



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

# HWFRS Annual Service Review 2023-24



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



## Contents

Foreword	1
The Service in 2023-24	2
Our People	3
Our Purpose	4
Our Ethical Principles	5
Operational and Organisational Excellence	6
Our Priorities	7
Focusing on Excellence	
Leadership	8
Response	9
Protection	10
Prevention	11
Valuing our Workforce	12
Value for Money	13
The Year in Numbers	
Response	14
Protection	17
Prevention	18
Incident Breakdown by District	
North	19
South	20
West	21
Delivering our 2023-24 Service Objectives	22
Finance 2023-24	31
Contact Us	32

Unless stated, figures used in this Review are as at 31 March 2024, rounded to the nearest 100 where appropriate. Population and household data are based on Census 2021 estimates.

# Foreword

Annual Service Plan 2024-25  
link to be added once live

This Annual Service Review looks back over the last financial year (April 2023 – March 2024) focusing on the main headlines and highlights. It is a reflection on the wide range of work the Fire and Rescue Service does to keep our communities across Herefordshire and Worcestershire safe from fire and other emergencies.

Throughout the year we have provided a 24/7 response to a variety of crises including fires, road traffic collisions, and floods. Notably, there was a 2% drop in the total incidents attended, with figures falling slightly from 8,137 in the previous year to 8,006.

Weather patterns played a significant role, with a surge in rainfall contributing to a 7% rise in special service call-outs, including a 27% rise in flood incidents and a more than doubling of water rescue operations. Additionally, there was a 6% increase in the number of False Alarm incidents. This year's Annual Review clearly sets out the substantial body of work we have delivered to continue to drive excellence throughout the Service – in ourselves, and in everything we do.

You'll find out a lot more about the wide range of our work on the [News](#) page of our [Website](#). This Review sits alongside our [Annual Service Plan for 2024-2025](#) which you will find on our [Publications](#) page. For further clarity, there is now a section in this Review demonstrating the direct correlation between the Service objectives set out in the Annual Service Plan and the work we have done towards achieving them.

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



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



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



# The Service in 2023-24

## Core Purpose

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



**696 (764 roles)**  
Staff Members



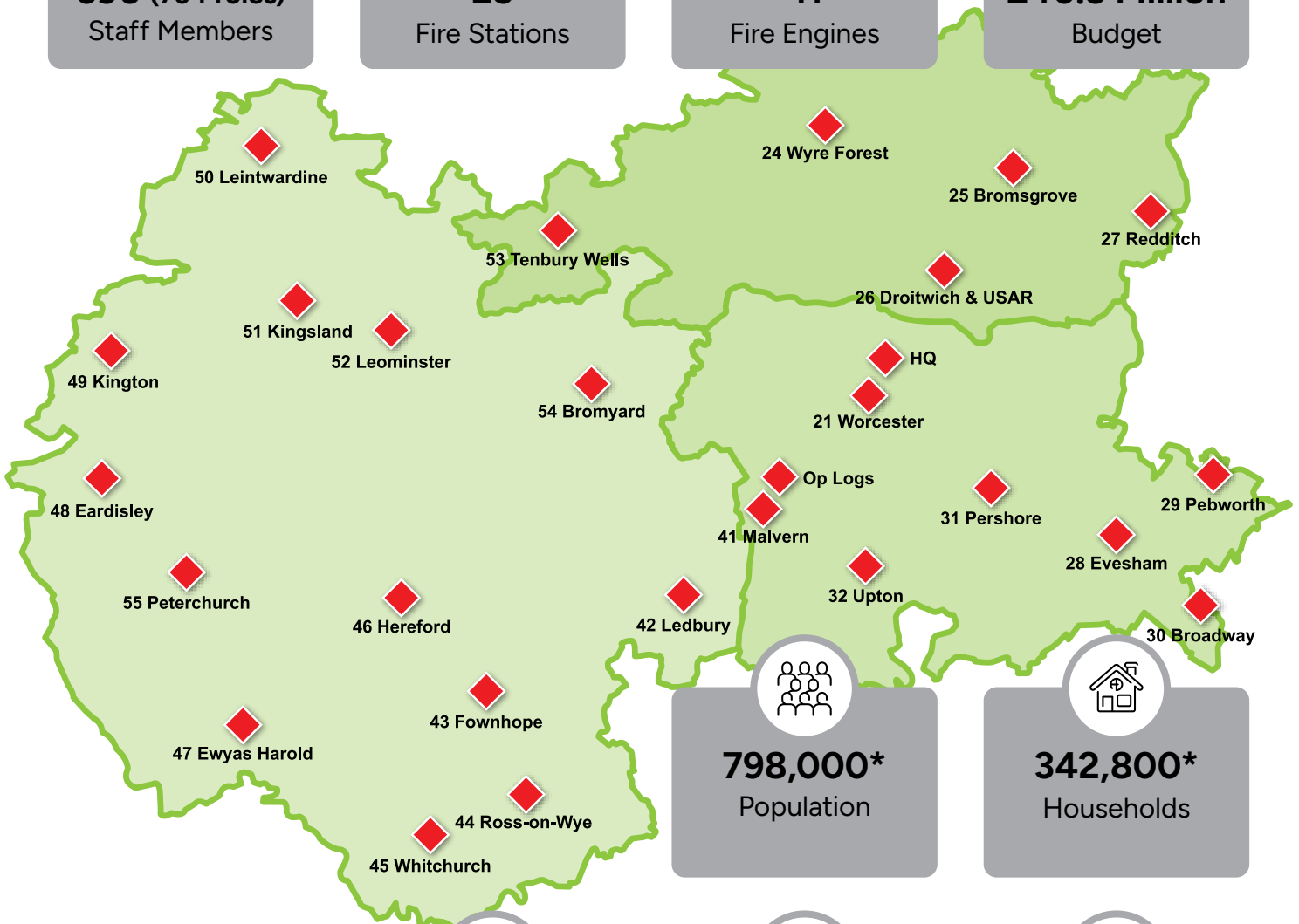
**25**  
Fire Stations



**41**  
Fire Engines



**£40.3 Million**  
Budget



**798,000\***  
Population



**342,800\***  
Households



**392,000**  
Area in Hectares



**42,260\*\***  
Businesses



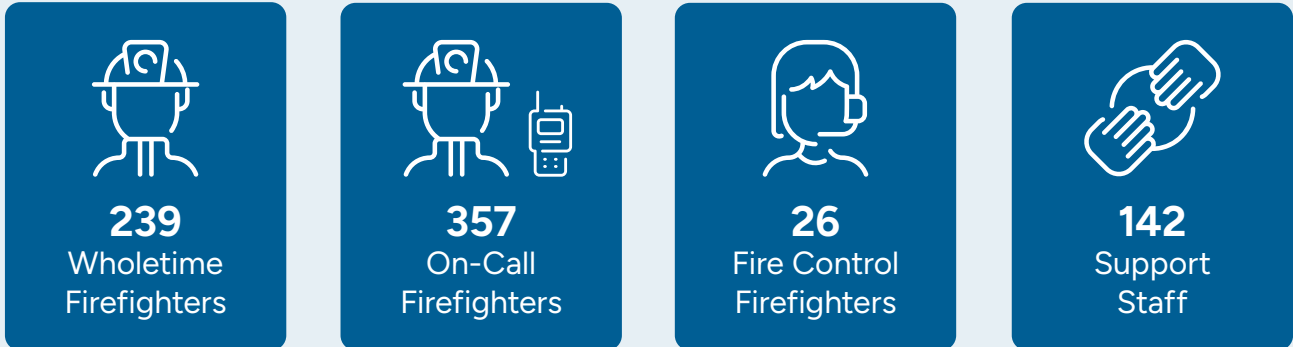
**4,737**  
Road length  
in Miles

\*Census 2021

\*\*Office for National Statistics 2023-24

# Our People

## Staff Structure



The Service is led by the Chief Fire Officer/Chief Executive with the support of the Strategic Leadership Board (SLB), made up of Directors and Assistant Directors. The Service employs 696 full-time and part-time members of staff, who work in 764 roles. Firefighters make up approximately 80% of the workforce, assisted by professional teams providing support and enabling services such as finance, human resources and legal services. The 26 Fire Control firefighters are the frontline for receiving emergency calls and deploying crews to incidents. There are also 19 active volunteers supporting community safety activities.

