



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



A Summary of Our Community Risk Management Plan 2025-30



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Foreword



Our Community Risk Management Plan (CRMP) is the overarching strategy that we build regularly for helping to keep you, your home, your community and your environment safe from fire and other emergencies. It provides an overview of the foreseeable fire and rescue related risks that we believe may occur within the communities we serve. The CRMP sets out our high-level plans for tackling those risks through our Prevention, Protection and Response strategies.

This plan is the result of a broad collaborative effort, bringing together the collective knowledge, experience and data analysis of fire service professionals, our Fire Authority Members that govern us and those who represent you across both counties, for example community leaders and stakeholders across various sectors.

It serves as a comprehensive guide that not only identifies risks but also outlines what we put in place to reduce and manage those

risks effectively. Whether the risks to our communities are natural, technological or human-made, our goal is to ensure that we can respond effectively to assist, minimise their impact where we can, and safeguard our community's people, property and environment.

One area of concern is how we continue to address the increase in extreme weather events caused by the onset of climate change. The World Health Organisation identifies climate change as the greatest threat to global health in the 21st century. There will potentially be an increase in hotter drier periods of weather, resulting in a greater risk of wildfires and there may also be periods of longer and heavier rainfall, increasing the likelihood of widespread flooding. To mitigate this, we have already committed to train Firefighters and equip all stations with Water First Responder crews across the two counties to respond to these types of emergencies.

Foreword Continued

The development of this CRMP underscores our commitment to embracing innovation, fostering community engagement and adopting notable practice in risk management. It is built firmly on the principles of Prevention, Protection and Response ensuring that we are ready to address current challenges and adapt to emerging risks. It is not possible for the Fire and Rescue Service to be experts in every facet of every risk we may encounter, but we will always try to ensure we can deliver professional and highly skilled staff and assets to meet the incidents we may face.

Societal changes continue to make the recruitment and retention of On-Call Firefighters more challenging as people struggle to balance their work and home life commitments. As such, the strategic decision from the recent Resource Review was made to reinvest money from the removal of some of the least used On-Call fire engines on stations with more than one fire engine, into employing more front line Wholetime Firefighters on our busiest fire engines. This decision was based largely on our promise made in the last CRMP to 'continually review fire and emergency cover to ensure appropriate provision of resources and crewing arrangements' and 'continually monitor firefighter availability to ensure capacity and resilience across the Service area'. In doing so HWFRS is demonstrating its continued commitment to providing the best possible value for money for the public purse and driving efficiency wherever possible.

We encourage every member of our community to engage with this plan, understand the risks we share and participate in the efforts to make our communities safer. The success of this plan relies not just on the Fire and Rescue Service but on the involvement and vigilance of every resident, business and organisation within our community.

As we look ahead to the next five years and beyond, we remain steadfast in our mission to protect lives, property and the environment. This CRMP is a critical tool in that mission, guiding our efforts and ensuring that we continue to serve with dedication, professionalism and a relentless commitment to safety.



Jonathon Pryce
Chief Fire Officer /
Chief Executive



Councillor Kit Taylor
Chairman of the
Fire Authority

Introduction

This document provides insight into the productivity and demand on the Fire and Rescue Service (FRS). However, a key message we are keen to deliver is one of assurance.

Assurance to you, our community, that Herefordshire and Worcestershire are two of the safest counties to live in England. The very essence of a CRMP is to identify and assess all foreseeable hazards so we can undertake what is known as 'resourcing to risk'.

Using direct comparators to other FRSs nationally, there are no threats within our

service area which could be classified as 'high-risk'. Of the risks which are present, HWFRS is generally well prepared and resourced to deal with the incidents that are likely to arise.

During the research stage of this CRMP process, it has been clear there is a shift to less 'Fire' and more 'Rescue' incidents seeing a gradual decrease in dwelling fires and, conversely, an increase in incidents such as water rescue and Road Traffic Collisions (RTC). This trend highlights the importance of the diversity of skills within our FRS and provides assurance our training and resources are correctly directed.

The sections of the **main** CRMP will:

- Outline the legislative and statutory requirements which we must adhere to - [page 10](#)
- Explain the National Fire Chiefs Council's CRMP framework and Risk Methodologies against which this document has been written - [page 11](#)
- Provide insight into the Fire Standards Board who have provided a national fire standard for producing a CRMP - [page 13](#)
- Demonstrate how we perform against His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) areas of inspection - [pages 14](#)
- Highlight how each and every member of staff demonstrates behaviours commensurate with the Core Code of Ethics - [pages 15](#)
- Paint a picture of the two counties of Herefordshire and Worcestershire and the makeup of the Fire Service which serves them - [pages 19](#)
- Provide transparency around the Consultation and Engagement process which has been followed and is so valuable in the research behind this front-facing document - [pages 22](#)
- Detail how we identify, define and assess risk - [pages 26](#)
- Give assurance on how we mitigate and reduce those risks - [pages 43](#) and finally;
- Explain how we measure and demonstrate that the work we do mitigates the risks and, ultimately, has a positive impact on the communities we serve. - [pages 64](#)

Introduction Continued

This CRMP was written based on the following supporting documents. These can be viewed on the [service website](#).



