















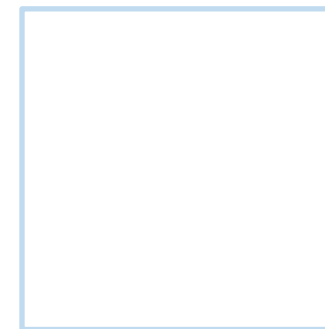
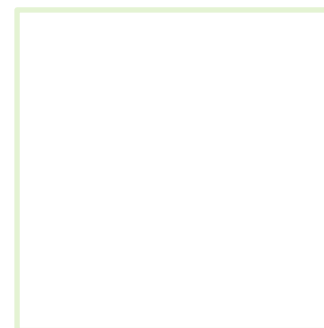
Hereford & Worcester
Fire Authority

Fire Authority **Annual Report** 2017-18

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Foreword

Annual Reports provide an overview of our work over the previous year with a summary of incidents we've attended and a flavour of the wide range of safety activities we've carried out. They also set out our plans for the forthcoming year to help keep the communities of our two counties safe, including measures to address the ongoing challenge of reducing budgets.

This year, we're going to tell you more about why we do what we do. Put simply, we are here to save lives; by tackling fires, road traffic accidents and many other emergency incidents, by helping people to stay safe in their homes, at work, on the road and in their communities, and by being prepared for eventualities such as flooding and storms.

But we believe we can do more, so this year we are launching our new vision to help bind together everything we do. Called 'Saving More Lives' it sets out how we can make more of a difference every day, and help improve the lives of people in our community. It is about understanding risks in our communities, responding in the time of need, and preventing harm and promoting wellbeing. We want to build on our success and secure our future as a vital and trusted Service at the heart of every community across our two

counties. There is more information about Saving More Lives in the Our Vision section of this Annual Report.

In last year's Annual Report we said that 2016-17 would be a watershed year for the fire service as a whole, and so it has proved to be. Following the move to the Home Office, the Government introduced its Fire Reform programme aimed at making all fire and rescue services more efficient, accountable and professional, and there is a whole raft of new measures to drive this forward. The Policing and Crime Act 2017 is now in place, putting a duty on all emergency services to work together more closely and strengthening the role of Police and Crime Commissioners, who can take on a local responsibility for governing fire and rescue services. The independent review of fire and rescue conditions of service (the Thomas Review) was also published, with some far-reaching recommendations for reform within the fire sector.

All in all it's been an eventful year for the Service, but we haven't just waited for all these changes to happen. We've continued to develop our transformation programme - the 2020 Vision Programme - and our collaboration work with West Mercia Police and others. We've also continued to make efficiencies in the way

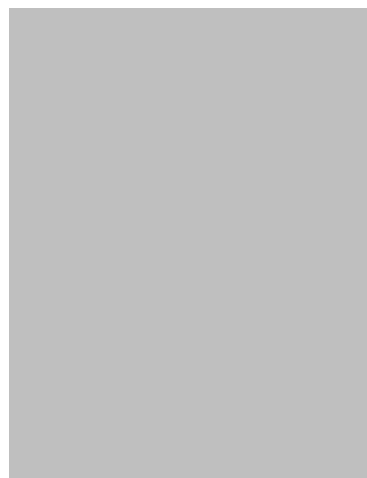
we deliver our services to help meet our funding shortfalls, including changes at some of our fire stations and in our workforce. We are a leaner and more flexible Service, but we still face funding pressures in the coming years and will continue to develop measures to address this without impacting on the local community.

Although we attended more incidents this year than we did last year, most of this was because of a rise in false alarms, while the number of fires, including house fires, was down. The overall trend is still downward, with this year's total of 6,749, some 30 per cent lower than it was just ten years ago. We expect small variations in numbers from year to year, but we are not complacent and we continually review incidents and trends to help find new and better ways of delivering our services.

As always, we would like to thank the people who have continued to help our organisation to succeed, despite difficult times. Whether they are our Elected Members, for their on-going support and guidance, or our staff who continue to work with great professionalism and dedication to help keep our communities safe. The outstanding work of all our teams has been all the more creditable given the uncertainties we have faced over the last few years, and we are now much better placed to meet the challenges of forthcoming years.

The Annual Report gives an overall view of our work and our future plans; to get a fuller perspective we recommend you look through the pages of our website and our reports to the Fire Authority and its Committees.

Finally, we always welcome your comments and thoughts, and there are many ways you can do this, all of which are detailed at the end of this report.



Councillor XXXX XXXX
Chairman of the Fire Authority



Nathan Travis, Chief Fire Officer
/ Chief Executive

The Fire Authority

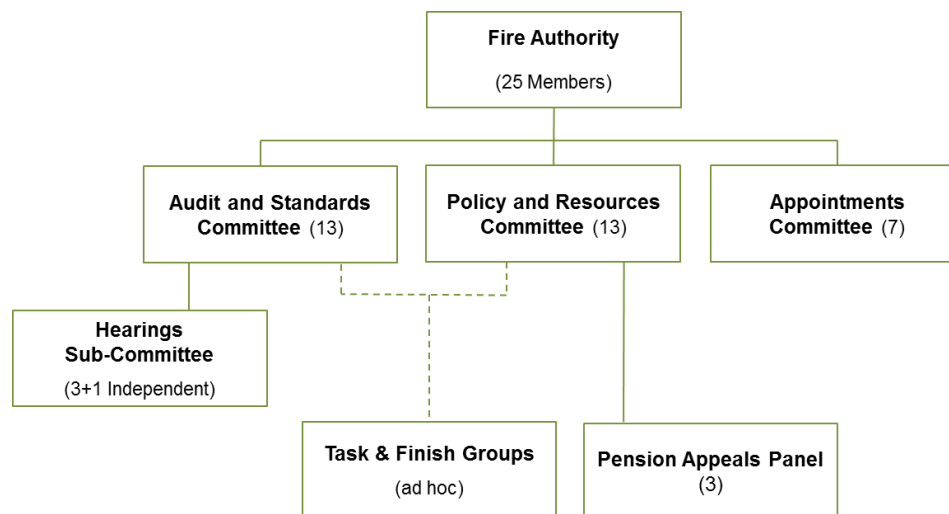
Hereford & Worcester Fire Authority is the governing body of the Fire and Rescue Service and is made up of 25 local councillors, six from Herefordshire Council and 19 from Worcestershire County Council. They make sure the Service carries out its duties in relation to fire prevention, fire safety, firefighting and rescues, including from road traffic collisions and other emergencies such as flooding, as set out in the Fire and Rescue Services Act 2004.

The Authority sets the budget and approves the overall direction for the Service. It 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 Police and Crime Commissioner (PCC) for West Mercia also attends Fire Authority meetings and participates in discussions as a non-voting member.

The Fire Authority meets four times a year and is supported by three committees as shown in the structure chart below. Meetings are usually open to the public.

Members of the Authority and the PCC are also kept up to date on fire and rescue matters through an annual programme of seminars, workshops and visits to fire stations and other facilities.



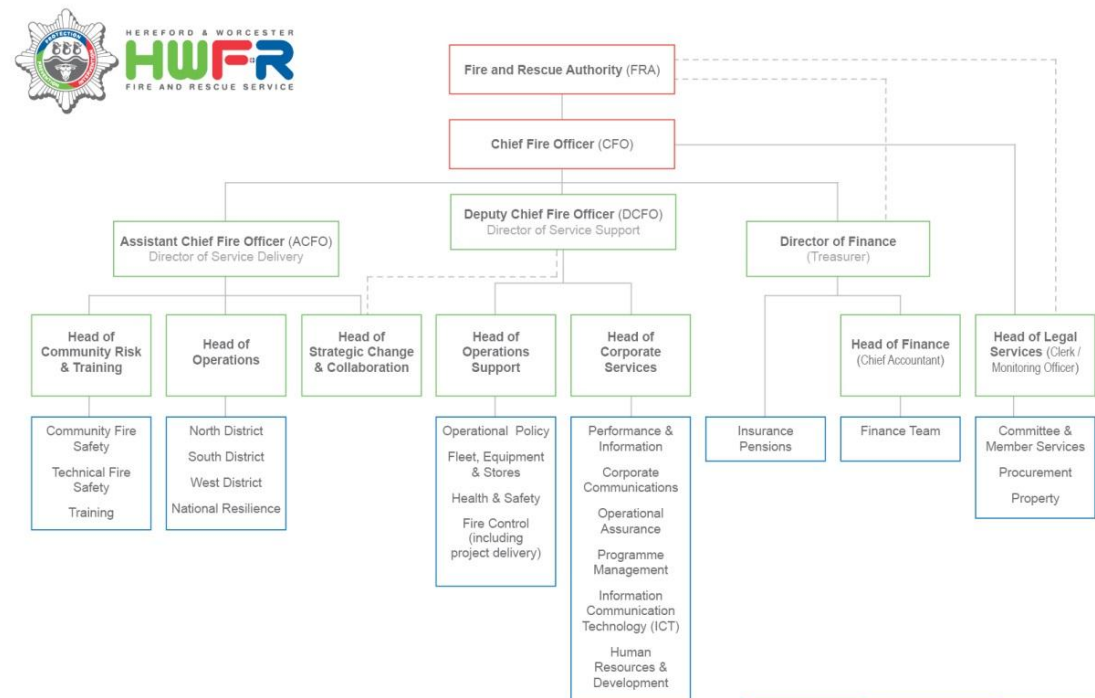
The Fire and Rescue Service

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 Department. The Service employs 759 full-time and part-time staff, most of whom are highly trained firefighters (approximately 83 per cent of the total workforce).

In addition to Service Headquarters in Worcester, there are 27 fire stations across the two counties, a training centre, stores/workshops and a number of locally based training facilities.

The Service is structured into three directorates – Service Support, Service Delivery and Finance. Most staff are directly involved in delivering prevention, protection, response and resilience services. These services are designed to keep the communities of Herefordshire and Worcestershire as safe as possible by working with local people, organisations and business to try to make sure emergency incidents don't happen in the first place, as well as by being able to respond quickly and effectively to any emergencies that do occur.

These essential services are supported by a number of organisational support services such as financial, human resources and legal services. The full range of services is shown in the chart below.



Service Structure

Our Vision



Saving More Lives is our overarching vision for the future direction of our Service. It guides everything we want to achieve as a vital and trusted organisation working for the communities of Herefordshire and Worcestershire.

Ultimately, Saving More Lives is about improving the lives of everyone in the community, building on our success and securing our future as a Service that makes even more of a difference every day.

To help deliver our vision, we have set out several headline objectives to guide our work over the next 3-5 years. They are summarised in the table opposite.