## Gender Balance

This is an improvement from the 19% female – 81% male ratio recorded in March 2023.



20%



80%

## Ethnic Minority Representation

Ethnic minority representation in the Service shows a 1% decrease from March 2023.



10%

Within the community\*



5%

Within the Service

## Staff Sickness

9.21 days/shifts were lost per person in 2023-24, a decrease of 28.9% compared with 2022-23.



\*Census 2021

# Our Purpose

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

## Purpose

### Why we are here

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

## Vision

### What we want to do

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

## Mission

### What we do every day

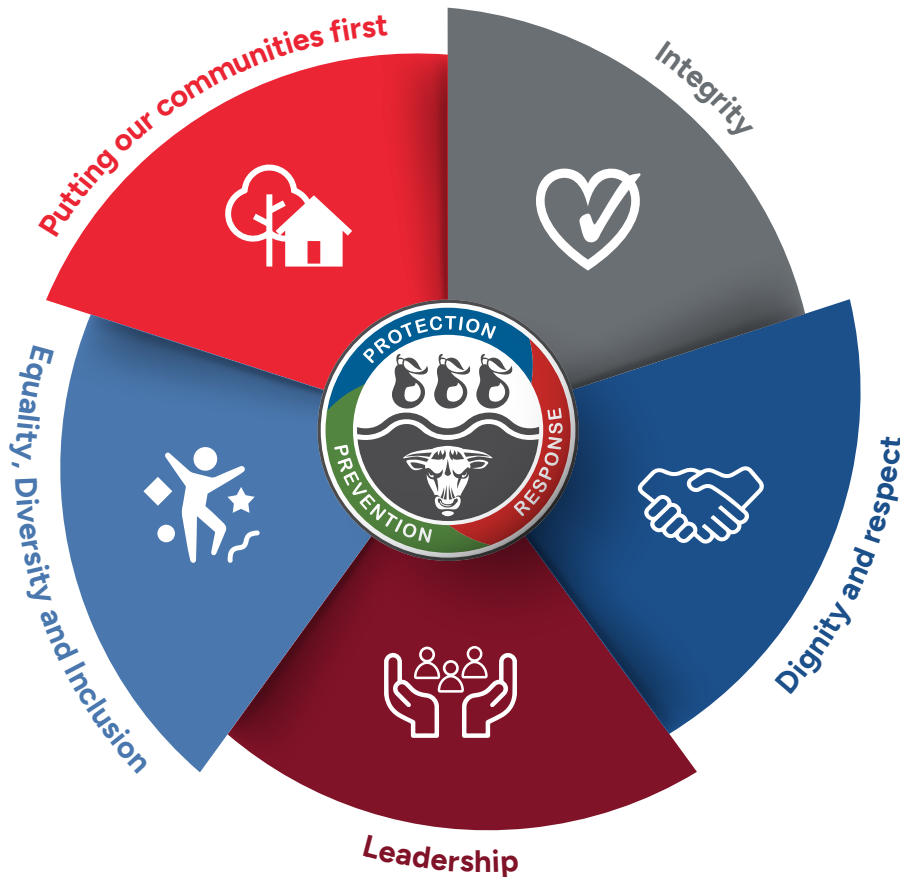
As one professional team we will work hard every day to deliver high quality, sustainable services to our communities.



# Our Ethical Principles

We are guided by the [Core Code of Ethics for Fire and Rescue Services \(FRS\)](#) in England.

The Core Code of Ethics sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour. These principles are our guiding set of values and help us to improve organisational culture and workforce diversity, ensuring that communities are supported in the best way.



## Putting our communities first

We put the interest of the public, the community and service users first.



## Integrity

We act with integrity including being open, honest and consistent in everything we do.



## Dignity and respect

We make decisions objectively based on evidence, without discrimination or bias.



## Leadership

As positive role models, we are accountable for everything we do and challenge all behaviour that falls short of the highest standards.



## Equality, Diversity and Inclusion

We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.





# Operational and Organisational Excellence

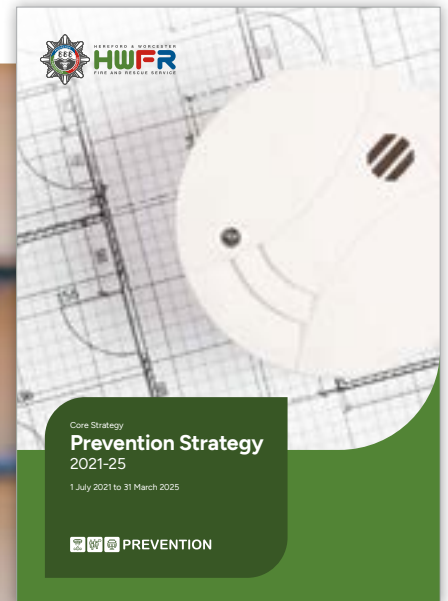
Our aim is to drive excellence in ourselves and in everything we do, so that we can deliver a highly professional service and maintain high standards.

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

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



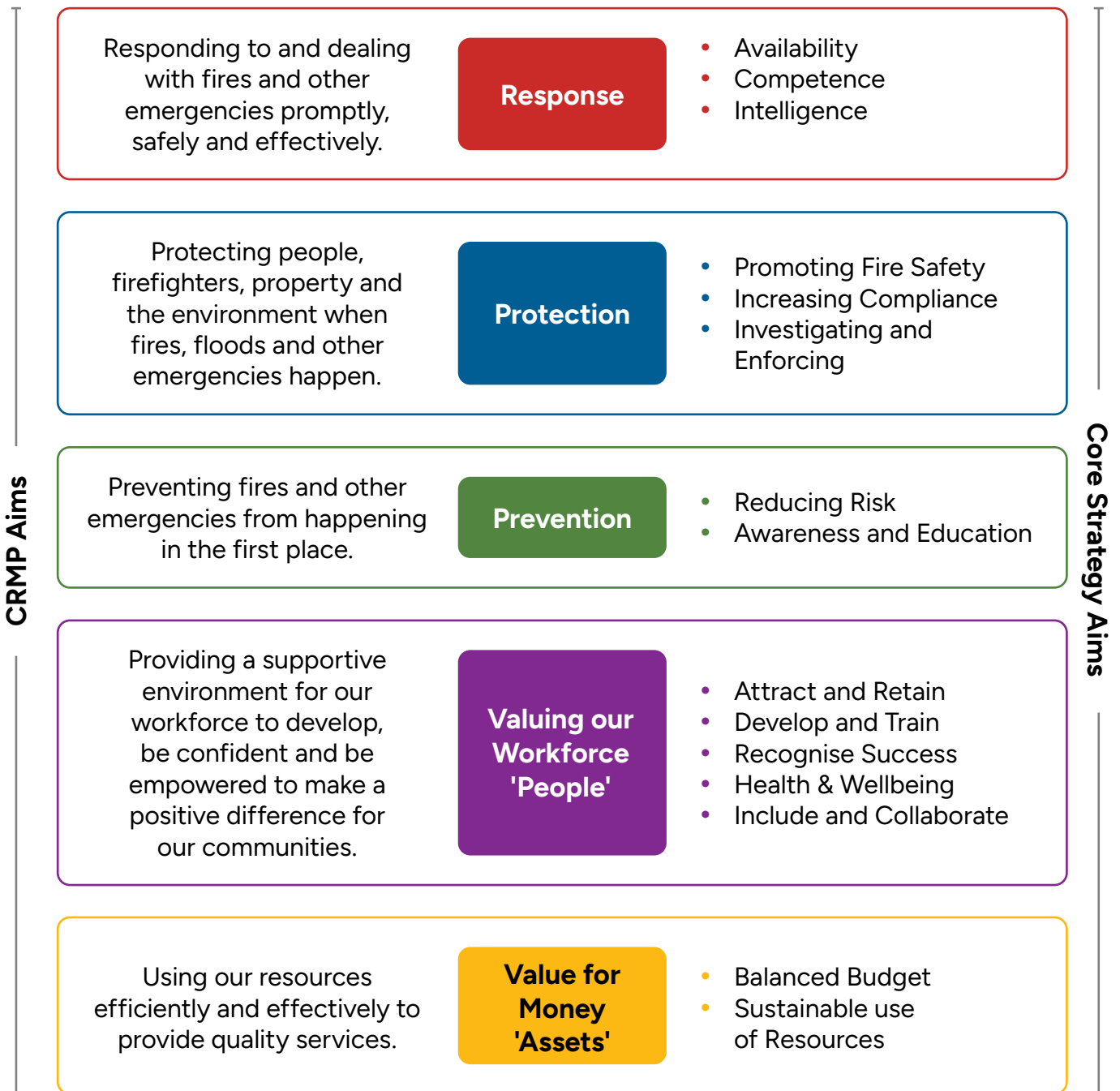
To ensure that we link everything we do to the aims of the CRMP, we have revised our Core Strategies and reshaped the overall structure of the organisation to provide a clear focus on our primary functions: [Response](#), [Protection](#) and [Prevention](#).





