulatory Reform (Fire Safety) Order 2005. Many of these audits will be pre-planned through our risk-based and intelligence-led audit programmes, which assist in targeting those premises identified as representing the greatest risk to life in the event of a fire. undertake appropriate levels of specialist training to ensure protection officers can continue to provide proportionate, efficient and effective business safety advice, carry out inspections and take enforcement where necessary continue to extend business fire safety training across the Service to support firefighter safety and technical awareness
<ul style="list-style-type: none"> reduce the number of arson-related incidents in commercial premises 	<ul style="list-style-type: none"> carry out fire investigations and work with the police and other partners to produce evidence to support the criminal justice process
<ul style="list-style-type: none"> help to protect property, possessions and local heritage sites and valuables from fire and the effects of flooding and other extreme weather events 	<ul style="list-style-type: none"> continue to prepare site plans with key information to ensure effective firefighting, firefighter safety, and salvage where possible, and make this information available at the incident ground continue working with partners to help ensure local communities understand what to do to keep themselves, their property and possessions safe in the event of fire, flood or other emergency incident
<ul style="list-style-type: none"> respond effectively to the key findings and recommendations of the Grenfell Tower Inquiries 	<ul style="list-style-type: none"> continue to work with local and national partners, including the National Fire Chiefs Council (NFCC), to address the key findings and recommendations of the Grenfell Tower Inquiries, including adapting processes and procedures in line with new guidance and legislation work with communities and businesses to educate, support and, where appropriate, enforce change in line with new guidance and legislation

Response

Every time we receive an emergency call for assistance, we want to make sure we can respond promptly, safely and effectively. To help us do this, we prepare, plan and train for all kinds of emergencies including fires, flooding, road traffic collisions, specialist rescues and incidents involving hazardous materials.

We ensure our fleet of fire engines and other specialist vehicles, such as aerial ladder platforms and water carriers, are kept up-to-date and make sure our firefighting and rescue equipment is some of the best available.

To deal with emergency calls and make sure the right resources are sent to incidents, we have based our Fire Control team alongside

West Mercia Police's at our joint Headquarters at Hindlip Park, Worcester – and, to support our resilience, we also work in partnership with our neighbouring Fire and Rescue Service in Shropshire.

We have debriefing processes to analyse and learn from our response activities and share that knowledge across the sector, where appropriate. We also prepare local station risk profiles to help with planning our targeted safety work in local communities.

To develop our response activities over the next four years we will be focussing on five key aims, as shown in the table below.

Response - responding to and dealing with fires and other emergencies promptly, safely and effectively	
Our aims	What we will do to achieve our aims
<ul style="list-style-type: none">• provide a prompt, safe and effective response to fires and other emergencies	<ul style="list-style-type: none">• continually review fire and emergency cover to ensure appropriate provision of resources and crewing arrangements• continually monitor firefighter availability to ensure capacity and resilience across the Service area
<ul style="list-style-type: none">• ensure fire and emergency cover arrangements are appropriate to meet current and emerging risk levels	<ul style="list-style-type: none">• review, update and share risk information at a local, regional and national level and ensure it is widely available• consider a joint attendance standard with Shropshire Fire and Rescue Service based on incident type and location

<ul style="list-style-type: none"> • ensure firefighters are well trained, well equipped and well led 	<ul style="list-style-type: none"> • maintain a full complement of training, exercising and fitness to ensure ongoing competence, leadership and specialisms • ensure firefighters have access to the most up-to-date personal protective equipment and state-of-the-art firefighting equipment and fire engines
<ul style="list-style-type: none"> • prepare and plan for emergencies to be able to respond effectively and safely for the public, firefighters and the environment 	<ul style="list-style-type: none"> • review and refresh operational procedures to align with National Operational Guidance, sharing learning locally and across the sector to ensure response procedures are safe and effective • ensure the Service is able to proactively intervene when extreme weather is expected in order to reduce the impact • develop further capabilities to respond effectively to the growing environmental impact of climate change – e.g. flooding, wildfire
<ul style="list-style-type: none"> • work with partners to deliver shared response opportunities and assistance 	<ul style="list-style-type: none"> • work collaboratively with partners to support incidents other than fire and contribute towards ensuring a positive impact on our local communities • develop capabilities to further enhance our coordinated response to large-scale or multi-agency incidents • work with partners to assist individuals and communities to recover from the impacts of fires and other emergencies

Resilience

When large scale incidents or crises happen, they often have a significant impact on the health and wellbeing of our communities, as well as the effective running of local businesses. For emergency services, however, this impact can often be two-fold, as the demand for their services can increase substantially as a result of a disaster, but at the same time, they can also be hit with the same pressures as other organisations on their ability to maintain their services over sometimes extended periods.