Corporate Objective	What this means
Understanding community risk	<ul style="list-style-type: none">being smarter with our data so that we can identify areas of risk more clearlyanalysing trends so that we can set priorities based on risk and forecast future risksfurther supporting our communities to understand their risks
Responding in the time of need	<ul style="list-style-type: none">reviewing our response model to ensure that we respond in the best way possibleresponding efficiently and effectively based on the riskworking with partners to explore and develop innovative response solutions
Preventing harm and promoting wellbeing	<ul style="list-style-type: none">improving the lives and wellbeing of others by seizing opportunities to helpreviewing activities with partners so that we can add even more valueleading by example and being role models

Our Strategy

Our Strategy sets out how we aim to achieve our Saving More Lives vision. With safety firmly at its heart, the strategy has a clear core purpose built on strong foundations linked by three driving principles: firefighter safety, community safety and the delivery of quality services.

It relies on all parts of the Service – from frontline firefighting to support staff and community safety volunteers – working together to deliver services and plans.

The following diagram illustrates how Our Strategy brings all this together.



Supporting the Vision

To support the vision we prepare a Medium Term Financial Plan each year, which enables us to effectively forecast, plan and make decisions on how we use our available resources to deliver our priorities. Alongside our ongoing collaborative work with partner organisations, we are also strengthening Our Strategy's foundations by developing new strategies for People, Asset Management and ICT & Data.



Strategy	What this means
People Strategy	<ul style="list-style-type: none">▪ supporting our workforce to become more resilient and diverse▪ making HWFRS a great place to work▪ developing skills and embedding innovative leadership at all levels▪ maximising wellbeing at work
Asset Management Strategy	<ul style="list-style-type: none">▪ reviewing our property portfolio▪ ensuring all our assets are fit for purpose▪ planning well for future investment▪ sharing assets when appropriate▪ procuring goods and services effectively
ICT & Data Strategy	<ul style="list-style-type: none">▪ supporting our workforce through smarter data and technology▪ becoming more secure and joining up systems to help us improve our understanding of risk▪ working more effectively with our partners and communities

Our Values

The Service has developed a strong set of values, which guide all members of staff in carrying out their roles and responsibilities. They help the Service to maintain high standards in operating fairly, ensuring dignity and respect in the workplace and working in

communities, recognising individual contributions and working towards eliminating discrimination. A summary is set out below, and further information can be found in the Service's [Ethical Framework and Code of Conduct](#), available on the Service's website.

We Value Innovation, Change and Learning

- we encourage critical and lateral thinking and manage constructive challenge
- we take responsibility for improving our performance
- we develop ourselves and others to achieve our full potential
- we take responsibility for our actions
- we encourage problem solving at all levels

We Value Diverse Communities

- we are committed to serving all parts of our communities
- we recognise that diverse needs, expectations and risks need diverse solutions
- we always fulfil our responsibilities to people, communities and the environment
- we remove barriers to entry and seek true diversity to reflect the communities we serve
- we will challenge inappropriate behaviour

We Value Our People

- we are committed to developing our people
- we build relationships based upon mutual trust and respect
- we work in an inclusive way
- we recognise that everyone has a contribution to make
- we respect and see difference as a strength
- we behave in an ethical way

We Value Our Fire and Rescue Service

- we are passionate about maintaining and improving our great reputation
- we make work rewarding and motivating
- we all pull together in the right direction
- we are a team and not a family
- we enjoy and celebrate our work
- we focus on priorities by setting clear objectives and accountabilities

Our Districts

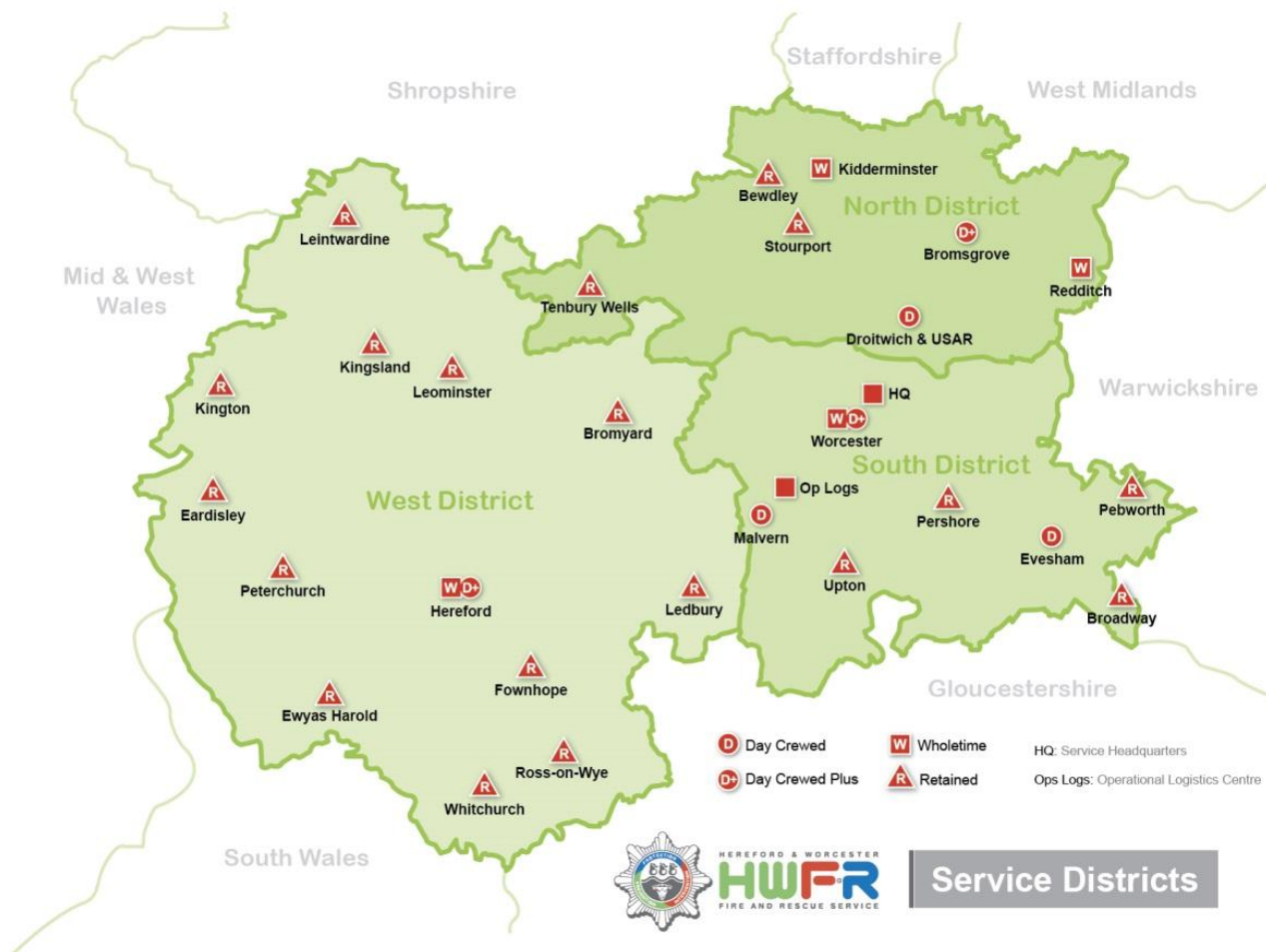
The Service covers the whole of Herefordshire and Worcestershire, an area of around 1,500 square miles (390,000 hectares) and a resident population of just over three-quarters of a million people

(766,692 – ONS mid-2016 population estimate) in about 320,000 households. About three-quarters of the population live in Worcestershire, with around 100,000 people living in the city of

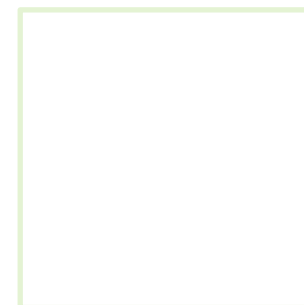
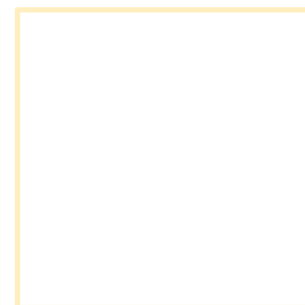
Worcester, the largest urban area in the two counties. Herefordshire is more sparsely populated with a largely rural population, about a third of whom (62,000 people) live in the city of Hereford.

The two counties have a generally ageing population with one in five residents aged 65 or over, and this rises to one in four in parts of south Worcestershire and Herefordshire. Growing urban areas such as Worcester and Redditch tend to have a younger population base and a relatively larger proportion of BME residents than the two counties as a whole.

Population data for the two counties is set out in the table on the following page.



Local Authority	Area (hectares)	Population (Census 2011) 2016 mid year projection	Households (Census 2011)
Herefordshire			
Herefordshire	218,000	188,099	78,300
Total	218,000	188,099	78,300
North Worcestershire			
Bromsgrove	21,700	95,768	38,300
Redditch	5,400	84,743	34,800
Wyre Forest	19,500	99,503	43,000
Total	46,600	280,014	116,100
South Worcestershire			
Malvern Hills	57,700	75,731	32,200
Worcester	3,300	101,328	42,000
Wychavon	66,400	121,520	49,500
Total	127,400	298,579	123,700
Total	392,000 (c. 1,500 sq. miles)	766,692	318,100



In 2016-17, we received 9,041 emergency calls covering a wide range of incidents including property and countryside fires, road traffic collisions, water and animal rescues, collapsed structures and dealing with hazardous substances. In all, we attended 6,749 incidents, about 130 a week. This represents an overall annual increase of 290 incidents over the previous year, though the majority of the increase is accounted for by an 8 per cent rise in false alarms (252 incidents) during the year. Incident data is summarised in the following table.

	Fires	Special Services*	False Alarms	Total
2015-16	1,920	1,489	3,050	6,459
2016-17	1,887	1,560	3,302	6,749
change	- 33	+ 71	+ 272	+ 290
change %	- 1.7	+ 4.7	+ 8.3	+ 4.5

* *Special Services are incidents such as road traffic collisions, flooding, person rescues, spills, leaks and animal rescues.*

In terms of potential life risk incidents, the Service attended 347 accidental dwelling fires in the two counties during 2016-17. This was 12 less than the previous year, though unfortunately 14 people were injured, 1 of whom died. While any death is tragic, the figures remain low given the relative size of the population. Injuries and

fatalities in accidental dwelling fires represent just 0.002 per cent of the population, or 1 in 55,000. The Service also attended 603 road traffic collisions in 2016-17, 45 fewer than the previous year.

To make sure we are as prepared as possible, we continually examine risk levels across the two counties and review our response arrangements. This helps to make sure we have the right resources in the right place. For example, in areas where most people live, such as the larger towns, the risks tend to be higher so we have immediately available crews working at the station during the day (with on-call crews at night) or providing 24-hour cover. In areas where risks are generally low and there are usually fewer incidents, most of our fire stations are crewed by on-call firefighters.