# Our Priorities

Our headline priorities are set out in the [CRMP 2021-25](#) and our Core Strategies: [Response](#), [Protection](#) and [Prevention](#). Together they represent our four-year strategy for keeping people, their homes, communities and the environment safe. Supporting them are a host of enabling strategies and plans, including the [People Strategy](#) and the annual Medium-Term Financial Plan. The strategies and plans are available on the Service website, but the following diagram highlights the main areas of focus for our work.



# Focusing on Excellence

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

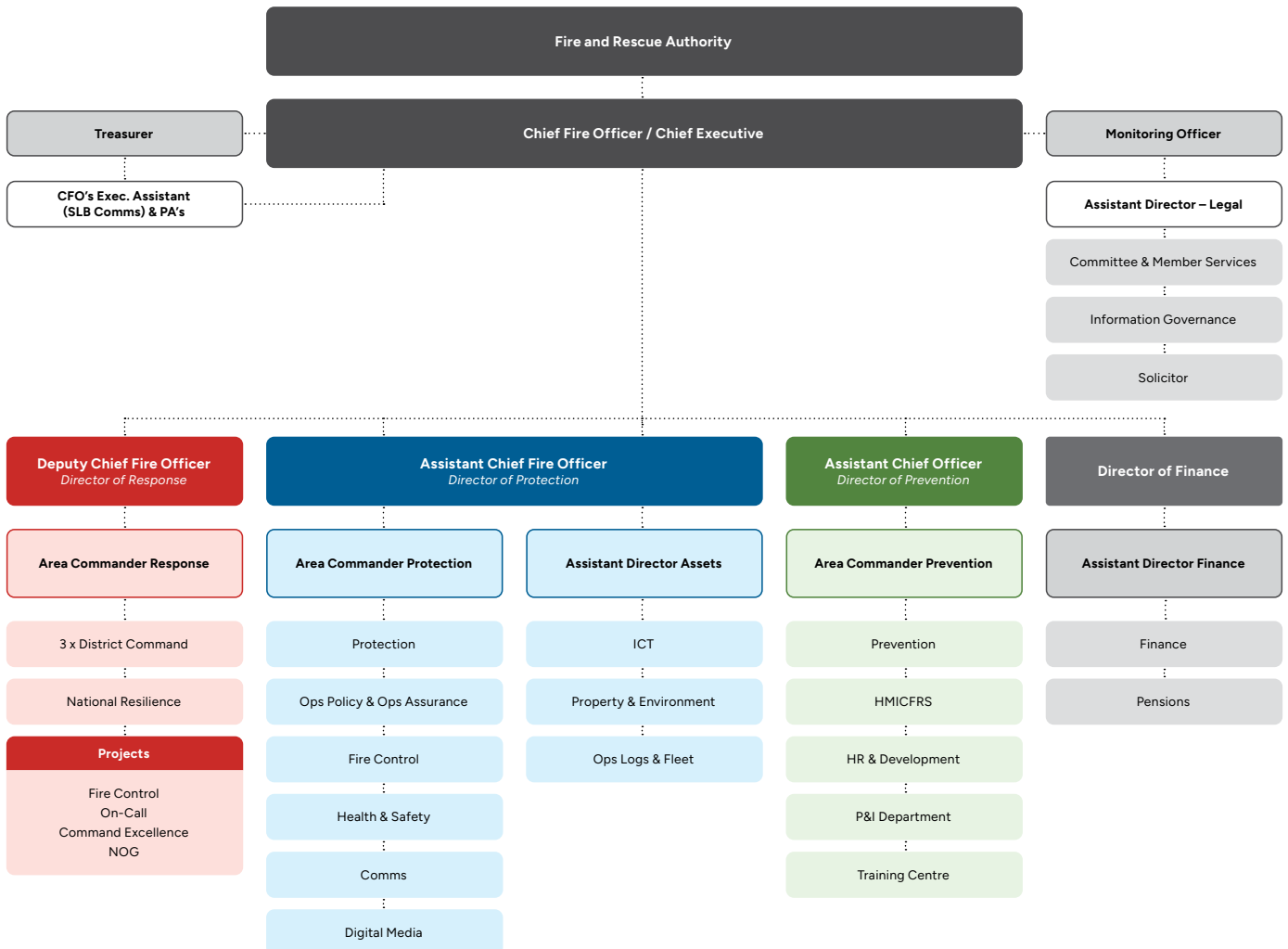
## Leadership

The Strategic Leadership Board's (SLB) primary focus is on leading, managing and driving the Service's core and enabling strategies to implement the strategic direction of the Fire Authority.

Over 2023-24 this focus has been broadened and evolved into a Senior Management cohort to include over 50 middle managers. By investing in Senior Management away days, hosted at Worcester Racecourse, the leaders of the organisation have had the opportunity

to listen and engage with guest speakers and reflect on their personal impact and contribution to the organisation.

Two sessions in March and November focused on Leadership, Culture and Digital Transformation in the Service. Interactive workshops on Leading Yourself and Leading Others provided an opportunity for the Senior Managers to develop their natural leadership qualities and reflect on how they can continually improve.



# Focusing on Excellence

## Response

In responding to emergencies and other incidents, we aim to ensure that we are making the best use of our available resources and funding, to assure our communities that we are providing the most effective service possible across Herefordshire and Worcestershire. Our Response Strategy's core foundations are availability, competence and intelligence, which means that we are focused on having the right assets available, at the right time with effective firefighters that have access to accurate, relevant and timely operational risk information.

We adopted the Attendance Performance Measure (APM) during 2023, which provides an evidence base to measure how quickly and effectively we are arriving on scene. Consolidating the data collected over the first year and continually monitoring this information will inform areas of best practice and allow opportunities to improve where attendance falls outside the expected response times. Early arrival at incidents minimises the impact on our communities, businesses and the environment, and also allows us to deal with incidents with a safer and more effective use of firefighting and rescue tactics.

We have experienced a long duration of wetter weather increasing the amount of water-related incidents and rescues that we attended during 2023 and into 2024. During the last year we have attended 224 flooding incidents which is a 27% increase on the same period the year before. We have increased our water response capability across the service and continue to invest in Water First Responder (WFR) units; every fire station will be WFR enabled by the end 2025.