Resilience in the Fire and Rescue Service is about being as prepared as possible to deal with that two-fold challenge. It is also about being ready to help partners and local communities with the collective efforts to tackle large scale emergencies, such as Covid-19, Foot and Mouth disease or high-impact terrorist attacks. This requires us to have well-tested contingency plans in place with our partners for both nationally significant emergencies as well as local incidents, in order to maintain the effective delivery of our services at a time of greatest need. We also train our operational officers at Strategic, Tactical and Operational command levels, so that they can not only effectively manage fire and rescue related incidents, but also support the Police, Local Authorities and the NHS if they are dealing with a major incident within their spheres of responsibility.

Such resilience planning involves many agencies working together to make sure processes are in place should an emergency arise, including carrying out joint exercises to practice our preparedness, our multi-agency response capabilities and post-incident recovery and support procedures.

Together with key partners in the [West Mercia Local Resilience Forum](#), we also review the potential local impact of national risks and set these out in a [Community Risk Register](#), which assesses the likelihood of each risk occurring and the control measures in place. The seven main risk areas identified are shown in the panel below.



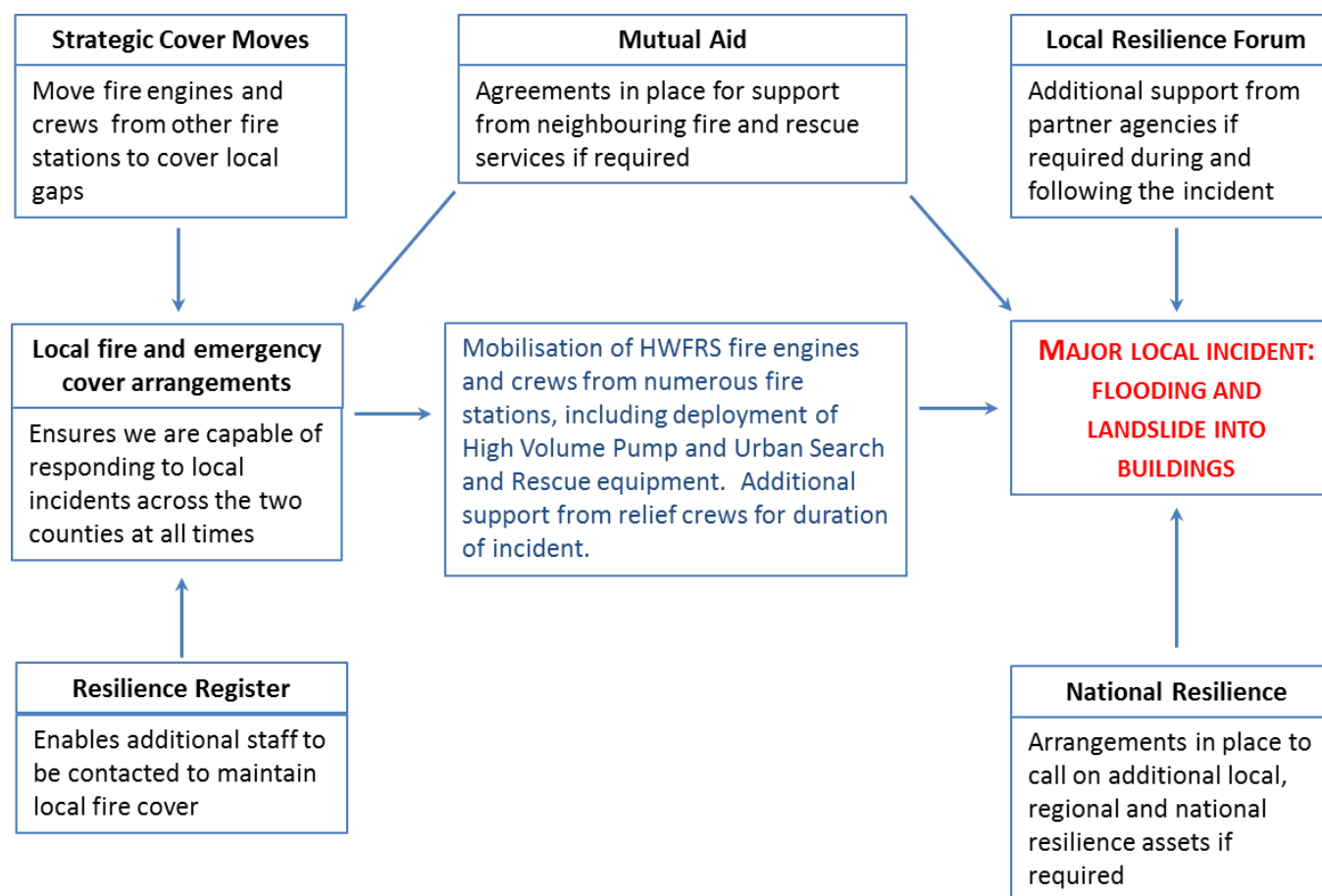
Systems are also in place to support effective inter-agency working and information sharing, including a secure national website called Resilience Direct, where important intelligence can be shared between relevant agencies to assist in the preparation, response and recovery phases of an incident. Along with the police, we also have a number of senior managers, who are specially trained as National Inter-Agency Liaison Officers (NILOs) and able to directly discuss sensitive information and intelligence with partner agencies involved at an incident.