Our risk analysis shows that some areas and certain groups of people, such as older people living alone and those with impairments because of poor health or a hazardous lifestyle, tend to be more vulnerable to suffering harm in their homes, for example, by fire. Therefore, we target our community safety activities towards these more at risk groups and areas.

We also make sure our specialist vehicles and assets that respond throughout the two counties, such as boats, are available for when this additional support is more likely to be needed.

The following map shows the different types of crewing and specialist vehicles at our 27 fire stations. More details on crewing and vehicles can be found in the [Fire Service](#) section of our website.

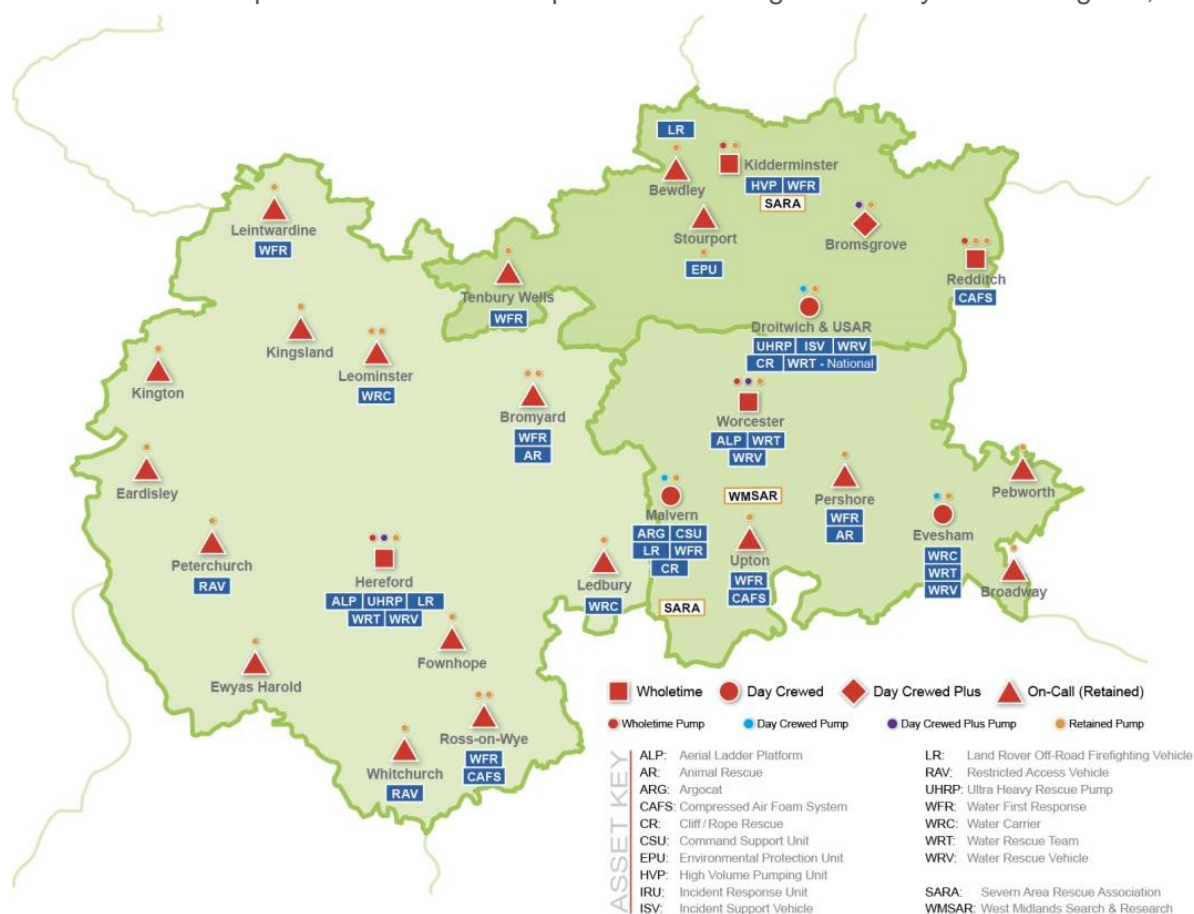
Our services are organised around three Districts – North, South and West – to provide a balanced response to reducing community

risk. This is supported by a Training Centre in Droitwich, a fleet maintenance and supplies centre called Operational Logistics in Malvern, and a Service Headquarters in Worcester (which will be moving to Hindlip to join West Mercia Police Headquarters in 2018).

Across the three Districts we have 27 fire stations and 41 fire engines, each of which is strategically placed to be able to respond

effectively as soon as an emergency call is received. Each fire station also has an on-call crew of firefighters who live or work locally and are available within five minutes should they be needed. Eight fire stations also have Wholtime crews, who are immediately available.

Each District has identified the main risks in their areas. The risks vary across Districts, but generally include major industrial sites, important heritage sites and environmentally sensitive areas, as well as key public buildings such as hospitals. Our crews maintain detailed information about the different types of risks they may face should there be an incident at any of these sites and undertake specific training, including with the aid of computer-generated simulations.



North District



North District covers about 180 square miles across the northern area of Worcestershire with the majority of people living in the towns of Redditch, Kidderminster, Bromsgrove and Droitwich. Like most of the Service area it has an ageing population, though Redditch has proportionally more young people. Overall, about one in five residents are aged over 65 years and this is expected to increase over the coming years. It is a generally prosperous area with a few pockets of deprivation, notably in the built-up areas of Kidderminster and Redditch. The District includes mainline rail and major road infrastructure, such as the M5 and M42 motorways. While large industrial sites are a feature of the area there are also

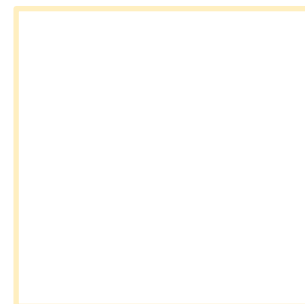
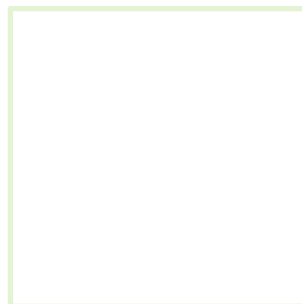
heritage buildings and environmentally sensitive areas including the rivers Severn and Stour to the east of the area.

North District is currently served by seven fire stations. This will reduce to five fire stations in the next few years as the stations at Bewdley, Kidderminster and Stourport are to be replaced with a new, more central Wyre Forest Emergency Services Hub. There were 2,827 incidents across the District during 2016-17, an increase of 126 (4.7 per cent) over the previous year. The majority of incidents were false alarms (1,357 incidents or 48 per cent of the total), which was 119 more than the previous year. The number of fires fell to 814 in 2016-17, 6.7 per cent lower than the previous year. Redditch remains the busiest station in the District, attending 841 incidents during 2016-17 (30 per cent of all incidents in the District).

The table on the following page provides the 2016-17 incident data for each fire station in North District, alongside the 2015-16 figures for comparison.

North District incident profile by Fire Station area¹

North District		2015-16				2016-17			
Fire Stations	Fire	Special Service	False Alarm	Total	Fire	Special Service	False Alarm	Total	
Bewdley	27	17	16	60	36	16	21	73	
Bromsgrove	181	118	267	566	155	150	285	590	
Droitwich	79	96	140	315	87	92	125	304	
Kidderminster	234	160	311	705	225	165	421	811	
Redditch	284	150	435	869	238	181	422	841	
Stourport	49	34	53	136	55	37	66	158	
Tenbury	19	15	16	50	18	15	17	50	
Total	873	590	1,238	2,701	814	656	1,357	2,827	

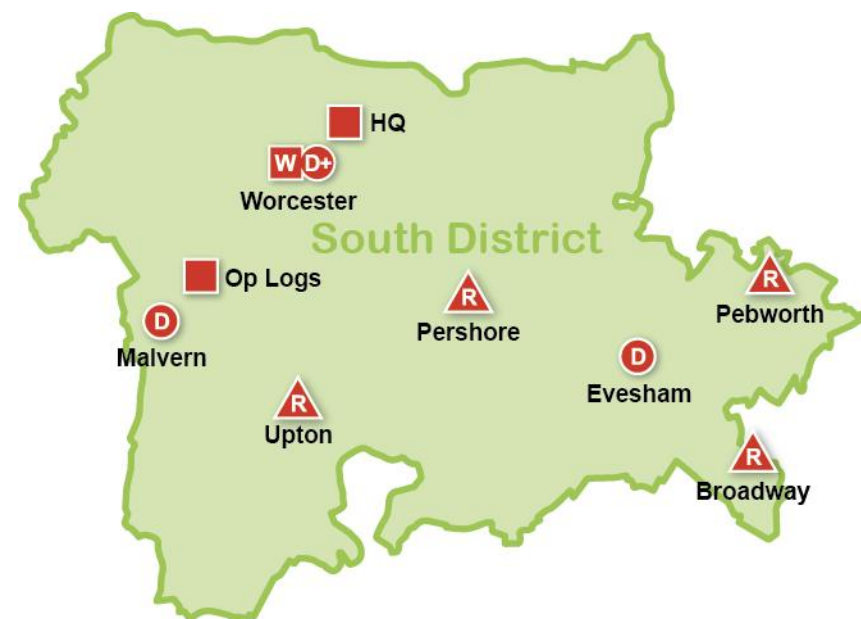


¹ note that the figures represent the numbers of incidents attended within each fire station area, not the number of attendances by fire engines at each station, because fire engines occasionally attend incidents outside their own station areas.

South District

South District covers an area of about 490 square miles across south Worcestershire. Most people live in the city of Worcester and the two towns of Malvern and Evesham. Worcester is the largest urban area in the two counties and is the main centre for employment, retail and tourism. Like North District, there is an ageing population, which is likely to continue rising over coming years. In the Malvern Hills district people aged over 65 accounts for one in four of the local population. The District is relatively prosperous though there are some local areas, notably in parts of Worcester, where the quality of life is poorer in terms of employment, health, crime and educational attainment. Features of the District include large industry in Worcester and the two towns, and major infrastructure networks, such as the M5 motorway. There are also heritage and environmental sites, such as Worcester Cathedral and extensive areas of open countryside and farmland.

South District is currently served by seven fire stations. There were 2,334 incidents across the District during 2016-17, an increase of 102 incidents (4.6 per cent) over the previous year. As with North District, the majority of incidents were false alarms, representing 52 per cent (1,224 incidents) of the total. This was an increase of 111 incidents over 2015-16. The number of fires attended was 588, a

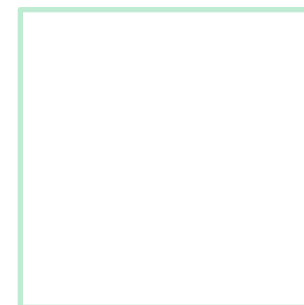
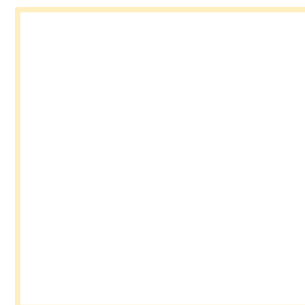


slight fall of 1.2 per cent compared to 2015-16. Worcester continued to be the busiest fire station in the Service, attending 1,210 incidents during 2016-17 (52 per cent of all incidents in the District).