As a Service we continue to ensure fire and emergency cover arrangements are appropriate to meet current and emerging risks. Our planning phase for the next Community Risk Management Plan (CRMP) has started with defining risk in Dwelling Fires and Road Traffic Collisions to ensure that we provide an effective and professional response, putting our communities first.





# Focusing on Excellence

## Protection

Departmental Fire Safety Inspectors who are Level 4 qualified, inspected over 1151 complex premises in 2023-24 (exceeding the target of 1000) to ensure fire safety compliance. In addition, operational managers are trained to Level 3 Fire Safety Certificate standard to enable them to inspect less complex premises. In 2023-24 an additional 355 Fire Safety inspections were carried out by operational crews. Ambitious incremental inspection targets have been set to increase this further over the next 3 years.

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

The Service has implemented new Fire Safety legislation that was introduced in 2023, supporting safety in commercial premises, including high-rise buildings. Proactive steps have been taken to communicate new Fire Safety legislation to business owners and support the new Building Safety Regulator. This includes sharing expertise and developing quality assurance and resilience practices with neighbouring Fire and Rescue Services.



# Focusing on Excellence

## Prevention

We have continued to develop all areas of our Prevention services, including the launch of the new delivery model for the Service's road safety educational package Your Impact. This road safety scheme is aimed at reducing death and serious injury amongst young road users in Herefordshire and Worcestershire.

The number of Home Fire Safety Visits (HFSVs) has continued to increase and 7,660 visits were completed with 93% of these completed in the homes of those individuals who had a vulnerability or risk factors identified. This is an increase of 1,141 visits from the previous year.

In line with the National Fire Chiefs Council (NFCC) Person-Centred Framework, during the year, the Service also introduced a HFSV Evaluation process, the aim of this being to identify if individuals have changed their behaviour as a result of the advice given during a HFSV.





# Focusing on Excellence

## Valuing our Workforce

Everything we do is underpinned by the national Code of Ethics for Fire and Rescue Services. This ensures the services we deliver are inclusive, professional, and maintain the trust and confidence placed in us by our communities.

Our Culture & Ethics Steering Group, made up of a cross-section of staff, continues to support the Service on its cultural journey. The group has developed an Ethical Dilemma Workshop toolkit to promote the Code and to help create a space where teams can discuss how they put the principles of the Code into practice.

As a Service, we support our workforce to be empowered to do what's right, make responsible decisions, and create a safe environment to speak up. We have refreshed our Code of Conduct to clearly set out our professional standards to support a positive working culture and continuously improve the quality of service to the public.

Feedback from staff on the externally provided Service-wide inclusion training programme has been extremely positive. The face-to-face input provides an opportunity to actively seek out and consider different views and perspectives; fully embracing difference so we can strive to continue to be an inclusive, safe place to work where all staff feel valued, supported and able to thrive.





# Focusing on Excellence

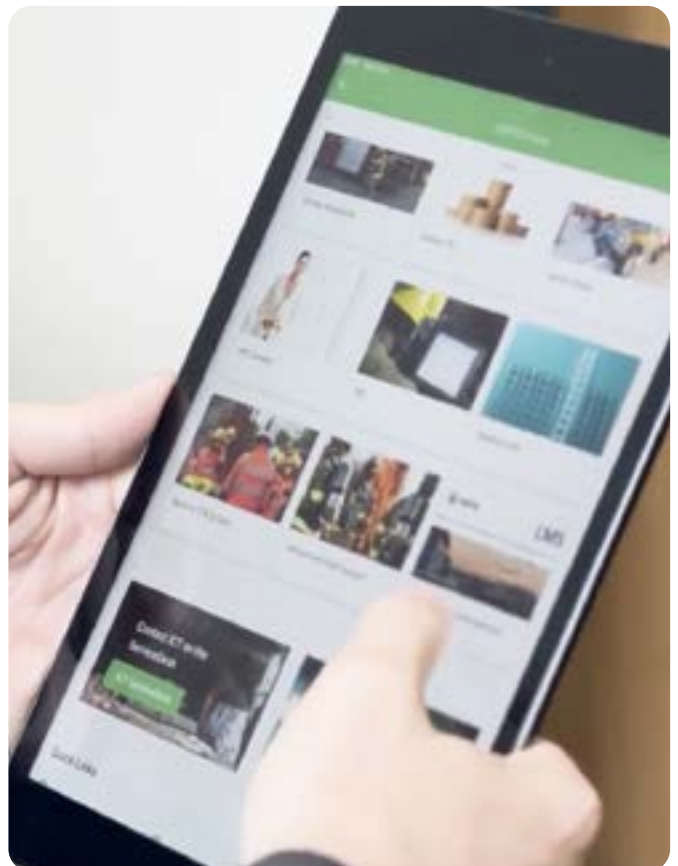
## Value for Money

### Assets

Planning applications for a new Hereford Fire Station have been granted as well as the new Strategic Training Facility at Leominster. Redditch is into the final stages of the build phase and Broadway Station is now operational with an official opening scheduled for Summer 2024.

In line with the Environmental Sustainability Plan a waste recycling provision has been rolled out to every Service location. Electrical charging points have been introduced at multiple locations to support the first 9 electric vehicles which are now being used by support staff in our Protection and Prevention teams. We will continue to develop this infrastructure to enable the procurement of additional electric vehicles in line with the fleet replacement programme.

To support the integration of multiple digital solutions that have been embedded within the Service, tablet technology has been provided to all operational staff to improve productivity, efficiency and the delivery of the 3 core strategies (Prevention, Protection, Response).



# The Year in Numbers

## Response



Increase since 2022-23



Decrease since 2022-23



**8,006**  
Total Incidents  
Attended



**2%**  
Decrease  
(131 incidents)



**16,212**  
Calls to  
Fire Control



**6%**  
Decrease  
(951 calls)

The total number of incidents attended was 8,006 including 55 incidents outside the Service's operational boundaries. A decrease of 2% was largely attributed to a reduction in the number of fires attended (-26%, 510 incidents).

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



# The Year in Numbers

Response continued



Increase since 2022-23



Decrease since 2022-23

Detailed statistics below are provided excluding incidents that occurred outside Service's area.



**1,467**  
Fires



**26%**  
**Decrease**  
(510 incidents)



**1,078**  
Accidental Fires



**20%**  
**Decrease**  
(274 incidents)



**389**  
Deliberate Fires



**38%**  
**Decrease**  
(236 incidents)



**563**  
Primary Building  
Fires



**3%**  
**Increase**  
(14 incidents)



**540**  
Outdoor Fires



**48%**  
**Decrease**  
(493 incidents)



**47**  
Non-Fatal  
Casualties from  
Fire Incidents



**15%**  
**Decrease**

While there were 7 fire fatalities in 2023-24, the fire fatality rate in Herefordshire & Worcestershire remained low at **0.88 per 100,000** population.





