



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Fire Authority Plan **2011-12**

Version 2.10

Draft

What do you think of our plan?

We would welcome any views that you have on the content of this plan or the way in which Hereford & Worcester Fire and Rescue Authority delivers its services.

If you have any comments or would like to contact us about any issue please contact us via our website www.hwfire.org.uk.

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If you would like this information in an alternative language or format such as large print or audio please contact us on [0845 12 24454](tel:08451224454).

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Foreword by the Chairman of the Fire Authority and the Chief Fire Officer

Chairman of the Authority

Mark J. Yates
Chief Fire Officer/Chief Executive

Fire and Rescue Authority and Organisational Structure

Hereford & Worcester Fire and Rescue Authority (H&WFRA), along with every other Fire and Rescue Authority in the country, is required to deliver a number of functions. These functions include promoting fire safety, fighting fires and protecting people and property from fires and rescuing people from road traffic collisions. The Authority also responds to other emergencies such as flooding as well as incidents involving search and rescue.

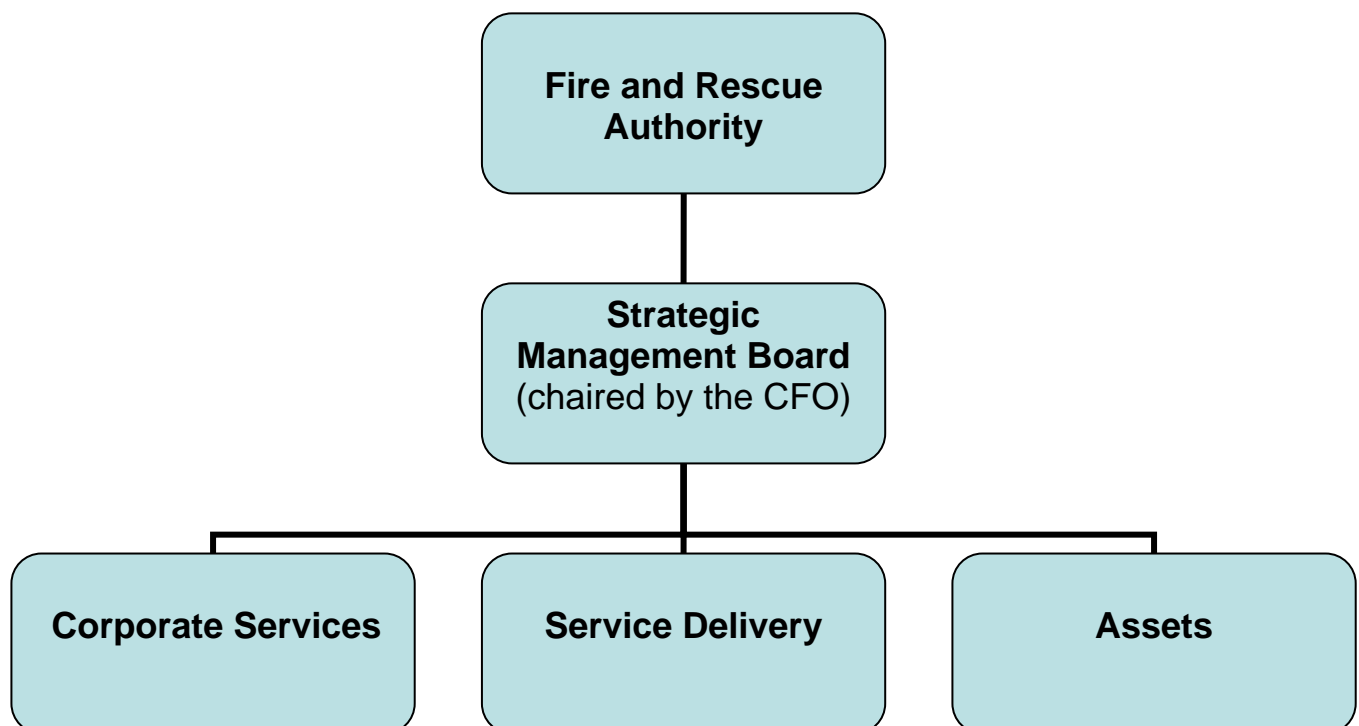
Hereford & Worcester Fire and Rescue Service (H&WFRS) is one of 46 Fire Services in England and is one of the largest rural services containing areas of urban concentration with an annual budget of £32.9 million. We deliver response, fire prevention and fire protection services across the two counties of Herefordshire and Worcestershire. In addition we have arrangements in place to assist neighbouring Fire and Rescue Services to respond to national events if called upon or to provide additional resources to deal with major incidents in their area.

H&WFRS covers an area of almost 400,000 hectares, serving a population of some 742,800 people living in around 320,000 households and working in close to 25,450 non-domestic properties.

H&WFRA is constituted under the Fire and Rescue Services Act 2004. It comprises 25 Elected Members (County Councillors), 19 from Worcestershire County Council and 6 from Herefordshire Council. This representation is based upon population proportionality. The Authority's central role is to set the budget and to approve the Service's strategic direction.

The Chief Fire Officer (CFO)/Chief Executive delivers his responsibilities through a Strategic Management Board (SMB). The SMB includes all operational Area Commanders and support staff equivalents alongside Principal Officers at director level, to ensure that the decisions made and strategies taken are fully informed.

The Service is coordinated centrally through Service Headquarters, which is located in Worcester, and through three local management Districts. It utilises a functional management and policy making structure which has three arms; Corporate Services, Service Delivery and Assets.