The table on the following page provides the 2016-17 incident data for each fire station in South District, alongside the 2015-16 figures for comparison.

South District incident profile by Fire Station area²

South District		2015-16				2016-17			
Fire Stations	Fire	Special Service	False Alarm	Total	Fire	Special Service	False Alarm	Total	
Broadway	9	13	23	45	12	11	31	55	
Evesham	128	83	160	371	113	73	183	369	
Malvern	98	100	218	416	98	106	220	424	
Pebworth	18	8	16	42	11	7	10	28	
Pershore	32	34	70	136	47	26	93	166	
Upton	21	25	17	63	18	37	27	82	
Worcester	289	261	609	1,159	288	262	660	1,210	
Total	595	524	1,113	2,232	588	522	1,224	2,334	



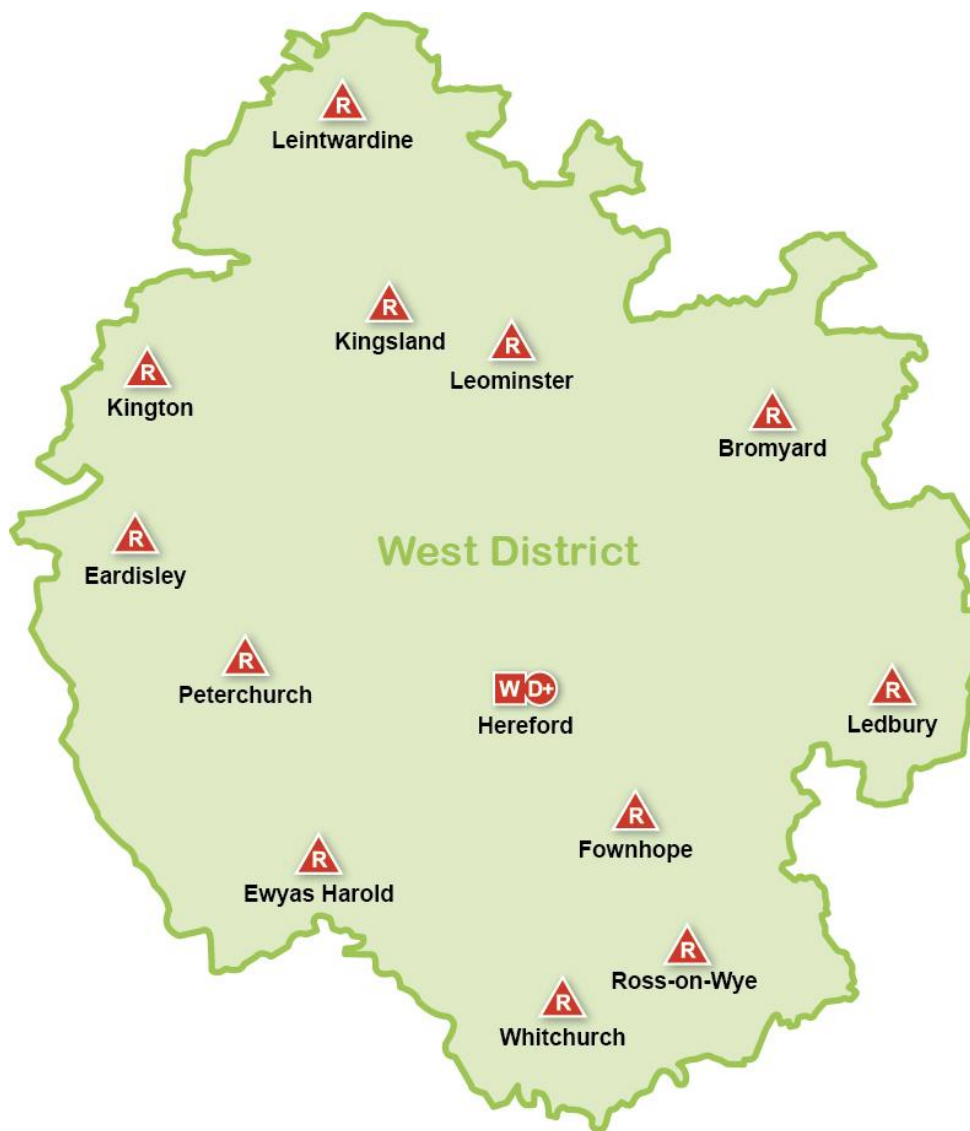
² note that the figures represent the numbers of incidents attended within each fire station area, not the number of attendances by fire engines at each station, because fire engines occasionally attend incidents outside their own station areas.

West District

West District covers the whole of Herefordshire, one of the most rural and sparsely populated counties in England, with less than one person per hectare. About a third of the population lives in the city of Hereford, the county's main employment and retail centre.

With the majority of people living in a handful of market towns and smaller villages, access to services is a particular issue with some communities in relatively remote and hard-to-reach locations. This rural location also has environmental considerations such as the Rivers Wye, Teme, Lugg and Arrow and significant heritage sites such as Hereford Cathedral. Although mainly rural, Herefordshire also contains several large industrial sites including the Rotherwas Industrial Estate to the south of Hereford.

West District is currently served by 13 fire stations. There were 1,588 incidents across the District during 2016-17, an increase of 62 (4.1 per cent) over the previous year. The majority of incidents were false alarms, representing 45 per cent (721 incidents) of the total. The number of fires attended increased by 33 to 485, a rise of 7.3 per cent over 2015-16. Hereford was the busiest fire station, attending 792 incidents during 2016-17 (50 per cent of all incidents in the District).



The table on the following page provides the 2016-17 incident data for each fire station in West District, alongside the 2015-16 figures for comparison.

West District incident profile by Fire Station area³

West District		2015-16				2016-17			
Fire Stations	Fire	Special Service	False Alarm	Total		Fire	Special Service	False Alarm	Total
<i>Bromyard</i>	32	37	27	96		31	40	28	99
<i>Eardisley</i>	15	13	12	40		15	9	8	32
<i>Ewyas Harold</i>	17	4	6	27		10	5	8	23
<i>Fownhope</i>	8	5	12	25		4	5	11	20
<i>Hereford</i>	195	156	401	752		203	169	420	792
<i>Kingsland</i>	15	17	7	39		20	12	13	45
<i>Kington</i>	14	13	16	43		13	8	11	32
<i>Ledbury</i>	28	21	54	103		47	30	53	130
<i>Leintwardine</i>	5	6	4	15		7	6	5	18
<i>Leominster</i>	43	22	59	124		52	28	83	163
<i>Peterchurch</i>	6	6	4	16		16	5	3	24
<i>Ross-on-Wye</i>	53	57	88	198		56	56	67	179
<i>Whitchurch</i>	21	18	9	48		11	9	11	31
Total	452	375	699	1,526		485	382	721	1,588

Detailed data and statistics about the Districts and their fire stations are available on the [Service website](#), if you would like more in-depth information.

³ note that the figures represent the numbers of incidents attended within each fire station area, not the number of attendances by fire engines at each station, because fire engines occasionally attend incidents outside their own station areas.

Our Performance in 2016-17: at a glance

The Service attended 6,749 incidents in 2016-17. This was 290 incidents more than last year, an increase of 4.5 per cent. Although we expect fluctuations in the numbers up and down from year to year, we continue to analyse the underlying causes, with the aim of improving the performance of our response services and targeted prevention activities. This is reported to the Fire Authority each quarter. Despite the increase, the long-term trend continues to be downward, and this year's total is 30 per cent lower than the 9,719 incidents recorded in 2006-07.

While there was an overall increase in the number of incidents, this is primarily accounted for by an 8.3 per cent rise in the number of false alarms attended. False alarms represent almost one in every two incidents attended (48.9 per cent). The Service continues to work with businesses to reduce this, including working with occupiers to identify where false alarm activations by repeat offenders could be reduced. Our Fire Control officers also challenge reports of alarms activating to assess whether the activation is false or not, and can quickly pass on information to attending crews.

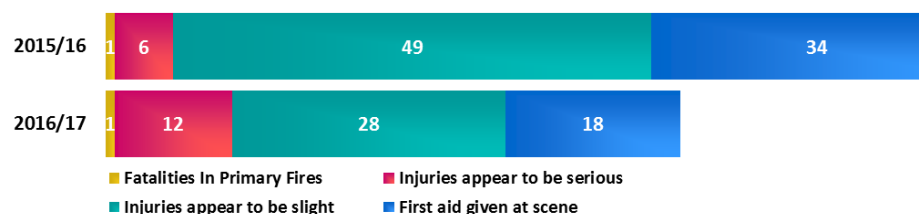
The number of fires attended in 2016-17 fell by 1.7 per cent (33 incidents) compared to 2015-16, including a fall in the number of accidental dwelling fires from 359 to 347.

We attended 1,560 special service incidents in 2016-17. While this was an increase of 4.8 per cent over the previous year including a 48 per cent rise in animal (mostly pet) rescues, the number of road traffic incidents attended fell by 6.8 per cent, from 648 to 603.

	Fires	Special Services*	False Alarms	Total
2015-16	1,920	1,489	3,050	6,459
2016-17	1,887	1,560	3,302	6,749
change	- 33	+ 71	+ 272	+ 290
change %	- 1.7	+ 4.8	+ 8.3	+ 4.5

** Special Services are incidents such as road traffic collisions, flooding, person rescues, spills, leaks and animal rescues.*

Of fourteen people injured in accidental dwelling fires, thirteen required hospital treatment and there was one fatality. While the numbers are very low in relation to overall the population of the two counties, our Community Risk officers work in the localities affected by dwelling fires to provide fire safety advice and access to further support if needed.



In terms of maintaining a healthy workforce, the overall staff sickness level saw a small increase to 6.08 days lost per head in 2016-17 (compared to 5.91 in 2015-16). This still compares favourably with local partners, e.g. Worcestershire County Council had 8.92 days lost per head in 2015-16 and Herefordshire Council 9.63 days.

Maximising the health and wellbeing of all members of staff forms a key commitment in the People Strategy, which will be published during 2017-18.