# The Year in Numbers

Response continued



Increase since 2022-23

Decrease since 2022-23



**2,569**  
Special Service  
Incidents



**7%**  
Increase  
(161 incidents)



**659**  
Road Traffic  
Collisions



**1%**  
Decrease  
(4 incidents)



**224**  
Flooding  
Incidents



**27%**  
Increase  
(48 incidents)



**293**  
Assisting Other  
Agencies



**8%**  
Decrease  
(27 incidents)



**127**  
Animal Rescues



**9%**  
Increase  
(11 incidents)



**153**  
Rescues From  
Water



**101%**  
Increase  
(77 incidents)



**3,915**  
False Alarms



**6%**  
Increase  
(225 incidents)



**3,064**  
False Alarms  
due to Apparatus



**10%**  
Increase  
(282 incidents)



**801**  
Good Intent  
False Alarms



**5%**  
Decrease  
(45 incidents)



**50**  
Malicious  
False Alarms



**23%**  
Decrease  
(12 incidents)

# The Year in Numbers

## Protection



**1,687**  
RBIP \*/ Visits  
Post Fires



**439**  
Building Reg.  
Consultations



**66**  
Enforcements



**270**  
Licensing Applications  
Completed



**82**  
Fire Investigations



**49,870**  
Number of followers on our  
main X\*\* corporate pages



**46**  
Media Campaigns

*\*RBIP = Risk-Based Inspection Programme*

*\*\* Formerly known as Twitter*



# The Year in Numbers

## Prevention



**7,660**

Home Fire Safety Visits



**3,243**

Referrals from  
External Agencies



**115**

Safeguarding Referrals



**32**

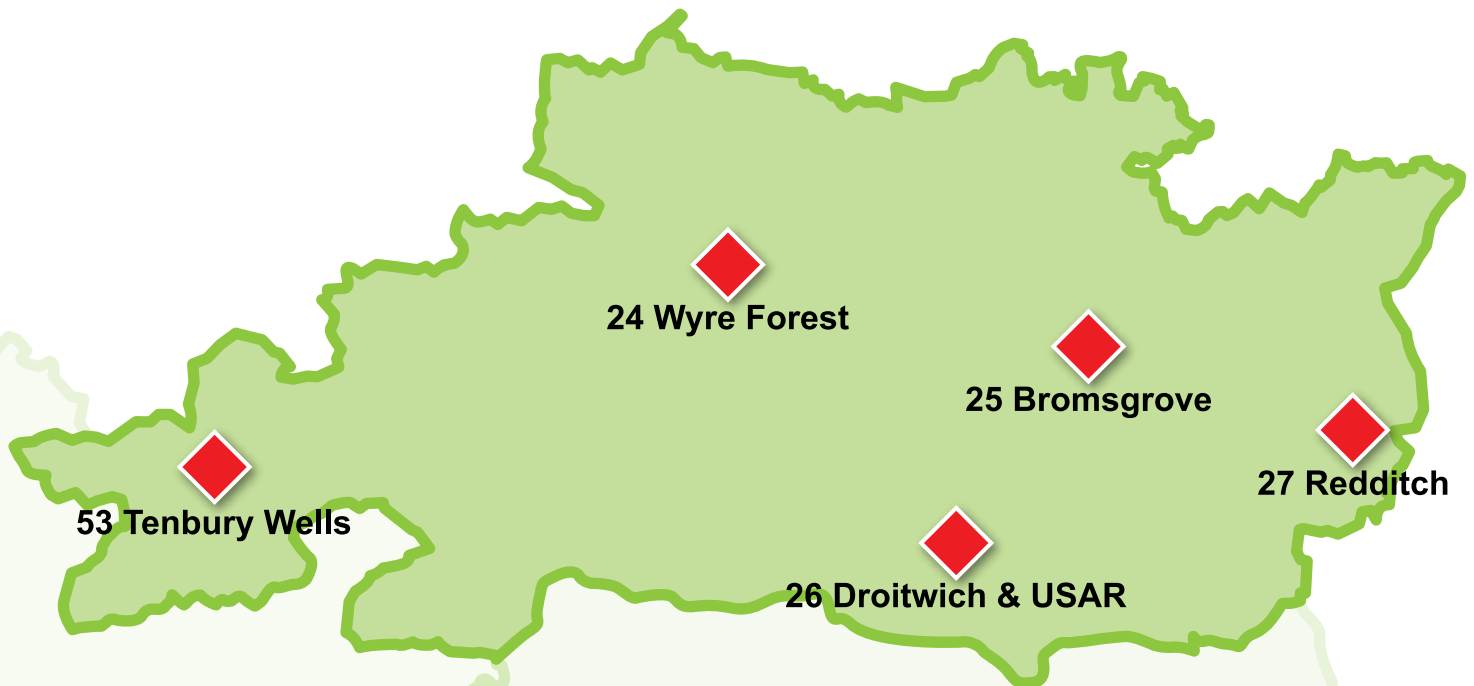
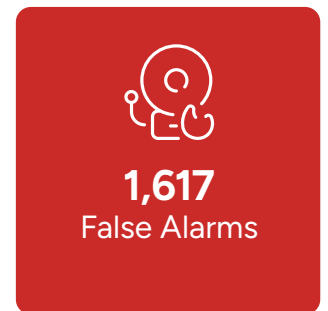
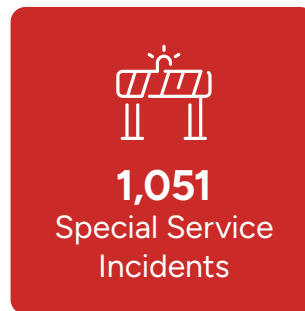
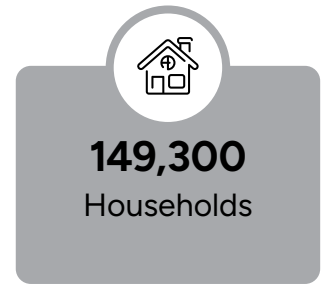
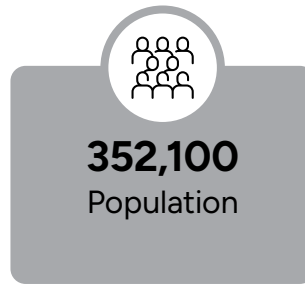
Firesetter Referrals



# Incident Breakdown by District

## North District

North District covers 180 square miles across northern Worcestershire with the majority of people living in the towns of Redditch, Kidderminster, Bromsgrove and Droitwich. It has five fire stations, the busiest of which during the year was Wyre Forest attending 1,299 incidents or 39% of incidents in the District.



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



# Incident Breakdown by District

## South District

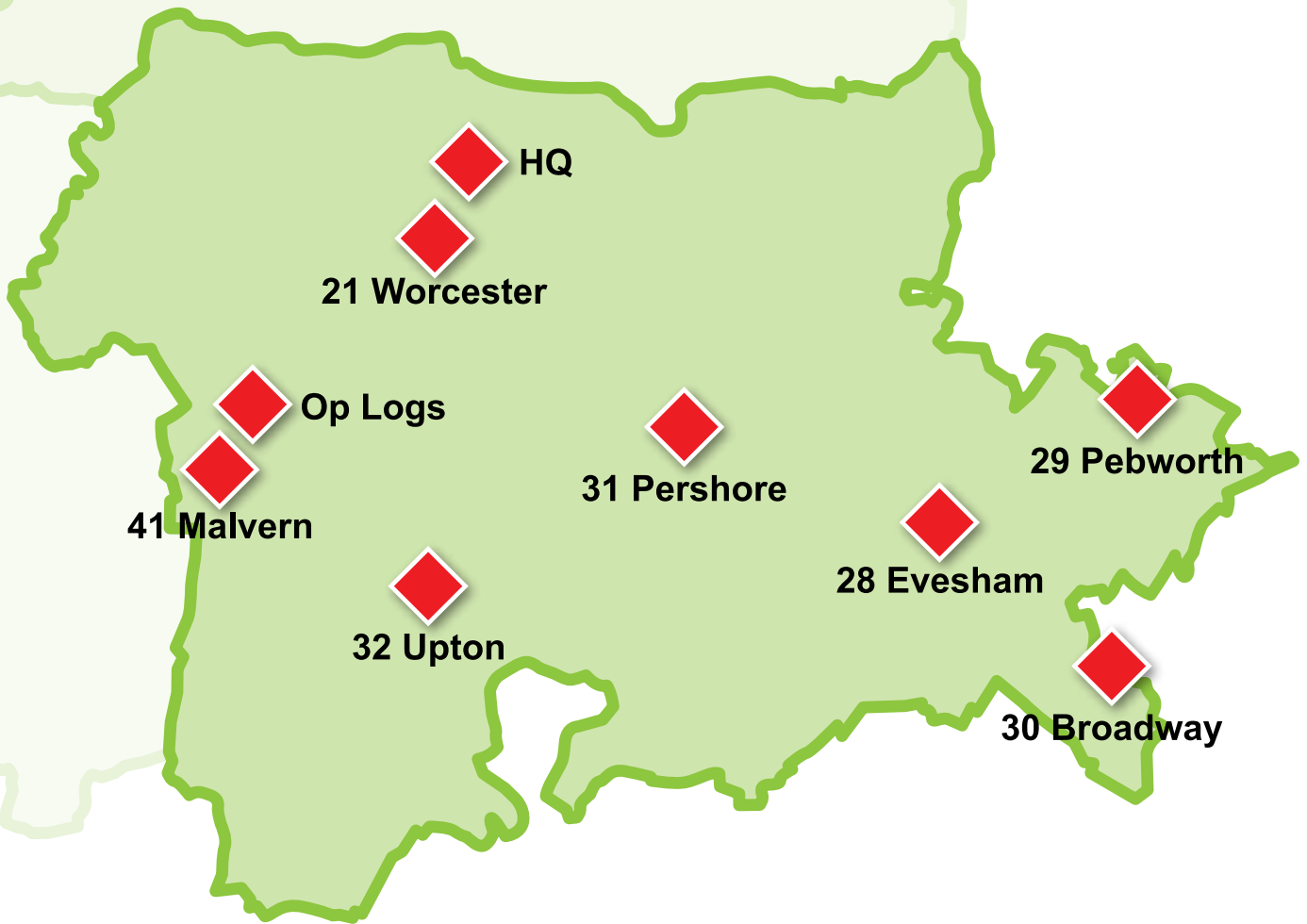
South District covers 490 square miles with most people living in the city of Worcester and the two towns of Malvern and Evesham. It is served by six fire stations including Worcester, the busiest station in the two counties, attending 1,496 incidents or 54% of incidents in the District during the year.