Whilst focus on front line service provision is paramount, we rely heavily upon a range of support functions and activities which all contribute greatly to the ability of front line staff to deliver a quality service to the community. Such support functions include: financial services, personnel services, equipment and fleet support, occupational health and safety, information and communications services and administration services.

The Fire and Rescue Service, however, along with all other public sector and local government organisations, is currently subject to funding constraints. Over the next four financial years, our grant from government may reduce by up to 13%. When that fact is coupled with other unavoidable pressures in the Service (inflation and essential investment in fleet and property) we may need to save around 7.2% of our budget, which is approximately £2.5 million even allowing for the effect of an annual increase in Council Tax.

Considering the level of savings required we cannot promise that we won't reduce the number of firefighters we employ, it is almost inevitable. However, we can promise that the firefighters of the Service will have appropriate personal protective equipment, operational equipment and training - on these three things we do not compromise. We can also promise that the Authority will fully consider the impact of any savings or cuts on the communities we serve.

The Authority and our Officers will be examining every location and every aspect of the Service and in four years' time our Service may look significantly different to how it looks now.

Our Vision, Strategic Direction and Values



H&WFRA faces a formidable set of challenges – economic, social and physical – over the short, medium and long terms. It must change proactively to meet these challenges to maintain its effectiveness in serving communities and to represent value for money to the wider public purse. Along with this is an expectation from government that the Service reflects localism, decentralisation, transparency and accountability in what it does.

The Authority has a clear vision, strategic direction and set of values that shape its long term planning and objective setting in support of the further development of the Service in order to meet these challenges.

Our long term vision is:

To make Herefordshire and Worcestershire safer from fire and other hazards and to improve community well-being

Our strategic direction is:



Community: We will improve the safety of the community by targeting at risk groups, improving the environment within which we live and by working and engaging with the people we serve



People: We will ensure the fair and equitable treatment of both our staff and the people we serve, and promote the training and safety of all our personnel



Organisational Development: We will develop and implement systems, procedures and structures to improve efficiency and effectiveness, mitigate risk, enable effective response to emergencies and review, monitor and measure our performance



Finance and Resources: We will ensure the economic use of resources, meeting budgetary challenges and maximising funding opportunities in order to deliver value for money services

Our Values

H&WFRS is committed to the nationally recognised values of the Fire and Rescue Service. These values are a way of recognising the standard at which we operate, the ethos behind the Service, and are intended to provide a benchmark for every employee in every situation. Our values are a way of displaying the spirit in which all personnel pursue our organisational aims and objectives, to ensure that the service we provide is effective, equitable and positively supports the communities we serve.

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 remove barriers to entry and seek true diversity to reflect the communities we serve

We Value Our People

- We promote safety and well-being of our staff and others
- We are committed to developing our people
- We work in an inclusive and ethical way
- We recognise that everyone has a contribution to make
- We respect and see difference as a strength

We Value Our Fire and Rescue Service

- We are passionate about maintaining our great reputation
- We focus on priorities by setting clear objectives and accountabilities
- We provide the right service at the right time and in the right place

We Value Innovation, Change and Learning

- We encourage critical and lateral thinking and welcome constructive challenge
- We take responsibility for improving our performance
- We develop ourselves and others to achieve our full potential

Future Outlook to 2015

This is how we will expect things to look in 2015

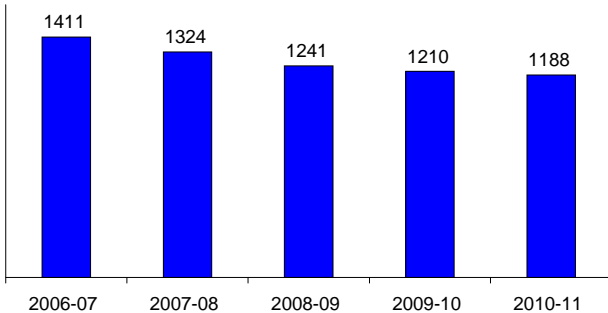
<p>Herefordshire and Worcestershire are safer. There are fewer fire-related incidents and associated deaths, injuries and damage because our work to prevent and protect against fires is working well. Our attendance times to life-threatening emergencies have improved.</p>	<p>We have much better contact with the public. We really understand the wide range of groups in our local communities and the risks people face. This means that we are very good at knowing how and when to use our resources to have the best effect.</p>
<p>The amount available to spend in the public sector is still very tight. We have made considerable savings and improved our cost-effectiveness over the last five years. However, because we can expect to have to deliver more with less funding, we have continued to consider this in our plans for the future. Despite these challenges, we continue to benefit from excellent working relationships between the Fire Authority, managers and staff.</p>	<p>The way we work with partner organisations to reduce risk and improve safety has gone from strength to strength. Our partners continue to want to work with us because we continue to make things happen.</p>
<p>Across the whole of the Service we have fewer staff but this will not put the public or our staff in danger. We are working more efficiently because we have flexible work arrangements with our staff who are deployed effectively to ensure risk is managed as low as reasonably practicable. Our retained firefighters are vital to the way we deliver quality and value for money services.</p>	<p>All our staff are fitter and healthier. There are fewer work-related injuries including deaths and injuries to firefighters. Staff are better trained and skilled to carry out their roles and responsibilities, which are getting more and more varied.</p>
<p>We have the appropriate number of fire stations and the types of emergency response vehicles in some of them have changed. Our vehicles are closely matched to the risks we face.</p>	<p>We are more environmentally friendly. We use less energy than we did five years ago because we are doing our bit to reduce the effect we have on the environment. We have strong plans for dealing with the risks and emergencies caused by climate change.</p>
<p>We have in place an enhanced call handling and mobilising control environment. We will be sharing this and potentially additional central functions with other partners.</p>	<p>We have continued to contribute to the National Resilience agenda.</p>
<p>Because of the changes and improvements we have made, we are regarded as a high performing Fire and Rescue Authority. The community values the services we deliver and believes that we provide value for money. We have our staff to thank for this.</p>	