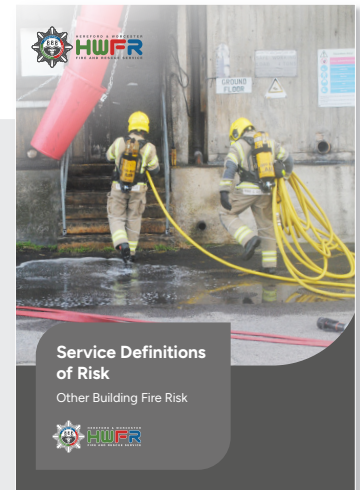
Service Definitions of Risk: Domestic Dwelling Fire

Our assessment of the likelihood and consequences of dwelling fires across Herefordshire and Worcestershire using the National Fire Chiefs Council (NFCC) risk methodology.



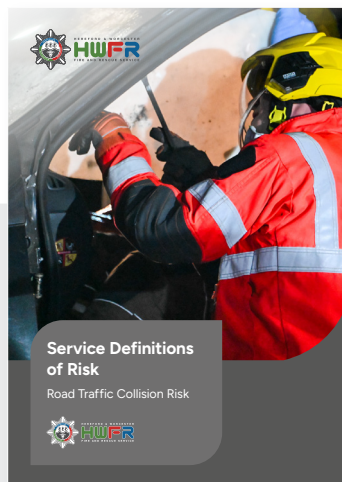
Service Definitions of Risk: Other Building Fire Risk

Our assessment of the likelihood and consequences of Other Building Fires across Herefordshire and Worcestershire using the National Fire Chiefs Council (NFCC) risk methodology.



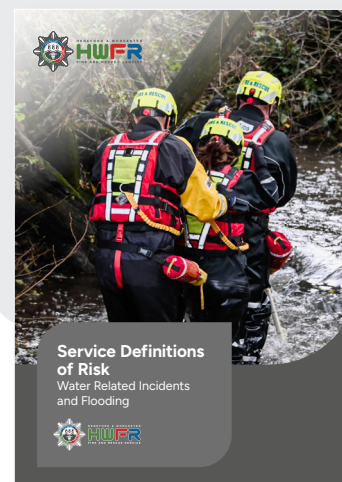
Service Definitions of Risk: Road Traffic Collision Risk

Our assessment of the likelihood and consequences of RTCs across Herefordshire and Worcestershire using the National Fire Chiefs Council (NFCC) risk methodology.

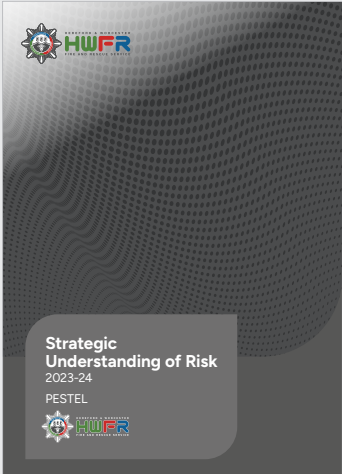


Service Definitions of Risk: Water Related Incidents and Flooding

Our assessment of the likelihood and consequences of Water Incidents across Herefordshire and Worcestershire based on the National Fire Chiefs Council (NFCC) other risk methodologies.



Introduction Continued



Strategic Understanding of Risk: PESTEL

Our assessment of the broader landscape we operate in, identifying the potential impacts of global and national events on our activities.

Strategic Understanding of Risk
2023-24
PESTEL




Strategic Understanding of Risk: Incident Type - Demand

Our analysis of the number and types of incidents we attend.

Strategic Understanding of Risk
Incident Type – Demand

Forseeable Risk Assessments

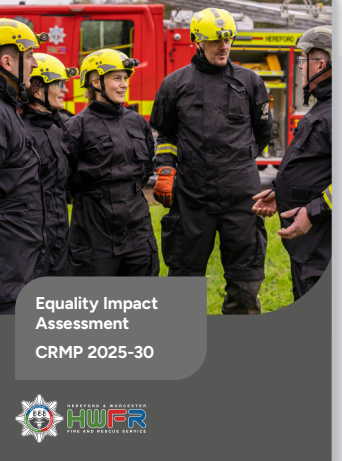
Risks which have been identified through engagement sessions which the data would not necessarily have highlighted.



Forseeable Risk Assessments

Equality Impact Assessment

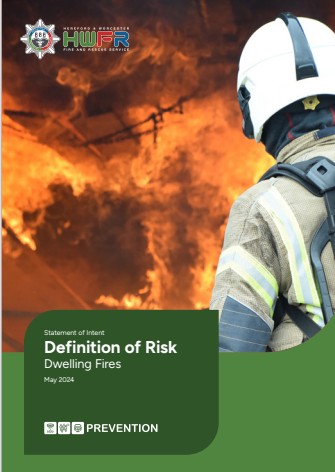
Our analysis of the demographics of Herefordshire and Worcestershire regarding the nine Protected Characteristics and the potential impact the aims of our CRMP may have on them.