Like most organisations, we manage our resources on a daily basis to ensure we have the capacity to effectively deliver our services around the two counties. However, we also have to be ready to respond to large and complex incidents should they happen; for instance, if there is a serious building failure or the impact of an extreme weather event such as wide area flooding. To manage this requires pre-planning, effective response and recovery support for the major incident as well as maintaining the capacity to continue responding to the day-to-day incidents in our area.

The Service is also part of the national Resilience Capabilities Programme, which means we can provide specialist support around the country in the event of a national emergency. Our national resilience capabilities include our High Volume Pump, often used to help tackle major, wide-area flooding, and Urban Search and Rescue resources used at large-scale transport emergencies, building collapse and complex search and rescue incidents. One recent example is the 2019 dam collapse at Toddbrook reservoir in Whaley Bridge,

Derbyshire, where we sent our High Volume Pump and crew to provide assistance.

Using the scenario of large scale flooding causing a landslide into buildings as an example, the diagram below outlines the general process we follow to make sure we can still respond to local emergencies, while at the same time assisting partners locally and nationally.



Delivering Value for Money

A key role of the CRMP is to determine an appropriate balance of resources between prevention, protection and response services to address identified risks. With limited financial resources available to the Service, our planning aims to keep our communities and workforce as safe as possible, while also making sure we spend every penny wisely and deliver value for money.

Taking this prudent approach, we have successfully managed to keep the Service on a firm and sustainable footing. For example, as noted in the Introduction section earlier, over the last CRMP period,

we have continued to deliver high quality services, while at the same time making necessary changes to the way we work. In addition, we have been able to make affordable and sustainable capital investments to help to improve our services, including our new Worcester and Evesham fire stations and the merger of three fire stations into a single hub in the Wyre Forest area.

To help us to achieve a sustainable balance between risks and resources over the term of this CRMP, we have set ourselves two key aims, as shown in the table below.

Value for Money - using our resources efficiently and effectively to provide quality services	
Our aims	What we will do to achieve our aims
<ul style="list-style-type: none">maintain a balanced and sustainable budget that aligns available resources with the level of identified risk that enables us to deliver high quality services	<ul style="list-style-type: none">manage the revenue and capital budgets through the Service's Medium Term Financial Plan (MTFP), delivering efficiencies where appropriateperiodically review all Service functions and supporting services to ensure they continue to deliver value for money
<ul style="list-style-type: none">use our available resources to ensure we have highly skilled and well-equipped staff available in the right place at the right time, and able to deliver prevention and protection services, to work in partnership with others and to respond to any emergency we are called to deal with	<ul style="list-style-type: none">ensure asset management plans meet service needs, including the ICT infrastructure, buildings, equipment and fleetcontinue to invest in technological advances and other improvements in service delivery, facilities, equipment and traininguse joint procurement processes where possible to obtain the best

products and services at the right time, for the right cost, and ensure procurement takes into account the need to contribute towards environmental sustainability

- seek opportunities through joint working to contribute and add value to the wider community safety aims and priorities of partner agencies

Valuing our Workforce

Our workforce is our most valuable asset. Their professionalism, drive and commitment is crucial to ensuring we achieve the aims and priorities set out in the CRMP and all our plans. It is important that the workplace provides a supportive environment for all staff to develop and be confident in delivering the Service's primary aim of keeping people safe from fire and other risks, while also empowering them to assist our partners in making a positive difference for our communities.