Our Overall Achievements in 2010-11

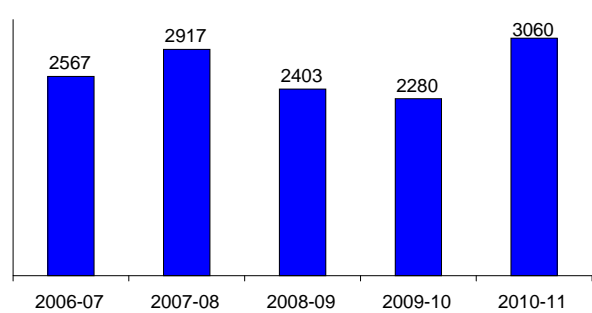
Below are the highlights of some exceptional results achieved and some of the initiatives that the Authority completed last year, within each category of its overall strategic direction:

Community

Least number of primary fires over the past five years



Highest number of home fire safety checks within the past five years



(A primary fire is a fire involving a victim and/or a building or vehicle and/or a large incident involving five fire engines/appliances or more).

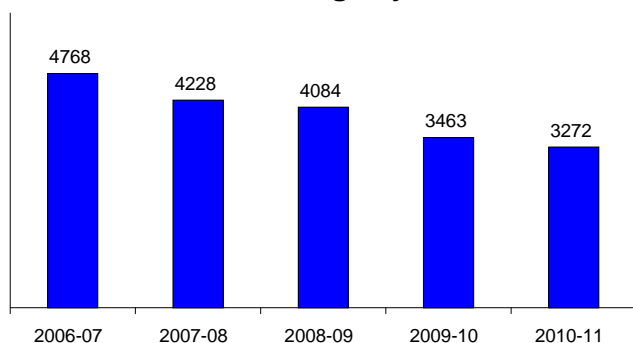
- **Fatalities from Fires:** Sadly, there were two fire related deaths within the two counties during 2010-11, one caused by an accidental dwelling fire and one by a car fire following a road traffic collision. It should be noted that the number of deaths from accidental dwelling fires is at its lowest level since 2005-06.
- **Fire Control:** We have been responsive to the collapse of the national FiReControl project and developed a joint outline business proposal for the formation of a shared resilient control room infrastructure with Shropshire Fire and Rescue Service. This paves the way for possible closer future collaboration between the two organisations. Implementation will lead to provision of a consistent and efficient mobilising service across West Mercia with potential benefits including improved service resilience and fall back capability, capacity, achieving economies of scale and greater operational effectiveness.
- **Volunteer Capability:** We initially piloted and subsequently rolled out a volunteer programme across the two counties. There are now 36 volunteers supporting community safety initiatives and providing role playing capability in operational training exercises. We are continuing to develop the role of volunteers with a view to expanding their numbers and activities in the future.

The Young Firefighters Association (YFA) continued to be an integral part of the Service and assisted at over 50 community based Service events including the Malvern Three Counties Show. The YFA is a disciplined, uniformed youth association aimed at young people between the ages of 13 and 18 years which is run by volunteers. During their time as young firefighters, participants are also involved in teambuilding, basic fire fighting and community work. It is likely that a new YFA group will be starting in Evesham in the autumn of 2011.

- **Community Safety Advice:** Campaigns targeted at vulnerable people ('at risk groups') within the community were delivered via locally developed strategies. The procurement of a specialist web based application designed to intelligently target Home Fire Safety Checks and reduce risk in the areas that need it most will further improve the effectiveness of community safety campaigns.

People

Least number of working days lost to all staff sickness absence in the past five years



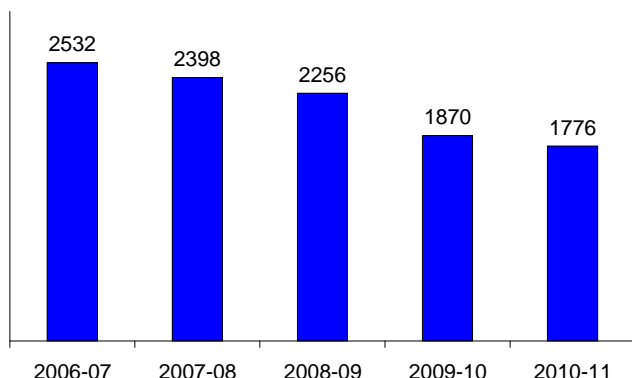
- **Breathing Apparatus:** Our operational crews have been provided with, and trained in the use of one of the best breathing apparatus on the market. This new equipment enables the air capacity within every breathing cylinder to be monitored continuously from outside of an incident, significantly improving firefighter safety and effectiveness.
- **Personal Protective Equipment:** Firefighters are now wearing new state-of-the-art lightweight protective clothing which can withstand temperatures reaching hundreds of degrees Centigrade. This again makes them safer and better equipped to deal with the challenges of modern day firefighting activities.
- **On-Call Firefighters:** The Service has invested considerable time and resources into increasing support to its on-call firefighters in order to assist them in providing flexible cover and ensuring maximum effectiveness. This investment has included the introduction of an electronic monitoring system to record availability of appliances and personnel across the Service. On-call firefighters are now able to manage their availability and work/life balance much more flexibly and easily through access by internet, mobile phone or station computer when compared with the previous paper based system. This was combined with a number of additional technical improvements designed to enhance the effectiveness and efficiency of the on-call system.