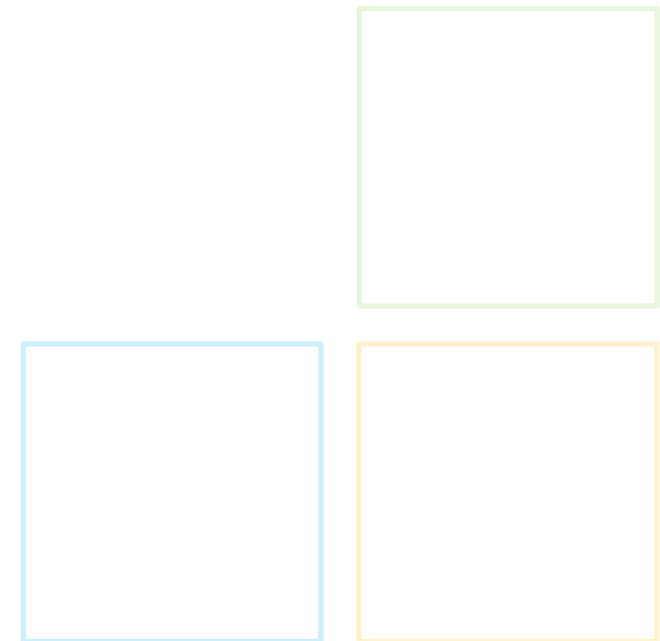
Summary of 2016-17 incidents

The table on the following page shows the breakdown of fires, special services and false alarm incidents attended by the Service last year, with the 2015-16 equivalent figures shown alongside. The figures are used for comparison with other fire and rescue services and for reporting to Government.

The figures do not include mobilisations to other miscellaneous incidents attended by the Service, such as attendances at incidents in neighbouring counties, those where we arrived at the scene and were not required, exercises, and where crews are asked to standby.

Overall performance data, including Key Performance Indicators (KPIs), are reported to the Authority's [Policy and Resources](#)

[Committee](#) every quarter – these reports can be found on the Service website. Our performance is also compared against similar services, and this information can also be found on the [Website](#).



Fire Categories	2015/16	2016/17
Primary	1043	1029
Secondary	741	718
Chimney	136	140
Total	1920	1887

2015/16	2016/17
Calls received	
9346	9041

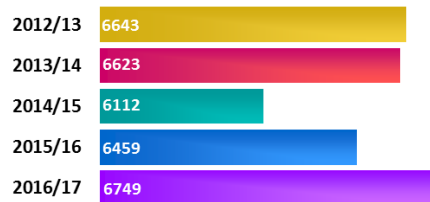
Incidents Attended	
6459	6749

2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Accidental Fires		Fires		Deliberate Fires	
1387	1325	1920	1887	533	562
Accidental property Fires		Property Fires		Deliberate property Fires	
508	504	533	534	25	30
Accidental non-domestic property Fires		Non-domestic Fires		Deliberate non-domestic property Fires	
203	182	277	266	74	84
Accidental vehicle Fires		Vehicle Fires		Deliberate vehicle Fires	
224	221	302	319	78	98
Accidental grassland, woodland & crop Fires		Grassland, woodland & crop Fires		Deliberate grassland, woodland & crop Fires	
206	182	331	295	125	113
Accidental outdoor structures & equipment Fires		Outdoor structures and equipment Fires		Deliberate outdoor structures & equipment Fires	
149	158	247	248	98	90
Accidental other outdoors (including land) Fires		Other outdoors (including land) Fires		Deliberate other outdoors (including land) Fires	
97	78	230	225	133	147
Accidental other Fires		Other Fires		Deliberate other Fires	
0	0	0	0	0	0

2015/16	2016/17	2015/16	2016/17
Special Service		False Alarms	
1489	1560	3050	3302
Road traffic collisions (RTC)		Automated fire alarms (non-domestic)	
648	603	1026	1129
Flooding incidents		Automated fire alarms (domestic)	
66	68	1240	1334
Person rescue (Inc. Lift & Water)		False alarms good intent	
173	187	733	794
Animal rescue		False alarms malicious	
95	141	51	45
Spills & leaks (inc. Hazardous materials)			
86	105		
Assist other agencies			
83	88		
Other			
338	368		

Our performance: five-year trends

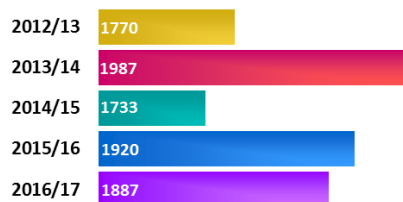
All Incidents



The table shows that this year's figure of 6,749 incidents attended was the most in the last five years, though it is still 30 per cent lower than it was ten years ago. As

noted in previous annual reports, there may be some levelling out. The Service's community and business safety work continues to focus on prevention, protection and education, especially targeted towards those groups more likely to be at greater risk than others.

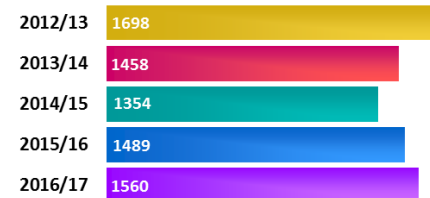
All Fires



The fall in the number of fires includes both primary (mainly building fires) and secondary (mainly grassland, woodland, crop fields and other outdoor

structures) fires. The long term trend continues to be downwards, with this year's figure of 1,887 representing 1,703 fewer fires than in 2006-07, a fall of 47 per cent. Accidental dwelling fires remain low at 45 per 100,000 of the population, and while any loss of life is tragic, there was just one fatality in a house fire this year. As with all similar incidents, the Community Risk team launched a specially targeted fire safety campaign in the local area to provide additional support and advice to local residents.

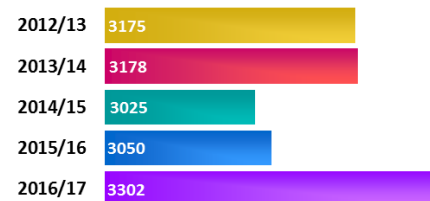
Special Service incidents



Special Service incidents are those such as road traffic collisions, flooding, person rescues, spills, leaks and animal rescues. Although the total increased in 2016-

17, it is still 25 per cent lower than ten years ago. The 5 per cent increase over 2015-16 is largely accounted for by an increase in the number of animal assistance incidents (from 95 in 2015-16 to 141 this year) and other services such as removal of objects, lift rescues, spills and leaks, and providing advice and assistance to other agencies, which collectively increased from 622 to 709.

False Alarms



The number of false alarms continues to be the largest proportion of all incidents attended, representing 49 per cent of all incidents, though the overall number is 18

per cent lower than ten years ago. The majority of false alarms are due to faults in fire alarm apparatus causing them to activate; this now represents three out of every four false alarms we attend. This is an issue our business fire safety and fire control officers continue to tackle.

Budget savings

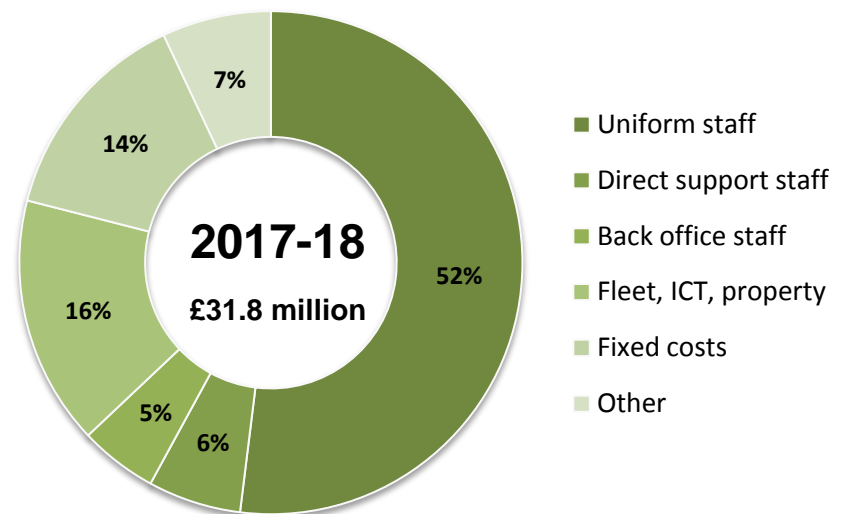
Since the start of the 'austerity' period in 2010-11, the Fire Authority's annual revenue budget has reduced by 16 per cent in real terms. Taking into account the additional running costs over the last five years, such as inflation pressures, national pay rises, tax increases and maintenance of property and equipment, this has resulted in a headline budget reduction from £32.6 million in 2010-11 to £31.8 million in 2017-18.

In order to meet these pressures, we have made reductions in our workforce, including managers and support staff, made changes to crewing at fire stations, cut our spending budgets and removed two fire engines from the fleet. By 2019-20 the full implementation of these measures will be saving £6.7 million per year.

Prior to calling the General Election (held on 8 June 2017), the Government had confirmed grant allocations up to 2019-20, showing a further reduction of 30 per cent over this period. There is added uncertainty as the Government had plans to move to 100 per cent rate retention and the removal of grant by 2019-20, which may have an impact on resource distribution.

Even with continued growth in the Council Tax base and an annual 2 per cent increase in Band D tax, there is a small underlying budget gap in 2018-19 rising to £1.6 million in 2020-21. The Fire Authority has plans in place for the full delivery of £1.6 million of further efficiencies by 2021-22 and is using uncommitted reserves prudently to close this gap until those efficiencies are realised.

Fire Authority Budget 2017-18



For further information on the spending gap up to 2020-21, see the section Resourcing the future: financial information, later in this report.

Fire Reform and the Policing and Crime Act 2017

At the beginning of 2017 the [Policing and Crime Act](#) was published. Among its provisions is a new duty on emergency services to review opportunities and enter into collaboration where it would be in the interests of efficiency or effectiveness. This duty came into force in April 2017.

Hereford & Worcester Fire and Rescue Service has explored joint working for many years, and is already involved in major transformational collaboration projects with West Mercia Police as well as neighbouring fire and rescue services. Further opportunities with other services, including the ambulance service and local authorities, are also being explored, and collaboration forms an overarching theme of our new Saving More Lives vision.



The Act also gives further powers to the Police and Crime Commissioners (PCCs) to take on additional responsibilities for fire and rescue. In relation to this, the PCC for West Mercia has already been co-opted as a non-voting member of the Fire Authority.

With responsibility for fire and rescue now sitting with the Home Office alongside policing, the Policing and Fire Minister announced in February 2017 his intention to drive forward the Government's Fire Reform programme. This agenda is aimed at making all fire and rescue services more efficient, accountable and professional, and three pillars of reform were announced: accountability and transparency, efficiency and collaboration, and workforce reform. To support this, the [Minister announced](#) a raft of measures including; the creation of a new independent fire inspectorate, a new professional standards body, a new national fire website to provide a range of comparable data for the public, and a full rewrite of the Fire and Rescue National Framework, which sets out the Government's expectations and priorities. The Service will be fully engaged in all these areas in the coming year.

Our work completed in 2016-17

Following the introduction of our new Saving More Lives vision, this section looks at the work we've carried out over the last year to help improve people's lives. There is little doubt that our prevention, protection and response activities have helped to save many lives and livelihoods over the years. Educating people about the hazards of fires and floods, fitting smoke alarms in the homes of vulnerable people, and rescuing people trapped in dangerous situations are good examples of where we continue to make a difference.