**261,600**  
Population



**112,600**  
Households



**2,774**  
Incidents  
Attended



**472**  
Fires



**878**  
Special Service  
Incidents



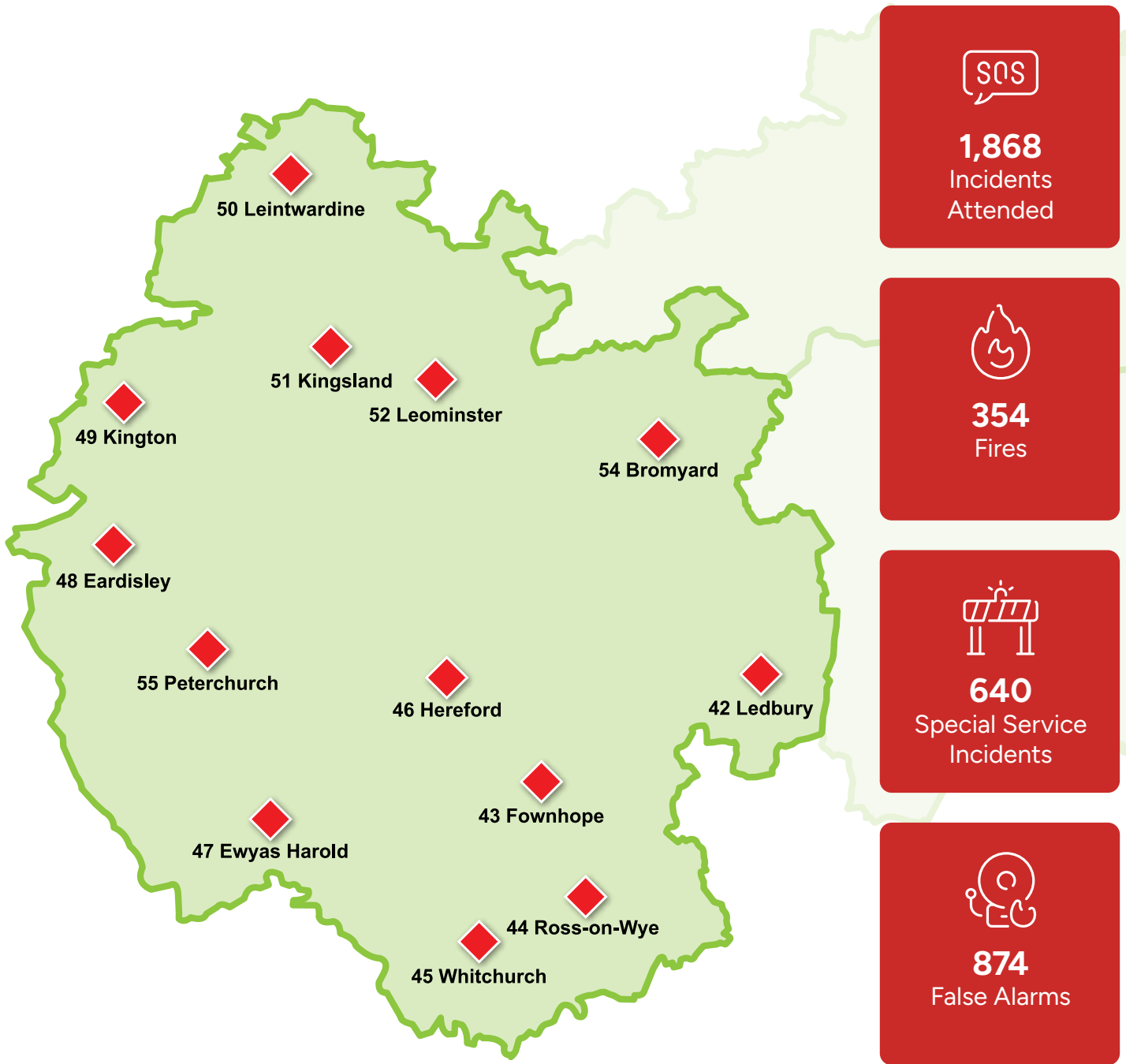
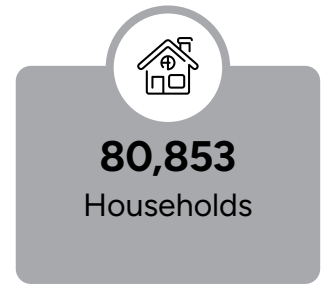
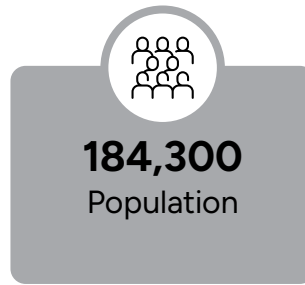
**1,424**  
False Alarms

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

# Incident Breakdown by District

## West District

West District covers the whole of Herefordshire. About a third of the population live in the city of Hereford, with most people living in smaller communities across the rural county. It has 13 fire stations, the busiest of which was Hereford attending 932 incidents or 50% of incidents in the District.



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

# Delivering our 2023-24 Service Objectives

In our [2023-24 Annual Service Plan](#), we set out a number of objectives we wanted to achieve over the year. The objectives were designed to provide a priority focus on what we were going to do in 2023-24 towards delivering our Community Risk Management Plan 2021-25 and our Response, Protection and Prevention Core Strategies.

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

## Response

What we said we would do in 2023-24	What we did
-------------------------------------	-------------

### On-Call Recruitment

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

We delivered a digital campaign over social media to reach out and update our communities on the role of the On-Call firefighter. Moreover, the team filtered around 900 enquiries into the role across the 25 fire stations. The successful outcome of this initiative/project has demonstrated the need to commit fulltime resources to support the long-term sustainability of the On-Call model used by Hereford & Worcester Fire and Rescue Service (HWFRS). A team is now being established throughout 2024-25 to build on the successful outcomes from the project.





# Delivering our 2023-24 Service Objectives continued

## Response

### What we said we would do in 2023-24

#### Firefighter Safety and Command Excellence

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

### What we did

We delivered an introduction to incident command for aspiring firefighters who wanted to experience the first steps in supervisory manager Incident Command training, through practical and theoretical training days that could lead them to become a supervisory Incident Commander of the future.