Organisational Development

- **Leaner Senior Structure:** On 1st January 2011, the number of Assistant Chief Fire Officers was reduced by one in order to move to a leaner senior structure. Each of the three remaining Directors has been requested to review all of their departments with a view to identifying efficiencies and realising savings wherever possible, some of which have already been actioned.
- **Environmental Protection Unit:** A replacement Environmental Protection Unit was delivered for operational use at Stourport.
- **Continuous Improvement in Service Delivery:** Operational staff were provided with enhanced operational intelligence on high risk premises; a Service-wide internal audit process was implemented to ensure compliance with relevant Health and Safety and training policies and instructions; and a programme of Service-wide District exercises reflecting premises which present unusually high risk to both occupants and firefighters was completed to ensure delivery of an effective, competent and safe level of intervention and response at incidents.

Finance and Resources

Smallest number of false alarms attended caused by automatic fire detection equipment in non-domestic properties over the past five years



- **Pebworth Fire Station:** The new fire station at Pebworth became fully operational on 11th March 2011. These premises remove the flooding problems suffered by the old location, provide training facilities and offer improved Health and Safety and Equality and Diversity arrangements.
- **Vehicle Fleet:** Our vehicle fleet was greatly enhanced with the replacement of six old fire appliances with up-to-date, high specification modern vehicles. These were stationed at Worcester, Tenbury Wells, Bromyard, Ross-on-Wye, Droitwich and Malvern.
- **Fire Station Improvement:** The Policy and Resources Committee approved indicative budget allocations to meet building needs that will enable the Service to proceed with land acquisition, building refurbishment or replacement for identified priority Fire Stations.
- **Hot Fire Training Facilities:** The Policy and Resources Committee has also authorised finance for the provision of four strategically placed hot fire training facilities across our two counties; two will be significant enhancements to our existing provisions at Kidderminster and Defford, the other two being strategically placed to serve North and South Herefordshire. This will be the first time that dedicated, specialist training facilities have been provided for the county of Herefordshire. These will not only provide all firefighters with state-of-the-art practical training facilities but their locations will also greatly reduce travelling times for on-call personnel.

(Hot fire training facilities provide a controlled and safe working environment in which to train operational crews in correct gas cooling and firefighting techniques. At these facilities, crews are exposed to realistic fire behaviour conditions that include real fire, hot gases and products of combustion).

Assurance of Service Delivery

Audit Commission Annual Audit Letter 2009/10

In their annual audit letter to the Fire and Rescue Authority the Audit Commission reported that the Authority continued to focus on delivering good value services in line with plans and priorities. The Authority reported its best ever annual performance in terms of the lowest total number of incidents together with delivering a number of five year performance records in key areas. It also reported a further reduction in 2009/10 in the number of accidental fire related deaths and non-fatal injuries in the home compared to the previous year.

Operational Assurance of the Management of Health and Safety

This internal audit was based around the national Health and Safety Executive Consolidated Report. Its objective was to ensure that we have processes in place to ensure our operational staff have proper and adequate training and systems in place to provide for their own and others' safety.

The final report contained 35 recommendations, the main ones covering breathing apparatus, training, risk information and operational command.

An action plan has been agreed with each recommendation being championed by a Principal Officer and this will be used to inform the future of operational assurance within H&WFRS.

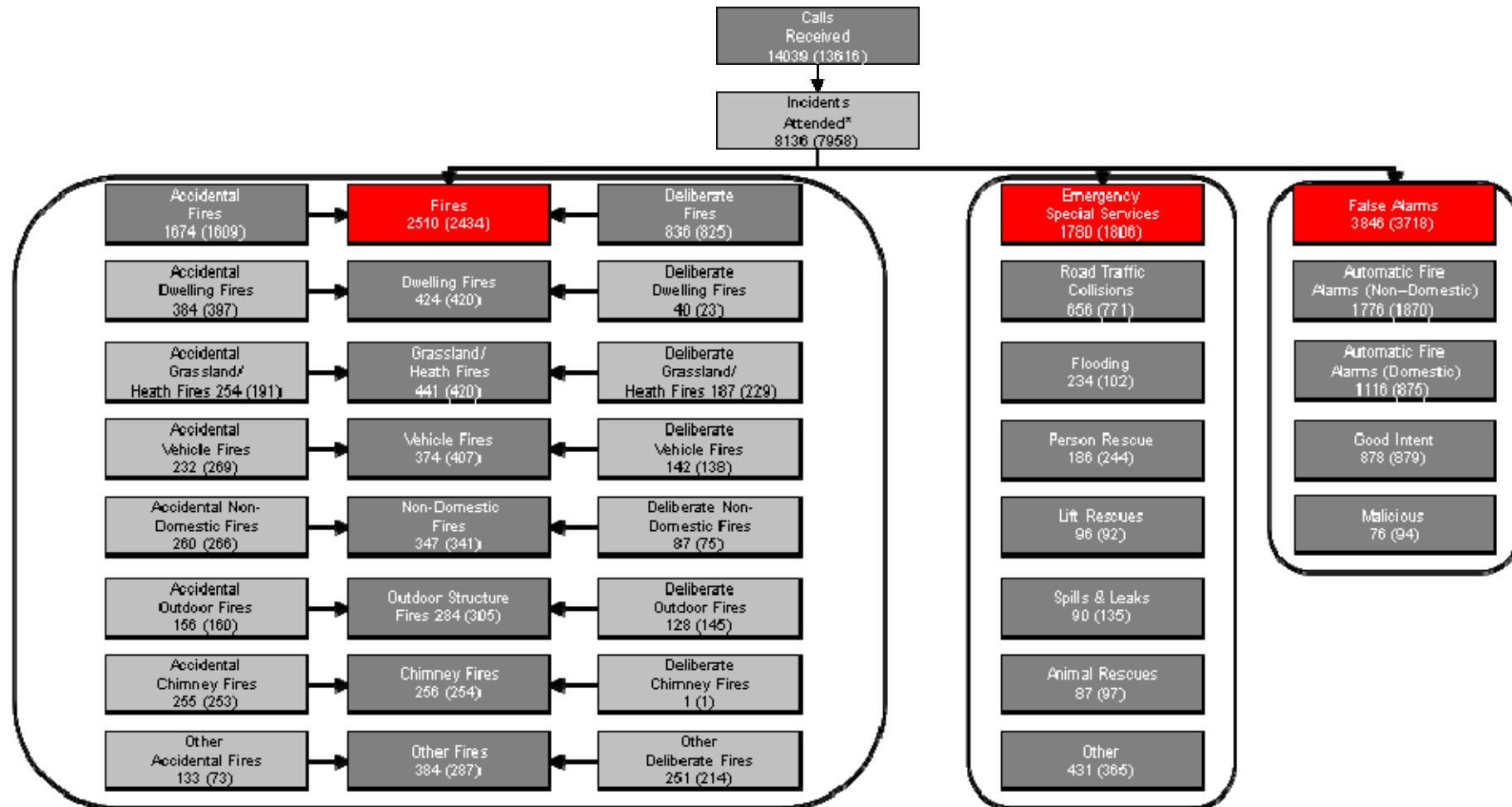
Quality Management System for the Provision of Training