This year's annual report highlights our work supporting the vision under its three main themes: understanding community risk, responding in the time of need, and preventing harm and promoting wellbeing.

Many other examples of our work can found on our [News and Events](#) page and in our reports to the Fire Authority, both of which are on our [website](#).

Understanding Community Risk

The more we understand risk in our communities, the better equipped we will be to save more lives. This means using our data effectively to identify areas of risk more clearly. It also means improving how information is collected and recorded, and how it is shared with our partners to get a better picture of what risk in our communities looks like. We can also analyse trends and patterns to identify where the risks are greatest and to forecast future risks. From this, we can set priorities to target our resources effectively. Working with our partners, we can also help to educate our communities about risks and provide more support to those groups identified as being more vulnerable.

Over the last year, we have been developing our approach to understanding community risk in many ways, some of which are highlighted next.

Being smarter with our data

During 2016-17 we have been investigating new ways of sharing information with our partners. One example is our work with local health partners, clinical commissioning groups and voluntary

organisations such as AgeUK to improve how we target the most vulnerable in our communities. Through this we have been able to enhance our Home Fire Safety

Check (HFSC) process, which we aim to develop further in 2017-18 as a new Safe & Well Check providing additional support to wider community wellbeing using the trusted relationship and privileged access our staff have to the most vulnerable households.

We have also investigated how NHS Exeter Data could be used to support our Signposting and referral services, which currently generate over four thousand HFSCs a year. Exeter Data is a general term for a range of data about potentially vulnerable older people in the community. We have mapped this information against our fire station areas to test how best to use the data, and will be reviewing the outcome during 2017-18.

Summaries of Community Risk activity are now firmly embedded in quarterly performance reports to the Fire Authority, and the range of work can be seen in the diagram on the following page.



HWFRS Community Risk Activity

Year 2016/17



HFSCs



Standard Alarms



Specialist Alarms

Year to date	4203	4567	913
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signposting



Arson Referrals



Fire Setter Referrals

Year to date	1248	82	44
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Community Safety Activity
(CE1 hours)



Public Engagement
(total no. of people)



CR Media Campaigns

Year to date	1407	7185	32
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RBAP/Visits/Post Fires



BFSCs



INTELs from BFSCs

Year to date	1729	731	43
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Building Reg Consultations



Licensing Apps



Fire Investigation

Year to date	530	205	102
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Twitter



CR 0800



Enforcement

Year to date	125591	3074	82
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Analysing trends

Each quarter we report to the Fire Authority on incidents throughout the year to highlight trends and patterns of risk. This helps to identify any particular trends that might need priority attention. For example, increasing our work with commercial property owners to tackle a rise in false alarm calls, and planning seasonal safety campaigns, such as the dangers of causing fires in the open and swimming in open water during the summer months. At a more strategic level, the [Community Risk Management Plan 2014-2020](#) (CRMP) explained how we use incident data, research and risk modelling to help us prioritise our activities and balance our resources, and the strategic risk data in the plan will be reviewed and updated in 2017-18.

During the year, we continued to work closely with partners such as AgeUK and Keep Herefordshire Warm and supported key events such as Older People's Day 2016 and two Pensioners Fairs. This is very important work, as our statistics show that the risk of dying in a fire for people aged 65 and over is more than twice as high as the average. With an ever-increasing ageing population, forecast to reach one in four of the population over the next fifteen years, activities to help older people prevent fires and keep themselves safe are a growing part of our work.

Further supporting our communities

We continue to provide our communities with support and advice on risks and work with partners to provide further support. For example, the very successful Dying 2 Drive multi-agency road safety scheme in Herefordshire was expanded into Worcestershire. This will help to reach even more young people with crucial advice on safer driving.



Dying 2 Drive multi-agency road safety scheme

Working with key partners such as West Mercia Police helps to identify mutually beneficial community safety initiatives and reinforces the impact of our safety work in the community. During the year, Community Risk officers have worked alongside partners in the Wyre Forest Police Harm Hub, and Community Risk staff in Herefordshire relocated to the Police Station in 2016-17.

Being visible and accessible is also an important part of supporting our communities. A good example during the year was the launch of a Positive Role Model Initiative in partnership with Bromsgrove & Redditch Borough Council's Connecting Families team and the University of Worcester to pilot a mentoring project for vulnerable young people in Redditch. In addition, the Positive Role Model scheme is becoming known amongst schools in the local area, which are recognising the potential for the Service to provide additional support in helping to avert the need to exclude pupils at risk.

Another example is our ongoing programme of school visits to fire stations, including Honeybourne Primary Academy becoming the first school to visit the new fire station on Abbey Road, Evesham.



Schoolchildren visit the new Evesham Fire Station – January 2017

Responding in the time of need

Understanding community risks across the two counties enables us to identify the main priorities so that we can design our response services for best effect and efficiency. We constantly review our response arrangements to ensure they are most appropriate for the level of risk balanced against available resources. In many cases our close working with partners is helping to explore and develop new and innovative response solutions.

The following sections provide some of the highlights of our response activities during 2016-17.

Reviewing our response model

Having the right resources in the right place at the right time is crucial to ensuring we continue to deliver our services effectively and efficiently. We keep this under constant review to make sure our response services maintain a careful balance against changing risks and needs in our communities and against reducing levels of available funding.

Our current Community Risk Management Plan (CRMP), published in 2014, introduced a number of changes to fire cover (i.e. how we

provide and crew fire and rescue vehicles across the two counties) in response to changing levels of risks and resources. During 2017-18, we will be reviewing the CRMP to ensure it continues to guide our plans.

In 2016-17, we decided to extend the Day Crewing Plus (DCP) shift system trial at Hereford and Worcester Fire Stations for a further period. DCP is now a recognised shift system across the Service, providing increased choice of flexible crewing options and 24/7 fire cover.

Following two extensive public consultations undertaken throughout 2015 and 2016, the Fire Authority approved the development of a new Emergency Services Hub for the Wyre Forest area. The Hub will replace the three current fire stations at Bewdley, Kidderminster and Stourport and will be a shared home for the local Police and other supporting emergency services.

Making sure our fire stations, fire vehicles and fire and rescue equipment remain fit for purpose is also kept under close review, and during the year many improvements were made, including;



- A new highly cost-effective fire station and strategic training facility at Evesham was officially opened in December 2016, releasing the old fire station site for retail redevelopment.

- In October 2016 work commenced on building a new Operations and Communication Centre (OCC) at the West Mercia Police headquarters site at Hindlip, Worcester. The OCC is a joint project by West Mercia Police and Warwickshire Police to redesign and redevelop their control rooms and communications systems for managing emergency calls. The Service's Fire Control function is included in the design of the purpose-built facility, which will have all the benefits of closer working, including providing better support during peak periods or critical incidents. The OCC building works should be complete by 2018 and Fire Control is due to relocate there when practical.



Official opening of the new Evesham Fire Station in December 2016

- Planning work is continuing on the major project to co-locate Service Headquarters functions to the Police HQ at Hindlip, including working out the technical logistics involved in such a major move, such as infrastructure and personnel issues, the availability of accommodation and the need to reduce disruption to Service operations as much as possible.
- Feasibility work is underway for a new Hereford Fire Station on land at Edgar Street, Hereford as part of the proposed One Herefordshire Hub in partnership with West Mercia Police and Herefordshire Council. This will enable the provision of better facilities and will be more economical than a refurbishment or rebuild at the current location.



Work starts on the new OCC at Hindlip – October 2016

- Place Partnership Limited, the public sector company bringing together the Service's property functions with five other local partners, was commissioned to investigate opportunities to provide a new replacement fire station in Redditch.
- A wide range of new training equipment was introduced including mobile electronic devices that create computer-generated simulations of fires and portable smoke machines to help simulate fire behaviour, and Cardiopulmonary Resuscitation (CPR) dummies which are excellent for practising advanced trauma care, such as assisting someone experiencing a heart attack.
- We also introduced five new replacement fire engines and other cars and vans, and a range of enhancements to equipment on-board fire engines. We also worked with Shropshire Fire and Rescue Service to find a more modern alternative as a replacement for the old Command Support Unit (a very large vehicle equipped to support the control of large and major incidents).

Responding efficiently and effectively based on risk

During the year, the Service Risks project was developed further and now contains 110 specific risk presentations available to all operational staff and shared with partner agencies. We have also continued to develop the Risk Based Audit Programme, including a software update and an ongoing audit of around 950 business premises. The Command Suite at Droitwich Fire Station, which enables risk scenarios to be simulated using computer software, was awarded Centre of Excellence status and is regularly visited by other services. It has also increased its library of high risk premises to include key sites such as Hereford Cathedral.

One of our most important priorities is to keep our firefighters safe from risks and hazards when carrying out their duties. We support this through extensive training for operational staff, including practical exercises with other agencies. During the year, training for staff covered a wide range of firefighting skills and operational procedures including specialist fire safety courses, tactical ventilation and incident command. Practical training included; Exercise St Francis, a major multi-agency response scenario involving a large-scale motorway traffic accident with multiple casualties (around 200 staff, 14 fire engines, three ambulance, several police cars and a police helicopter were involved); Exercise Triton, a five-day national

exercise using High Volume Pumps to tackle adverse weather scenarios including flooding and a dam burst, and a number of water rescue, safe working at height, working in confined spaces and methods of entry courses. Our Urban Search and Rescue Team also took part in a simulated multi-storey car park collapse involving over 40 casualties.



USAR teams tackle a simulated car park collapse – October 2016



HWFRS Extrication Team in action - May 2016

Challenge, our Trauma Team won the title of Best International Team, while our Extrication Team won the title of Best International Extrication Team. Both teams won further

plaudits at the UK Rescue Organisation National Challenge, taking first and second place respectively in their fields. They both went to compete in the prestigious World Rescue Challenge 2016, with the Extrication Team from Ross-On-Wye taking an outstanding second place and the Trauma Team winning an impressive third. To cap an excellent year that has shown our truly world class firefighting and rescue skills, Broadway Fire Station's team came second in the country at the National Breathing Apparatus Challenge.



HWFRS Extrication Team at the World Rescue Challenge - October 2016

Over the year our firefighters put their excellent skills to the test in many varied, real-life emergency situations, including;

- June 2016 - working with Gloucestershire and Warwickshire fire and rescue services to tackle a large fire at an industrial unit in Honeybourne; 60 firefighters involved.
- July 2016 – providing Urban Search and Rescue support in Shropshire to shore up and prevent the total collapse of a three-storey building after being hit by an articulated lorry.
- September 2016 – tackling an intense fire at a wax recycling plant in Bromsgrove; 65 firefighters involved.