Incident Command training sessions are provided for everyone and are designed to create an open learning environment, using mentoring that will help build on the knowledge and skills at every level of Incident Command.

Effective Command was introduced to replace Active Incident Monitoring. Effective Command was created as a behavioural marker framework, to address the disconnect between academic research and its application within the Fire Service.

The aim was to develop a robust strategy to implement non-technical skills during Fire-officer training. It focuses on five key behaviours: Situational Awareness, Decision-making, Objective Setting, Action Behaviours and Review. All staff have completed Joint Emergency Services Interoperability Principles (JESIP) and Major Incident training.

In addition to training, planning and preparedness we assess current operational risks and utilise those themes to complete three large scale district exercises per year. Simulations that support our operational capabilities in pursuit of operational excellence. Run Hide Tell was a Marauding Terrorist Attack (MTA) and culminating in a challenging building fire situation. Commanders from all partner agencies were presented with diverse scenarios, testing their decision-making skills through JESIP.

# Delivering our 2023-24 Service Objectives continued

## Response

### What we said we would do in 2023-24

### What we did

#### **National Operational Guidance – Digital Training**

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

Throughout 2023-24 the National Operational Guidance team/project delivered a number of new interactive digital packages via the Learning Management System. This new learning style and training delivery model has allowed all our operational staff to gain the valuable knowledge needed to identify risks and hazards and apply appropriate safe working practices laid out in the national guidance. In addition, the team, supported by ICT, also delivered and successfully rolled out iPads to all operational staff to enable them to have instant access to the products both in and out of the workplace.

#### **Working Practices and Time Management**

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

Building on the time and motion study, the Response directorate has developed and embedded a new 'Work Routines' policy to standardise working practices and maximise working time. This policy has been complemented with a new IT recording system that builds on the commitment given to drive firefighter efficiency by 3% linked to the three-year Spending Review. It captures the work activity of operational staff to ensure not only best use of time, but also allows for more analysis moving forward regarding the time split between Prevention, Protection and Response.

#### **Attendance Performance Measure**

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

A new Attendance Performance Measure (APM) has been approved by the FRA and adopted within Response. This new standard is measured via an APM portal and managers are held to account when the measure is not met, with exception reporting being captured via the new software. In addition, a new Dynamic Cover Tool (DCT) has been introduced to allow operational managers to proactively look at the available fire cover across the two counties to ensure the disposition of our assets affords the best cover possible.

# Delivering our 2023-24 Service Objectives continued

## Protection

What we said we would do in 2023-24	What we did
<b>Risk Based Inspection Programme</b> <ul style="list-style-type: none"><li>We will deliver departmental and operational Risk Based Inspection Programme targets, including providing training and support to operational staff working towards Fire Safety qualifications.</li></ul>	Fire safety inspections increased by 24% (1219 – 1510) in 2023/24. This increase is predominantly down to training frontline operational staff to the Level 3 Fire Safety standard. This enabled this group of staff to complete 355 inspections, in addition to the 1,155 conducted by departmental staff, which also exceeded its annual target of 1,000. Our inspection programme was recognised by His Majesty’s Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) has focused on the highest risk buildings, consistently good quality audits and effective quality assurance processes.
<b>Fire Safety Compliance</b> <ul style="list-style-type: none"><li>We will work proactively with businesses to ensure compliance, including the effective management of Enforcement and Prohibition Notices and the prompt and proportionate use of prosecution powers where necessary.</li></ul>	HMICFRS recognised that the Service is good at taking enforcement action, where appropriate, to reduce risk. They also found that we consistently use our range of enforcement powers and prosecute where appropriate. This can be seen in our successful fire safety prosecution of a commercial premises in July 2023, which resulted in total fines exceeding £30,000.
<b>Intelligence Based Inspections</b> <ul style="list-style-type: none"><li>We will conduct a programme of fire safety inspections which target smaller and more vulnerable commercial premises where life may be at risk. These visits will be part of a joint inspection with partner enforcement agencies.</li></ul>	This multi-agency inspection programme considers local or national fire trends and local or national non-compliance trends linked to the Fire Safety Order. As with all of our fire safety inspections, the programme aims to prevent death or serious injury in the event of fire and limit the economic cost of fire, by ensuring compliance with the Fire Safety Order.
<b>Unwanted Fire Signals</b> <ul style="list-style-type: none"><li>We made a commitment to start a review of how we respond to unwanted fire signals and act on report outcomes. This will ensure that we effectively manage the burden of false alarms.</li></ul>	In 2023 we conducted and published a comprehensive review of unwanted false alarm fire signals. This review and proposal were approved by the Fire Authority in 2023. A plan is being implemented in 2024 to reduce the number of unwanted fire alarm signals.



# Delivering our 2023-24 Service Objectives continued



## Prevention

### What we said we would do in 2023-24

#### Dying2Drive Delivery

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

### What we did

Following a review of the Dying2Drive campaign we realigned our commitment to this initiative and with our partners we started the new delivery model of the road safety educational package Your Impact. The Prevention team along with our partners carry out workshops in schools providing Year 10 students with the education, tools and confidence to make the right choices using the road to first become better passengers. Your Impact involves a realistic road traffic collision (RTC) reconstruction that is delivered through Virtual Reality technology, followed by powerful interactive workshops.

# Delivering our 2023-24 Service Objectives continued

## Prevention

### What we said we would do in 2023-24

### What we did

#### Partnership Working

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

The Service increased the number of HFSVs completing 7,660 visits. This was an increase of 18% on the previous year.

The Prevention team supported various local events to promote fire safety and have worked with partners to promote the services that we can offer and how we can best support them. They worked with partners as part of the cost of living campaign, providing Winter Warmth packs to those most vulnerable within our communities.

The team are now key representatives on all District Collaboratives where partners work together to meet the needs of the communities we serve. This means we have been able to work collaboratively to identify those individuals who are most at risk of fire.

#### Evaluation of Prevention Activities

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

Post HFSV evaluation started this year with the aim of reviewing if an individual's behaviour has changed as a result of the advice given during a HFSV. From the evaluation contacts made, 80% of individuals said they had made changes as a result of the visit with having an escape plan, testing smoke alarms regularly and carbon monoxide awareness being the top three areas of the HFSV individuals recalled or adopted changes.

#### Use of Data

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

Following adoption of the NFCC's Definition of Risk for Dwelling Fires last year, the Service also adopted the methodology for RTCs. This gives the Service guidance on targeting those most at risk of being killed or seriously injured in an RTC. We have also undertaken an annual review of our Statement of Intent for dwelling fires, which assists in risk-based targeting for delivery of our Prevention activities.

# Delivering our 2023-24 Service Objectives continued

## Valuing our Workforce

What we said we would do in 2023-24	What we did
<b>People Strategy 2022-25</b> <ul style="list-style-type: none"><li>We will continue to deliver the People Strategy 2022-25 to support the delivery of the Response, Protection and Prevention Strategies and the Community Risk Management Plan 2021-25.</li></ul>	We continued to progress our People Strategy Action Plan to support the core organisational strategies and the CRMP.
<b>Culture and Inclusion (EDI)</b> <ul style="list-style-type: none"><li>We will continue to develop our culture by putting the recommendations of our own culture audit and those from HMICFRS into action. We will also roll out a bespoke and specialist inclusion training programme for all staff at all levels.</li></ul>	<p>We continued to develop our organisational culture via an externally provided Service-wide inclusion training programme.</p> <p>We matured our approach to culture and inclusion by creating a Culture &amp; Ethics Steering Group made up of a cross-section of staff, to support the Service in its cultural journey.</p> <p>We refreshed our Code of Conduct to align with the national Core Code of Ethics and to clearly set out our professional standards.</p>
<b>Health and Resilience (EDI)</b> <ul style="list-style-type: none"><li>We will deliver our Mental Health at Work Commitment action plan to improve the support available for staff.</li></ul>	We delivered Year 1 of the Mental Health at Work Commitment action plan including the creation of more than over 20 Wellbeing Champions across the organisation, to assist in promoting an open culture around mental health.
<b>Staff Development</b> <ul style="list-style-type: none"><li>We will continue to invest in the development of our staff in three ways; firstly, in their core roles, secondly in any aspirations to advance and develop their skills, and thirdly as employees we will invest in them to help them achieve their personal goals.</li></ul>	We developed an e-appraisal and introduced a "Career Conversation" as an opportunity for staff to discuss their future career aspirations, goals and plans as a way of nurturing talent within the Service.