Our ambitions are set out in the Service's People Strategy, which outlines our commitment to equality and diversity, our drive for continuous improvement and our ambitions for integrity and fairness in everything we do. It highlights six key areas we will continue to focus on, as shown in the diagram below.



Headline Actions 2021– 2025

In addition to the range of aims and activities set out in this section, there are a number of key actions we will be delivering over the coming four years of the CRMP. These aim to continue to improve our efficiency and effectiveness and support our staff in line with our [Improvement Plan](#) based on the recommendations of the 2018 HMICFRS inspection report. They also aim to support our ongoing resilience and sustainability by increasing our capabilities and overall capacity.

The main themes and activities are listed in the table opposite. Further details on all activities will be available through the Service website as they develop.

Theme	Activity
Service Delivery	<ul style="list-style-type: none"> • Attendance Standards review • Increasing skills and capabilities in light of Grenfell Tower tragedy • Automatic Fire Alarms review
Service Support	<ul style="list-style-type: none"> • People Strategy implementation including succession planning, professional standards, recruitment, training and managing attendance
Value for Money	<ul style="list-style-type: none"> • Annual audit statements • New payroll system • Management of pensions
Governance	<ul style="list-style-type: none"> • Review Fire Authority governance arrangements to further improve efficiency and effectiveness or in light of any changes directed by Central Government
Partnership working	<ul style="list-style-type: none"> • Strategic Fire Alliance and priority projects: ICT, Fire Control, CRMP alignment, Procurement • Collaboration with Police
Infrastructure and Technology	<ul style="list-style-type: none"> • Capital Build programme including new fire stations at Hereford, Redditch, Broadway • ICT Strategy • Introduction of Emergency Services Network • Replacement of existing Command and Control system

The background of the slide features a large, blue-tinted photograph of a dense crowd of people, likely at a public event or protest. The image is partially obscured by dark blue geometric shapes, including a large arrow pointing to the right that frames the title text.

Measuring and Demonstrating Impact

Stage 3

Stage 3 – Measuring and Demonstrating Impact

A key focus of the CRMP will be to demonstrate that our fire and rescue services and activities to reduce risk are making a positive difference over time. To do this, we have prepared a monitoring and evaluation process to assist in measuring the impact of our activities.

Monitoring and Evaluation

The monitoring and evaluation process involves establishing quantitative and qualitative measures and targets to demonstrate the impact of our activities and improvements they deliver over time. It includes a suite of performance measures with output targets and outcomes as appropriate. Delivery against the measures will be monitored to identify trends and variations over time to assess changing risk and demand profiles, such as changes in incident type and frequency and the impact of prevention and protection activities.

For each activity there will be outputs, which quantify what will be delivered, and outcomes, which are the changes made as a result of the activity. The overall impact of the activity will be an assessment of how it has made a positive difference over the long term.

In our departmental planning, we will build our activities around the high level aims set out in Stage 2 of the CRMP. In doing this, we will ensure that each activity is monitored on a quarterly and annual basis. Progress will be reported quarterly to the Fire Authority as part of the Service's performance reporting process.

The key parts of the evaluation process involve the following:

Resources	- the resources needed to deliver: staff, costs, equipment, building, partner input, in-kind contribution, etc.
Activities	- activities planned and target groups
Outputs	- what is being delivered, how much and to whom – direct, measurable products or services
Short-term Outcomes	- changes the activity makes to individuals, communities, systems, etc. in terms of learning, knowledge, skills, attitudes
Intermediate Outcomes	- changes in action, behaviour and practice
Long-term Impact	- changes in conditions (social, economic, environmental, etc.) locally and nationally

Alongside this process there are a number of key performance indicators (KPIs), which simply document change in terms of numbers - for example, the number of accidental dwelling fires per 10,000 population, the number of Safe & Well Checks carried out, the number of business fire safety inspections, and the number of times the Attendance Standard is met. These will vary according to the activity being carried out. The KPIs will also be reported through the performance reporting process.