Firefighters tackle a major fire in Bromsgrove - September 2016

- January 2017 – fighting a large barn fire in Herefordshire; 40 firefighters involved.
- February 2017 – working with ambulance crews to carry out a complex, specialist rope rescue at height of a bell ringer at Worcester Cathedral.
- February 2017 – tackling 64 weather-related incidents across the two counties in the wake of Storm Doris.



Bell ringer rescue at Worcester Cathedral - February 2017

Working with partners

Taking part in training courses, practical exercises and national competitions not only helps to sharpen skills, but also provides opportunities to work alongside other emergency services to learn new techniques and to share skills.

Over the year, the Service has made good use of the Strategic Training Facilities to train Police negotiators in working at height and Ambulance hazardous response teams in water rescue. Working with Shropshire FRS, we developed a new, joint approach to incident command training providing greater flexibility and improving access



A training exercise with our partners the Ambulance HART team

to courses. We have also teamed up with Shropshire and Warwickshire fire and rescue services to improve the user-friendliness and flexibility of recruit firefighter training to allow more time for practical training and reduce the impact on employers.

Resilience Direct, a website with a shared database of operational information for all fire and rescue services and Local Resilience Forum colleagues, is now embedded as a major resource for sharing risk information and promoting consistent working practices in emergency planning and response. The Service is also currently hosting a Virtual Command facility to enable staff to access information to support how large scale incidents are tackled.

Preventing Harm and Promoting Wellbeing

Many of our prevention and protection activities are well known throughout our communities, from carrying out Home Fire Safety Checks and fitting smoke alarms to providing advice on fire safety precautions to local employers, and helping people to be prepared in the event of emergencies such as flooding. Our work takes us into people's homes, schools, businesses, community centres and high streets. We know this helps to make a difference to people's lives, especially when we improve the safety and wellbeing of the more vulnerable members of our communities.

We work with partners such as health services, the police, local councils and voluntary groups to reach more people and add even more value to their work. We are also very visible and distinctive in our communities, which helps to build on our credibility and trust among local people and partner organisations.

Over the last 12 months, we have been working on how we can add even more value and make a bigger difference to people's lives and their livelihoods. A few of our initiatives are highlighted next.

Improving the lives and wellbeing of others

During the year, we have been putting together a revised Community Risk Strategy that focuses our work into five key priorities: accidental dwelling fires, business fire safety, deliberate fires, road traffic collisions and health & wellbeing. By targeting our prevention work towards the most vulnerable people in our communities, we have an opportunity to explore our role in supporting the wider health, social care and wellbeing agenda.

We are already fully involved in the Signposting Referral Scheme, which supports thousands of people helping them to lead safer and more independent lives. Many different support agencies are involved in the scheme, and each can alert other partners about concerns or issues they have identified when visiting people as part of their work.

We also run a range of youth engagement schemes including the Young Firefighters Association (YFA), which provides young people aged between 13 and 17 with an insight into the work of the fire and rescue service as well as giving them more self-confidence, improving their communication skills and providing them with a chance to work in a team. Our Ignite, Crucial Crew and Young Citizens Challenge annual events are also designed to develop



young people's key skills for their future lives, including leadership, responsibility and problem solving.

Some of the other practical ways we've supported health and wellbeing include;

- We worked with the Heartstart Malvern charity to install a community access defibrillator at Malvern Fire Station, the first in Malvern Link, giving local people quick access to life-saving equipment in the event of an emergency.



New defibrillator installed at Malvern Fire Station - December 2016

- Community Risk Toolkits have been made more widely available at fire stations. The toolkits contain specialist equipment including smoke detectors, fire blankets and

letterbox blanking plates. These are used to protect some of the most vulnerable people in our communities, such as those affected by deliberate fires.



New Community Risk Toolkits made available - February 2017

- Our Signposting scheme linked up with Herefordshire Council's 'Keep Herefordshire Warm' service to promote free boiler servicing for vulnerable households, and with the Marches Energy Agency and AgeUK to provide access to home energy checks and advice.

Reviewing activities with partners

We know that working with partners helps us to reach more people and add even more value to our work.

An excellent example of this is the multi-agency Dying 2 Drive road safety scheme, which expanded from Herefordshire into Worcestershire. With the help of West Mercia Police, the Safer Roads Partnership, St John Ambulance and DHL, the hard-hitting reconstruction of a fatal traffic accident was presented to Year 11 pupils in Worcestershire showing them how the services work together to tackle such a major incident. It was followed by workshops discussing the aftermath and impact on families, the



Dying 2 Drive reconstruction at Worcester fire station - November 2016

consequences of risky behaviour behind the wheel, and giving the soon-to-be young drivers and passengers the right skills and knowledge to prevent them from becoming victims of potential future traffic accidents.

Other examples of how we've added more value by working with our partners this year include;

- We joined up with Shropshire Fire and Rescue Service to develop a combined recruit course for new on-call firefighters. The course was extended to Police Community Support Officers from West Mercia Police, who are ideal candidates as on-call firefighters because of fewer constraints than other employers.
- Our West District administrative and Community Risk teams moved to Hereford Police Station in March 2017, enabling them to work alongside their police counterparts. This is a great opportunity to learn from each other, share information, and make efficient use of facilities and resources.
- We teamed up with the Canal & River Trust to make Diglis Weir in Worcester safer by repositioning a boom (water safety barrier), which was causing boats to get stuck, with

people on board needing urgent rescue. Working with the Trust the boom is now correctly positioned and boats can access the Diglis Basin safely, crews have learned new rescue techniques and the Trust has developed better preventative measures.



Joint work with the Canal & River Trust at Diglis Basin, Worcester - October 2016

Leading by example

We are proud of the trusted position we hold in our communities, and we see this as an ideal opportunity to lead by example and become role models in promoting wellbeing and healthy lifestyles. The Positive Role Model Initiative in Redditch, mentioned earlier, is an excellent example of how this can work. Working with

Bromsgrove and Redditch Borough Council's Connecting Families team and the University of Worcester, members of our North District Team have begun to be trained in child protection and other safeguarding issues and they will eventually be able to work alongside family workers in supporting families in crisis. One of the important benefits of this is to demonstrate how positive action can turn challenging situations around.

We are also pleased to support many local and national charities involved in improving the wellbeing of those most vulnerable in the community. Over the last year, we have attended many fairs and events, ran safety campaigns and collected funds for a wide range of charities. These are important ways in which we can use our standing in the community to support people most at risk. The examples are numerous and include;

- supporting the Warm Homes campaign run by National Energy Action charity to combat fuel poverty,
- supporting Older People's Day and attending two Pensioners Fairs along with 20 other organisations including AgeUK, the National Trust and West Mercia Police to provide a one-stop-shop approach to improving access to support services,

- supporting Dementia Awareness Week with the Alzheimer's Society, Age UK and others,
- supporting the Heartstart Malvern charity to install a defibrillator at Malvern Fire Station,
- supporting the White Ribbon Campaign against domestic violence, and
- raising money for Save The Children through their Christmas Jumper Day, Macmillan Cancer Support through their Coffee Mornings and the Fire Fighters Charity through their National Car Wash Day.

Promoting the wide range of safety-related activities we carry out in our day jobs, with partners and as volunteers helps us to lead by example. Our website, social media sites and news articles go from strength to strength in getting messages out to the community. Last year, our website was visited over 26,000 times, we had 35,000 Twitter followers and 2,600 likes on Facebook, and we featured in many newspaper articles as well as in TV and radio interviews.

In February 2017, Worcester Fire Station was featured on [BBC Hereford & Worcester](#) radio, when the breakfast presenters, Elliott and Toni, spent some time with the Worcester RDS (on-call) crew.

This was not only an opportunity to promote the recruitment of on-call firefighters, but to showcase their wide range of firefighting and rescue skills. The presenters were tasked with a range of challenges including a ladder climb, using breathing apparatus to move through a smoke-filled house and rescuing a casualty from a crashed car. This gave the presenters and radio listeners a tremendous insight into what firefighters do to keep the communities of Herefordshire and Worcestershire safe and well.



BBC H&W radio presenter Elliott Webb gets to grips with a ladder climb – February 2017.

In addition to these good examples of how we maintain a visible presence and continue to promote ourselves as good role models, we are keen to support the development of our own staff. In the year, we made further progress towards a new occupational health service, increased support for the issues of stress and mental health at work, and continued our annual programme of Medals and Awards Ceremonies in Herefordshire and Worcestershire. These ceremonies celebrate the outstanding work of staff as well as giving an opportunity to commend public acts of bravery throughout the year.



Our work to be completed in 2017-18

This year's Annual Report uses the three main themes of our new Saving More Lives vision to provide an overview of the work we'll be carrying out to deliver our CRMP Action Plan in 2017-18.

There will also be a mid-point review of the CRMP during 2017-18, which will be a further opportunity to embed the Saving More Lives vision and to help ensure our services continue to support Our Strategy and its three principles of firefighter safety, community safety and the delivery of quality services.

The CRMP themes set out below cover the five main areas in which we contribute towards making a positive difference to the lives and livelihoods of the communities across the two counties. By weaving the values of Saving More Lives into our work, we aim to make even more of a difference in the coming years.

The following sections provide an overview of the main areas we'll be working on.

CRMP Theme	Objectives 2014-2020
1 Prevention	Delivering activities that aim to stop incidents happening in the first place
2 Protection	Making sure buildings where people work, shop and visit are as safe as possible
3 Response	Being able to act quickly, safely, effectively and efficiently in the event of an emergency
4 Resilience	Being as prepared as possible for whatever emergency might happen
5 Organisational Support and Development	Making sure the Service is able to deliver its main responsibilities

Understanding Community Risk: CRMP 2017-18 Action Plan

	In 2017-18 activities contributing towards achieving the aims of <i>Understanding Community Risk</i> will include:	Purpose of the activity
a)	Our community risk activities will focus on five key priorities: <ul style="list-style-type: none"> • accidental dwelling fires • business fire safety • deliberate fires • health & wellbeing • road traffic collisions 	Activities support a new Community Risk Strategy 2017-2020, which aims to ensure our limited resources are targeted towards those most vulnerable in our communities.
b)	We will work with partners involved in the Worcestershire Office for Data and Analytics (WODA) to explore what organisational and cultural changes may be needed to facilitate data sharing.	Sharing data and other information securely with partner organisations will enhance our joint ability to improve outcomes for residents, businesses and the wider community.
c)	The central Community Risk department team will move to Worcester Fire Station.	Moving to the new fire station will make use of available space there and it provides an opportunity to work more closely with West Mercia Police's South Worcestershire Harm Hub team, promoting more joint community initiatives and information sharing.
d)	We will continue to review and test our business continuity plans, risk registers and station fall-back arrangements to ensure they remain fit for purpose.	Keeping our business continuity plans updated helps to ensure we can continue to deliver our services if there are interruptions to our day-to-day business.