# Delivering our 2023-24 Service Objectives continued

## Value for Money

What we said we would do in 2023-24	What we did
<p><b>Maintain a balanced and sustainable budget</b></p> <ul style="list-style-type: none"><li>• We will invest in new ways of working through up-front investment to develop a clear path to more efficient working in the future.</li><li>• We will invest in new systems and review how we use our current assets to ensure they offer best value in the future.</li></ul>	<p>We continue to make upfront investment in the Project work detailed in this Review such as ICT, embedding National Operational Guidance, investing in new Breathing Apparatus, new equipment tracking to drive efficiency and the ambitious Capital Build project.</p>
<p><b>Continue our project/asset plans to modernise and improve efficiency at fire stations through our Invest to Improve programme</b></p> <ul style="list-style-type: none"><li>• We will pursue planning applications for a new Hereford Fire Station, a strategic training facility at Leominster Fire Station and a new training facility at Wyre Forest Fire Station. We will also continue rebuilding works at Redditch Fire Station and Broadway Fire Station.</li></ul>	<p>Planning applications for a new Hereford Fire Station have been granted as well as the new Strategic Training Facility at Leominster. Redditch is into the final stages of the build phase and Broadway Station is now operational with an official opening scheduled Summer 2024.</p>
<p><b>Continue to implement the ICT Strategy 2021-2024</b></p> <ul style="list-style-type: none"><li>• We will rationalise our Microsoft 365 Licensing model by adopting a targeted approach to user licences. This will enable savings on subscriptions, while users will still have access to the same ICT facilities as before.</li></ul>	<p>The Microsoft Licensing Model has been rationalised so that we have a better working model. Licences are applied accordingly to Rank and Role within the organisation and users who require greater flexibility and capability are now catered for, with access to add on features as and when required.</p>

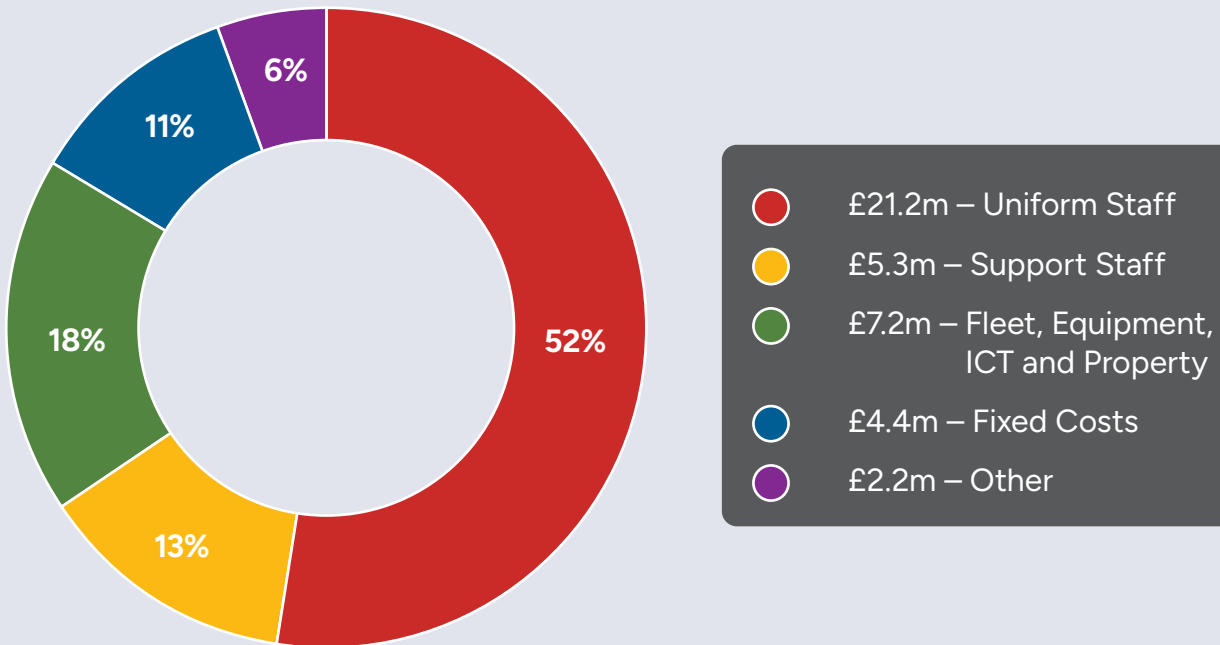
# Delivering our 2023-24 Service Objectives continued

## Value for Money

What we said we would do in 2023-24	What we did
<ul style="list-style-type: none"><li>We will move towards a new telephony model using the Session Initiation Protocol or SIP, helping to reduce overall costs but also improving the facilities offered to staff, including MS Teams integration and extended functionality.</li></ul>	<p>The ISDN PSTN communication standards are due to be retired as of 2025 as mandated by British Telecom and ICT have been working to ensure that we are ready for the switch over to more modern SIP Services (Voice Over Internet Protocol – VOIP). Once the mandatory switch over is implemented, this will provide enhanced services to all our users including the full capability MS Teams, Voice and video conferencing facilities as well as delivering efficiencies. These unified platforms enable real-time messaging, video conferencing, file sharing, project management and promotes collaboration regardless of physical location.</p>
<ul style="list-style-type: none"><li>We will continue to develop a more agile, modern ICT workspace, enabling people to work from anywhere at any time, supporting our flexible working policies.</li></ul>	<p>In order to support this, the Service has invested in a one-to-one issue of mobile tablet devices supporting our users to be able to access ICT services and facilities from any location, enhancing the capability for people to work from anywhere at any time to further support our commitment to flexible and agile working. The tablets also provide the mechanism for further online training and developmental opportunities.</p>
<ul style="list-style-type: none"><li>We will continue to develop a more personalised and directed platform for our users, with targeted data, content and learning across our Microsoft 365 estate.</li></ul>	<p>More features of Office 365 have been introduced across the organisation, that adopts the Me, We, Us, philosophy which is being rolled out across the Service. By trialling various applications within specific departments, we will develop a good understanding of how they will enable more effective and collaborative working, whilst moving us further into a modern workspace.</p>

# Finance 2023-24

## Fire Authority Budget 2023-24



## How the Service was funded

H&W Council Tax	£27.2m
Funding Grants	£8.8m
Business Rates, etc.	£3.1m
Special Grants	£1.0m
Reserves	£0.2m
	<b>£40.3m</b>

The annual Band D Council Tax was £94.40 or less than 26 pence per day.

## Contact Us

We always welcome any views or comments on our reports and plans, so if you want to contact us about any issues, please visit our website at [www.hwfire.org.uk](http://www.hwfire.org.uk) where you will find full contact details along with links to further information about our services and activities.

If you have any general enquiries, please call 0345 122 4454 or email us at [info@hwfire.org.uk](mailto:info@hwfire.org.uk)

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

Alternatively, you can write to us at:

Hereford & Worcester FRS Headquarters  
Hindlip Park  
Worcester  
WR3 8SP

**If you would like this information in an alternative language or format such as large print or audio, please contact us on 0345 122 4454.**







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



© 2024 Hereford & Worcester Fire and Rescue Service  
Service Headquarters, Hindlip Park, Worcester WR3 8SP  
0345 122 4454 | [info@hwfire.org.uk](mailto:info@hwfire.org.uk) | [www.hwfire.org.uk](http://www.hwfire.org.uk)