Consultation

This document is a consultation draft. It will be finalised following a period of public consultation, which will help to inform our direction over the next four years and beyond. The consultation process provides an opportunity to engage with staff, stakeholders and communities to make sure our plans are appropriate to meeting the needs and demands across the two counties.

Given the present Covid-19 circumstances, we intend to conduct the consultation primarily online over the summer months using our Service website, press and social media channels, supported by a number of online focus groups, which will be organised by an independent social research practice. We will also contact key agencies such as other emergency services and local authorities directly.

All comments and views received on this draft will be carefully considered and will assist us in shaping the final CRMP, which will be published in April 2021.

You can find out more and tell us what you think by completing the online questionnaire or by sending us comments or questions in several ways:


- **Complete the questionnaire** either online at www.opinionresearch.co.uk/hwfrs or request a paper copy

- **Call** us on: 0345 122 4454
- **Email** us at: consultation@hwfire.org.uk
- **Write** to us at:

Hereford & Worcester Fire and Rescue Service Headquarters
Hindlip Park
Worcester
WR3 8SP

- Visit our **website**: www.hwfire.org.uk

-  @HWFire

-  facebook.com/HWFire

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.

CONSULTATION QUESTIONS

The CRMP in summary

Over the next four years (2021-2025) the Service's main focus will be to build on the strong operational and organisational foundations that have been put in place over the last CRMP cycle. The difficult decisions that were taken by the Fire Authority between 2014-2021 (in consultation and in conjunction with the public, staff and partners) have meant that the Service can now look forward to sustainably developing the range, resilience and capabilities of the services we deliver to the public – adding more value to local communities in the process.

Those foundations have been tested most recently by a significant period of flooding across the two counties throughout February and March 2020, followed immediately afterwards by the Covid-19 pandemic – both of which have been managed effectively and efficiently by the Service within our available resources.

In essence, during the next four-year time period, we will be looking to do more with the resources that we currently have – the details of which can be found in Stage 2 (pages 34 – 42) of this document linked to the areas of Prevention, Protection, Response and Resilience. To support this work, we will also be aiming to deliver a number of associated priorities, which are also detailed in Stage 2 of this document (pages 43 – 46) – namely, Delivering Value for Money, Valuing Our Workforce and Headline Actions 2021-2025.

As certain areas of work are developed and implemented (such as a review of the Service's Attendance Standard) we will also undertake focused public, partner and staff consultation, at a level that is both appropriate and proportionate to the subject matter in hand.

Finally, this approach will only be possible if the Service is able to operate within a sustainable financial base over the medium to longer term. A number of, as yet, unquantified financial pressures, that the Service has no control over, have been identified (see page 16 of this document). If any of these have a significant impact on the Service's finances, it could necessitate a significant rethink of how it is structured and what it can deliver in the future.

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We want to make sure you understand our plans, so we are seeking your comments and views on the three stages set out in the draft CRMP document – Identifying and Assessing Risk, Managing and Reducing Risk, and Measuring and Demonstrating Impact.

The consultation questions, which will be available in an online questionnaire, are set out on the following page.

1 Identifying and Assessing Risk – see Stage 1

This section of the draft CRMP set out how we identify, understand and assess risk. It considered risks affecting people and place, the economy, transport and the environment.

Have we identified the main fire and rescue risks facing our two counties?

Are there other risks we should be taking into account?

Do you have any other comments on our approach to understanding risk and how we are using this to help to shape and manage our services?

2 Managing and Reducing Risk – see Stage 2

This section reported on how we aim to manage and reduce fire and rescue related risks over the term of the CRMP. It set out high level aims for our main work areas: prevention, protection and response, and also highlighted our work in relation to maintaining resilience, delivering value for money and support our workforce. The section concluded with a number of headline actions, which include our intention to review the current Attendance Standard.

Do you have any comments on the focus of our work in the next few years?

- *Prevention*
- *Protection*
- *Response*
- *Resilience*
- *Delivering Value for Money*
- *Valuing our Workforce*

3 Measuring and Demonstrating Impact – see Stage 3

We intend to monitor and evaluate our fire and rescue services and activities to help to make sure they continue to deliver a positive impact for our communities. This will involve not only collecting statistics (outputs and key performance indicators), but also assessing the change in conditions as a result.

Do you have any comments on our proposed approach?



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