	In 2017-18 activities contributing towards achieving the aims of <i>Understanding Community Risk</i> will include:	Purpose of the activity
e)	We will work with Local Resilience Forum partners in Resilience Direct related exercises and will undertake an internal audit to ensure a consistent approach.	Joint exercises help to ensure all emergency services are well-prepared to support a safe and effective response in the event of large-scale emergencies. They also help to ensure that Resilience Direct provides consistent support in terms of accessing relevant information and multi-agency plans.
f)	During the year we aim to migrate the Fire Control mobilising system to the Operations and Communication Centre (OCC) at West Mercia Police headquarters at Hindlip, Worcester.	The establishment of the Fire Control system alongside the Police control room and communications systems will enable closer working between the emergency services.
g)	We will continue to develop the Emergency Services Mobile Communications Programme (ESMCP) to deliver a new national communications system called the Emergency Services Network (ESN). The ESN will provide an extensive integrated voice and broadband data service for emergency services. ESMCP intends to deliver ESN when current mobile communications contracts begin to expire from mid-2017.	In addition to providing a faster, more secure and resilient communications system, the ESN will be more cost-effective than the current system and it will help to improve our crucial role in maintaining public safety and saving lives.
h)	We will develop proposals for a new Intelligence Led Audit Programme (ILAP) to replace the Risk Based Audit Programme for 2018-19.	Improved intelligence on key risks, including from incident data and from information held by partner organisations, will help to improve our prevention, protection and intervention activities.

Responding in the time of need: CRMP 2017-18 Action Plan

	In 2017-18 activities contributing towards achieving the aims of <i>Responding in the time of need</i> will include:	Purpose of the activity
a)	We will undertake a review of crewing systems across the Service.	This will contribute to the overall aim of providing sustainable, high quality firefighting and preventative services by increasing capacity and resilience, providing increased support to RDS crews, delivering a flexible choice of crewing systems and creating opportunities for budget savings.
b)	We will support and develop fire and police collaboration opportunities to enhance training provision.	Pooling and sharing training resources and buildings will increase the number of training places available, increase overall resilience and may help to standardise common practice.
c)	We will align the Service's competency and training standards to the new Fire Professionals Framework and National Occupational Standards.	Ensuring that staff competency is in line with nationally agreed standards will bring the added benefits of maintaining a highly skilled workforce, identifying capability gaps and supporting succession planning.
d)	We will prepare a fit-for-purpose training course for future Wholetime firefighter recruitment.	The course will ensure that the skills and knowledge of new full time staff reflect the changing requirements of the fire and rescue sector and the diversity of community needs.
e)	We will deliver a refresher training programme for specialist foam firefighting capability.	Refresher training will ensure firefighters are able to use foam for firefighting safely and effectively.

	In 2017-18 activities contributing towards achieving the aims of <i>Responding in the time of need</i> will include:	Purpose of the activity
f)	We will support the installation of modern training facilities within the fire station new build and refurbishment programme.	Providing high quality training facilities in local fire station areas helps to ensure a minimum travel distance for firefighters (and partner agencies where appropriate) undertaking training.
g)	Operational Assurance will continue to focus on safety critical themes with audits covering key areas such as breathing apparatus, road traffic collisions, hazardous materials, trauma care and effective working with other agencies.	Operational Assurance helps to ensure our firefighters are well skilled and well equipped to undertake their response and community support activities safely.
h)	We will continue to introduce new, and replace older, equipment to help improve firefighting effectiveness and firefighter safety. This will include introducing the most up-to-date firefighting kit, new defibrillators, two compact fire engines and five new fire engines, cars and support vehicles, replacement vehicles for the Command Support Unit, improved hydraulic rescue equipment, replacement radios and improved lighting units.	Providing, replacing and maintaining operational equipment will ensure our staff are able to carry out their jobs effectively and safely and will help to keep our communities as safe as possible.

Preventing Harm and Promoting Wellbeing: CRMP 2017-18 Action Plan



	In 2017-18 activities contributing towards achieving the aims of <i>Preventing Harm and Promoting Wellbeing</i> will include:	Purpose of the activity
a)	We will extend the Dying 2 Drive road safety initiative across Worcestershire.	This highly effective road safety initiative helps to ensure that young people who are soon-to-be drivers become more aware of the dangers and consequences of hazardous driving.
b)	We will implement a new Safe and Well Check in our core community safety activity.	Extending and ultimately replacing the Home Fire Safety Check will support the wider health and wellbeing agenda, ensuring that 'every contact counts.' It will also help to increase referrals with partners and ensure the Community Risk department continues to target limited resources to those most vulnerable in the community.
c)	We will engage and support the Under 17 Driver Charity in their Pathfinder initiative during 2017-18.	This engagement provides additional support to voluntary sector partners involved in keeping young people safe on the roads.

	In 2017-18 activities contributing towards achieving the aims of <i>Preventing Harm and Promoting Wellbeing</i> will include:	Purpose of the activity
d)	<p>We will continue to support innovative ways of managing, developing and supporting our workforce through the on-going period of change in the Service. This will include:</p> <ul style="list-style-type: none"> • developing a People Strategy and People Plan 2017-20 • reviewing the Job Evaluation process • publishing a Gender Pay Audit • undertaking an Equal Pay Audit • developing a new recruitment strategy • implementing the Equality & Diversity Audit Action Plan 	This will support the Service's drive to be an employer of choice and to improve the diversity of the workforce, reduce the potential for any inequality among staff and to instil an improved culture and supportive working environment.
e)	We will continue to deliver a range of vital internal and external communications, and will build upon our main channels of communication.	Effective communication ensures that all stakeholders and members of the wider community are informed and engaged in the prevention work of the Service.
f)	We will formally launch Saving More Lives as the new corporate vision for the Service.	Adopting Saving More Lives clearly conveys the Service's overall aim and purpose. It will serve as a guide for all decision making and will help to demonstrate the integral role every member of staff plays in adding value and making a positive difference to the lives of the communities we serve.

Resourcing the future: financial information

This section shows what the Fire Authority spends and breaks it down into the on-going running costs and major capital investments.

As at the end of March 2017				£m
Wholetime firefighters	40%	Employees		21.0
On-call firefighters	39%	Fleet, equipment, ICT, property		5.2
Support staff	18%	Capital financing *		3.1
Fire Control staff	3%	Other running costs **		2.5
Total number of employees (Full-Time Equivalent - FTE)	591	Total		31.8
Total Headcount	759			

* Capital financing is interest and provision to repay loans.

** Other running costs include; training costs, community safety materials, payroll services, legal costs, Fire Authority costs, and insurances.

Summary of our resources	How the Service is paid for	£m	%
27 fire stations	Herefordshire and Worcestershire Council Tax payers	21.9	69
41 frontline fire engines	Herefordshire and Worcestershire business rates, etc.	2.3	7
28 specialist vehicles, including all-terrain vehicles, aerial appliances and boats	Government grants (Revenue Support Grant, special grants)	7.6	24
Training Centre	Total	31.8	100
3 Strategic Training Facilities			
Fire Service Headquarters			
Operational Logistics Centre			
Urban Search and Rescue facility			

The cost of the Fire and Rescue Service to the average household in Herefordshire and Worcestershire (Council Tax Band D) is £79.53. This is above the £72.80 average for comparable Fire Authorities in 2017-18, but considerably less than the highest

cost of £97.65. One of the reasons for this is the historically low level of grant we receive from Government, because of the way the formula is worked out nationally.

Capital investment: 2017-18 to 2020-21

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

	£m
Fire stations / training facilities	19.3
Vehicles and equipment	7.6
ICT / communications system / minor building works	3.9
Total	30.8

Closing the budget gap

Subject to any changes that may come following the General Election, the grant settlement is now known until 2019-20 and continues to show significant reductions. There is added uncertainty as there are plans to move to 100 per cent rate retention replacing grant by 2019-20. This will have, as yet, unknown effects on resource distribution and it is still uncertain as to whether fire will be included in this regime at all.

While there will be an increase in the number of people paying Council Tax, and the Authority is expecting to increase Band D Council Tax annually by 2 per cent (in line with the Government's own planning assumptions), the need to provide for pay awards and inflation, coupled with known grant reductions, means that the expenditure need exceeds likely resources.

Looking forward, this gap is expected to be £1.6 million by 2020-21.

The Authority has a number of initiatives underway, which will deliver a significant part of this saving by 2020-21, including relocation of Service Headquarters to the police estate at Hindlip, the Wyre Forest Emergency Services Hub and further collaboration on Fire Control arrangements.

To allow time for these plans to fully deliver savings, the Authority is closing the budget gaps by using uncommitted balances that were built up by prudent financial management in readiness to deal with such issues.

What do you think of our Annual Report?

We welcome any views you have on the content of this Annual Report or the way in which Hereford & Worcester Fire Authority delivers its services.

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



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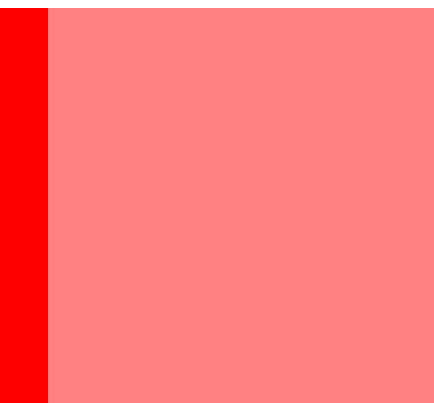
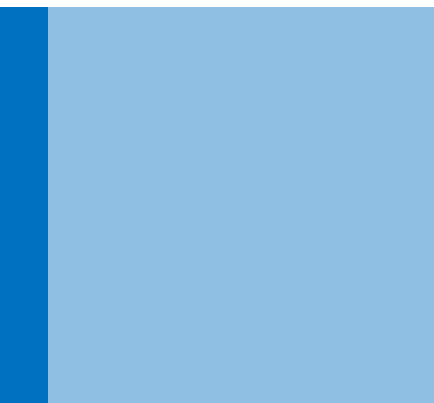
Hereford & Worcester Fire and Rescue Service Headquarters,
2 Kings Court,
Charles Hastings Way,
Worcester,
WR5 1JR.

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.

Your right to know: access to information

Hereford & Worcester Fire and Rescue Service collects and maintains information and data to enable it to carry out its statutory duties. A great deal of information on the Service is already available in the public domain through our [Publication Scheme](#) and [Transparency](#) webpage. Service staff will help you obtain the information you want unless disclosure would be against the law. You have a right to request information under the Freedom of Information Act 2000, which gives you

a general right of access to recorded information held by the Service. The Act is designed to ensure greater accountability, as well as to promote a more open culture. If you want to know what personal information is held about you, you can make a request under the Data Protection Act 1998. To find out more, please follow the link: [Your Right to Know](#)



Hereford & Worcester Fire and Rescue Service

2 Kings Court Charles Hastings Way Worcester WR5 1JR

t: 0345 122 4454 e: info@hwfire.org.uk w: www.hwfire.org.uk



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