The Training and Development Centre has again passed the British Standards Institute (BSI) ISO 9001:2008 inspection for the provision of training to both the Fire Service and commercial sectors. This demonstrates our ongoing commitment to continuous improvement.

2010-11 Performance

Summary of 2010-11 Incidents

The table below shows the breakdown of incidents attended by the Service last year with the 2009-10 equivalent figures shown in brackets.



(Person rescue includes evacuations, rescue from water, effecting entry/exit and other rescues)

(*Incidents attended within Hereford and Worcester only - the Service also attends incidents in other FRS areas)

Progress against Key Performance Indicators

The boxes below show how we performed against our key targets. Where they have been met they are coded green and where the target was missed, coded amber or red. The arrows show where performance is under or over target.

▲	Number of injuries from accidental dwelling fires/100,000 population 5.98 (44); over target of 3.7 (27); up by 63%	▼	Percentage of accidental fires in dwellings confined to the room of origin 91.58% (348/380); just under target of 92%; down by 0.42%
▼	Primary fires/10,000 population 16.15 (1188); under target of 16.68 (1227); down by 39 (-3%)	▼	Deliberate primary fires including vehicles/10,000 population 3.68 (271); under target of 3.95 (291); down by 20 (-7%)
▲	Accidental dwelling fires/10,000 dwellings 12.17 (384); just over target of 11.96 (377); up by 7 (+2%)	▼	Attendance Standards – Fires in Buildings – Percentage of 1 st Appliance in 10 minutes 70.29% (537/764); under target of 75%; down by 4.71%
▲	Number of Home Fire Safety Checks undertaken 3060; over target of 2700; up by 360 (+13%)	▼	Working days lost to all staff sickness absence per head 6.97 (3272/469); under target of 7.0 (3283/469); down by 11 (-0.3%)
▲	Percentage of fires attended where no smoke alarm fitted 27.83% (118/424); over target of 21.05%; up by 7%	▼	Number of Killed or Serious Injuries (KSIs) on our roads in Worcestershire 131; under target of 283; down by 152 (-54%)
▼	Malicious calls attended as a percentage of all malicious calls 37.44% (76/203); under target of 45%; down by 8%	▼	Number of Killed or Serious Injuries (KSIs) on our roads in Herefordshire 61; under target of 108; down by 47 (-44%)
▼	False alarms caused by automatic fire detection equipment/1000 non-domestic properties 69.81 (1776); under target of 72 (1832); down by 56 (-3%)	▼	Number of fires in non-domestic premises per 1000 non-domestic premises 7.74 (197); under target of 8.66 (220); down by 23 (-10%)

A primary fire is a fire involving a victim and/or a building or vehicle and/or a large incident involving five fire engines/appliances or more.

Service Priorities and Objectives 2011 – 12

Below are the Service objectives that have been set out for 2011-12. These are developed and owned by departmental managers with progress monitored through our IT based performance management system.

Community

- Reduce Risk in the Community:
 - by focusing our resources on the areas of greatest need
 - by working with the community to educate, encourage and enforce where necessary
- Deliver the risk based management action plan commitments:
 - conduct a review of the impact of the recent changes in Technical Fire Safety arrangements
 - review the allocation of our community safety resources to ensure the best fit of activities to risk
 - reduce our attendance at false alarms caused by automatic fire alarms
 - review our fire cover and response arrangements with a focus on:
 - the continued requirement for three pumping appliances at Hereford, Worcester and Redditch
 - the current crewing arrangements at Bromsgrove
 - the appropriate number of personnel on each watch at wholetime and day crewed stations
 - ensure our property strategy is fully aligned to our risk based management plan proposals
 - consider our current operational training strategy and provision to identify any potential for improvement in both effectiveness and efficiency
 - review our approach to environmental issues to reduce our energy usage and identify further opportunities for cost efficiency
- Strengthen our ability to deliver quality services through working with the community, our partners, staff and representatives
- Continue to support the national resilience agenda (providing capability against the largest risks such as terrorist attacks, biological/nuclear incidents and major disasters including flooding)

People

- Further improve workforce training and development
- Improve management and support to Retained Staff
- Maintain positive progress in Equality and Diversity
- Embed the organisational restructure

Organisational Development

- Provide assurance through audit and monitoring of operational safety and efficiency
- Enhance Organisational and Cultural Development
- Refocus our performance management structure and processes
- Improve our approach to sustainability and the environment

Finance and Resources

- Deliver our annual plan commitments within budget
- Improve our effectiveness to deliver increased value for money
- Deliver the 2011/12 Asset Management Plan priorities

Delivery of Services to the Community

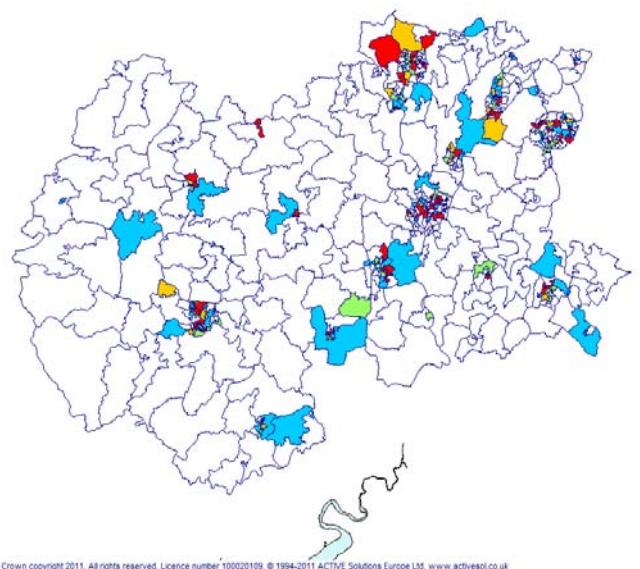
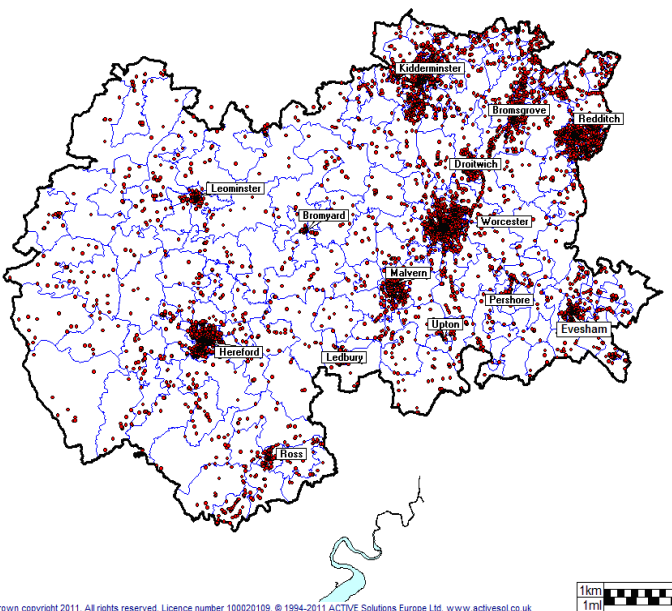
At the heart of our Fire Authority Plan is the risk based management planning process. This has had a fundamental impact on reducing risk within communities in Herefordshire and Worcestershire. We achieve this through delivering targeted community safety activities and regulatory enforcement in commercial premises, and by ensuring that our emergency interventions to a wide range of hazards, from fire and road accident to major floods, are safe and efficient. To achieve these objectives, it is critical that our staff remain highly trained and safe, and that our organisation is able to perform to the highest level.

Risk based management planning evaluates risk to our communities from fire, dangers on our roads and consequences of terrorism or natural disasters. It demands an assessment of the risks faced by a modern society that influence either directly or indirectly the activities of the Fire and Rescue Service. Each year we develop evidence and research based upon the latest incident data and demographic information across the two counties. This information gathering process informs our planning in support of the delivery of our community safety strategy and enables us to identify existing and potential risks as well as ensuring the Service conducts an evaluation of its current arrangements for managing and responding to these risks. Once a risk assessment has been made, the Service takes a broad view about how it uses its resources and its influence. It seeks to balance its range of prevention and protection approaches to manage risk, prevent incidents occurring and to mitigate damage by a flexible and more risk based deployment of resources.

Two primary areas of assessment include analysis of where incidents have historically occurred as well as prediction of where incidents are most likely to occur in the future.

The map of the two counties below demonstrates where **all** the incidents we attended during 2010-11 were actually located.

The areas coloured below contain households identified as most at risk of an **accidental dwelling fire** within the Service area by using calculations based upon fire incident and demographic data. They are counted within super output areas i.e. a geographical area containing a neighbourhood of around 1,500 people. This is why some areas below are large physically, because the houses are spread over a bigger geographical area than in, for example, a town or city.



Key	Range
	Very low risk areas
	Low risk areas
	Medium risk areas
	High risk areas
	Very high risk areas

District Management

H&WFRS covers an area of almost 1545 square miles (400,000 hectares) serving a population of some 742,800. Services are delivered through three local management Districts – West District, which covers Herefordshire, and North and South Districts, which cover Worcestershire. The three Districts contain 27 fire stations which are strategically located throughout the two counties. Of these fire stations:

- five are wholtime stations (crewed 24 hours a day) based in the cities of Hereford and Worcester and the towns of Kidderminster, Bromsgrove and Redditch
- three are day-crewed (crewed during the day and providing an on-call service at night), which are in Malvern, Droitwich and Evesham
- nineteen stations are served solely by on-call firefighters, with twelve of these located in Herefordshire, though all 27 stations have an on-call crew available at all times
- our urban search and rescue (USAR) team is co-located at Droitwich station

The following sections provide information about each of our three Districts, including the number of incidents attended. Specific objectives, performance indicators and targets are agreed each year as part of our performance management framework.

It should be noted that individual station grounds do not exactly match local council boundaries.

North Worcestershire (North District)

North District services the District Council areas of Wyre Forest, Bromsgrove and Redditch.

Wyre Forest lies to the northwest of Worcestershire with an area covering some 75 square miles (19,400 hectares) and a population of approaching 99,000 people comprising around 43,000 households. The area is primarily served by three of the Service's fire stations based at Kidderminster, Stourport on-Severn and Bewdley.

The area is a mix of urban and rural, with three main towns surrounded by villages set in open countryside. Kidderminster, famous for its woven carpets, is the main town and commercial centre of the district with a population of some 56,000 people. The Georgian market towns of Stourport, with a population of 20,000, and Bewdley, with some 11,000 residents, lie to the south and west of Kidderminster. The area has a high population of people aged over 65 years, and this is projected to continue to rise over the next 20 years or so. While the majority of the area is relatively prosperous, there are several pockets of deprivation.

The district of **Bromsgrove** is located to the north east of the Service's boundary. It covers an area of 84 square miles (21,700 hectares) and has a population of around 94,000 occupying some 38,700 households. The largest town in the area is Bromsgrove with a population of about 34,000, and there are a number of smaller towns including Hagley, Alvechurch, Hollywood and Wythall. Located on the edge of Birmingham, the population of the district has grown by some 10,000 since 1991, largely as a result of growth of the West Midlands conurbation. The M5 motorway runs north-south through the district, joined by the M42 running east-west. There are also a number of busy A-roads and smaller country lanes throughout the district.

Bromsgrove fire station ground covers most of the western half of the Bromsgrove district (some 46 square miles) with the eastern half falling within the station ground of Redditch fire station. The station ground borders the West Midlands Fire Service to the north.

Redditch district is situated to the north of Worcestershire covering an area just under 21 square miles (5,400 hectares) and has a population of approximately 79,000, occupying 34,000 households.

Redditch has its own fire station and its station ground borders the West Midlands Fire Service to the north and Warwickshire Fire and Rescue Service to the east.

In 2010-11, there were 2,990 incidents attended in North District, representing 37% of all incidents for the Service as a whole. The table below illustrates the breakdown of these incidents over the past two years:

Incident Category	Number of incidents April 2009 – March 2010	Number of incidents April 2010 – March 2011
Primary fires (fires involving properties, cars, casualties, rescues and/or fires attended by five or more fire engines/appliances)	464	452
Secondary and chimney fires (all other reported fires that do not fall into the categories for primary fires)	538	542
Road Traffic Collisions	267	222
Special Service calls (other help we give – not always emergencies)	326	412
False alarms caused by automatic fire alarms in domestic properties	569	578
False alarms caused by automatic fire alarms in non-domestic properties	509	426
False alarms not meant to waste time (good intent)	349	317
False alarms meant to waste time (malicious calls attended)	44	41
Total number of incidents	3066	2990

Mid and West Worcestershire (South District)

South District services the District Council areas of Worcester, Malvern Hills and Wychavon.

The cathedral city of **Worcester** is the county town of Worcestershire. It is the only city in the county with some 95,000 residents occupying around 41,000 households. Worcester Fire Station is located in the city centre, but the station ground covers a much larger area. The city occupies some 13 square miles (3,400 hectares), while the station ground covers 85 square miles (22,000 hectares). A total of 116,000 people are estimated to live in the station area.

Malvern Hills district has a population of approximately 75,000. This area is primarily served by three of the Service's stations: Malvern, Upton-upon-Severn and Tenbury Wells.

All three station areas are rural but include the larger town of Malvern with a population of around 34,000 and the smaller market towns of Upton-upon-Severn (approx. 2,700) and Tenbury Wells (approx. 4,000).

Wychavon district has a population of approximately 118,000. This area is primarily served by five of the Service's stations: Droitwich, Pershore, Evesham, Broadway and Pebworth.

All five station areas are mostly rural. Droitwich station covers a population of around 32,500, with some 24,000 people living in the town of Droitwich Spa. Evesham station covers a population of around 40,000, with about 23,000 living in the market town itself. Pershore station services a local population of approx. 7,100, Broadway station covers a local population of around 4,500, and Pebworth station area covers around 4,000 residents. The remaining population falls within the station grounds of other stations, mainly Worcester and Redditch

In 2010-11, there were 3,211 incidents attended in South District, representing 39% of all incidents for the Service as a whole. The table below illustrates the breakdown of these incidents over the past two years:

Incident Category	Number of incidents April 2009 – March 2010	Number of incidents April 2010 – March 2011
Primary fires (fires involving properties, cars, casualties, rescues and/or fires attended by five or more fire engines/appliances)	426	434
Secondary and chimney fires (all other reported fires that do not fall into the categories for primary fires)	385	449
Road Traffic Collisions	268	228
Special Service calls (other help we give – not always emergencies)	448	439
False alarms caused by automatic fire alarms in domestic properties	534	739
False alarms caused by automatic fire alarms in non-domestic properties	535	540
False alarms not meant to waste time (good intent)	356	362
False alarms meant to waste time (malicious calls attended)	33	20
Total number of incidents	2985	3211

Herefordshire (West District)

Herefordshire is one of the most rural and sparsely populated counties in England. With a population of some 182,400 people (80,400 households) living in a county area covering 842 square miles (218,000 hectares), it has the fourth lowest population density of all 150 top-tier local authorities in England. Just over a half of the population live in the combined total of the city of Hereford (55,800 people) and the five main market towns (a total of 39,000 people living in Bromyard, Kington, Ledbury, Leominster and Ross-on-Wye).

The remaining residents live in smaller settlements and villages scattered throughout the county. Herefordshire forms the West District of Hereford & Worcester Fire and Rescue Service. The county is served by 13 fire stations strategically located in Hereford City and the five market towns, with other stations forming a chain along the border with Shropshire and Wales, plus Fownhope station located between Hereford and Ross-on-Wye.

In 2010-11, there were 1,935 incidents attended in West District, representing 24% of all incidents for the Service as a whole. The table below illustrates the breakdown of these incidents over the past two years:

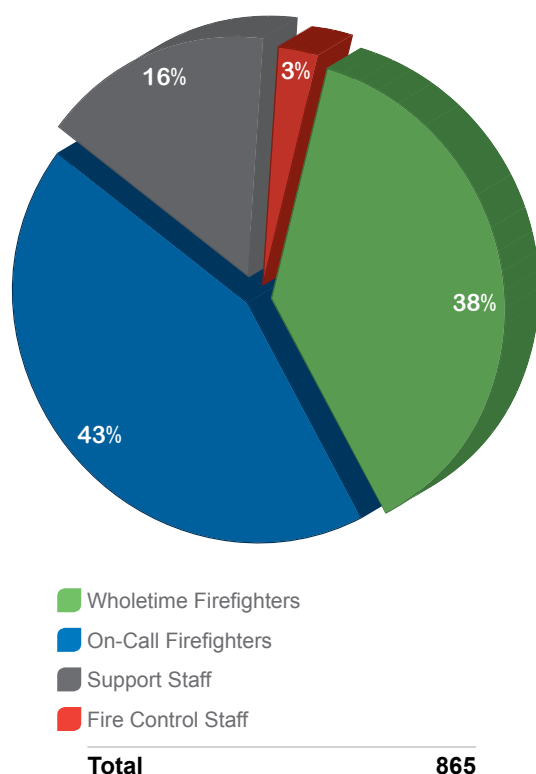
Incident Category	Number of incidents April 2009 – March 2010	Number of incidents April 2010 – March 2011
Primary fires (fires involving properties, cars, casualties, rescues and/or fires attended by five or more fire engines/appliances)	320	302
Secondary and chimney fires (all other reported fires that do not fall into the categories for primary fires)	301	331
Road Traffic Collisions	236	206
Special Service calls (other help we give – not always emergencies)	261	273
False alarms caused by automatic fire alarms in domestic properties	336	327
False alarms caused by automatic fire alarms in non-domestic properties	262	282
False alarms not meant to waste time (good intent)	174	199
False alarms meant to waste time (malicious calls attended)	17	15
Total number of incidents	1907	1935

Financial Information

This section shows what the Authority spends and breaks this down into the ongoing running costs and major capital investments

Summary of our workforce

(as at end of March 2011)



What the Service costs

	2011/12 Budget £m
Employees	23.3
Running costs	4.0
Fleet and equipment	1.6
Premises	1.6
Capital financing	2.4
Total	32.9

How the Service is paid for

Council tax	20.8
National non-domestic rates	8.0
Revenue support grant	2.5
Other income	1.6
Total	32.9

Cost of the Fire Service to the average household in Worcestershire and Herefordshire (band D council tax) £73.64

In common with other public services, the Fire Service is facing major cuts in funding over the next four years which will result in major changes in the way the service is provided. It is likely, therefore, that the cost of the Service will reduce significantly over this period.

Summary of our resources

(as at end of March 2011)

- 27 fire stations
- 43 front line fire engines
- 15 specialist appliances plus all terrain vehicles and boats
- Training Centre
- Fire Service Headquarters
- Mobilising Centre
- Urban Search and Rescue Centre

Capital investment

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

	2011/12 £m
Vehicles and equipment	1.0
Premises	3.2
ICT systems	0.2
Total	4.4

Consultation

Hereford & Worcester Fire and Rescue Authority's risk based management plan for 2009/12 sets out a broad set of strategic objectives to realign its available resources to the areas of greatest risk within our community. The Service has considered these risks and identified initiatives to reduce risk and thereby improve community safety. As part of this process, we have taken the opportunity to listen to the views of our community with respect to annual action plans which set out each year's priorities as part of the medium term plan.

During the 12 weeks from 28th June to 20th September 2010, the Authority consulted a wide variety of individuals, groups and partnerships from across the two counties to get their views on the proposals outlined in the 2011/12 action plan.

This consultation was approved by the Authority and the proposals were distributed amongst stakeholders (statutory and voluntary sector agencies; community organisations; specialist agencies e.g. Fire Protection Association; multi-agency partnerships; etc.). In addition to this a range of focus groups and open day events were attended. Focus groups targeted staff groups and representative bodies and the annual action plan proposals were also hosted on the Service's website.

The consultation was also accessible through Worcestershire County Council's public access portal and a number of responses were received through that mechanism as well.

The individual responses received, coupled with the feedback from the focus groups and any detailed written responses were analysed and used to propose recommendations for formal adoption, reconsideration or inclusion in implementation plans as appropriate.

It is intended that the contents of this plan will assist the understanding of our staff who are key to its success as well as help to inform members of the public with an interest in their local services.

We would welcome any views that you may have.