Equality Impact Assessment
CRMP 2025-30


Definition of Risk: Dwelling Fires, Road Traffic Collisions, and Water Related Incidents and Flooding

Our identification of vulnerable groups and our plans on how to engage with them.



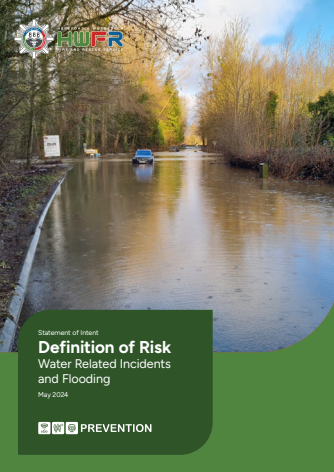
Statement of Intent
Definition of Risk
Dwelling Fires
May 2024

PREVENTION



Statement of Intent
Definition of Risk
Road Traffic Collisions
June 2023

PREVENTION

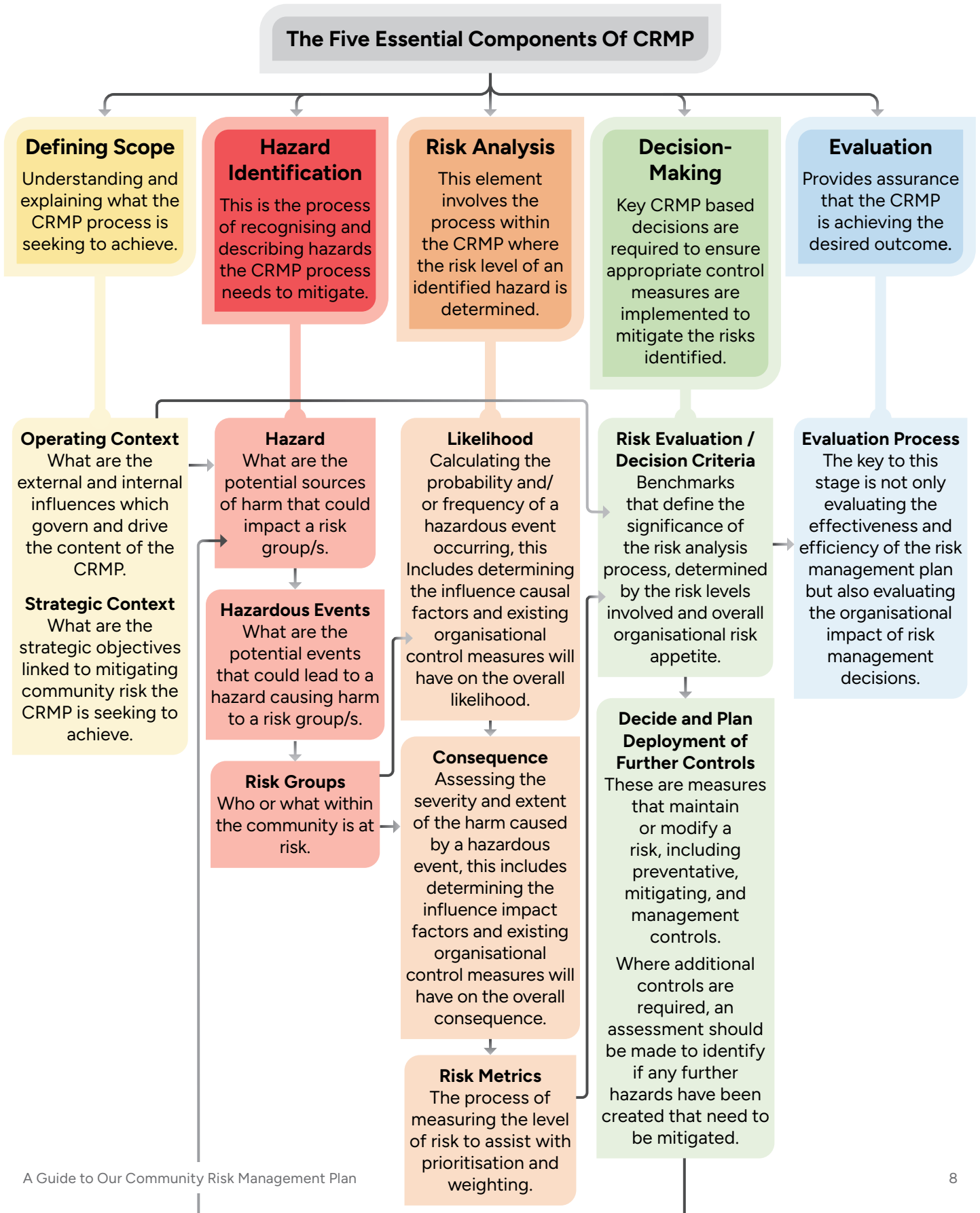


Statement of Intent
Definition of Risk
Water Related Incidents and Flooding
May 2024

PREVENTION

NFCC (National Fire Chiefs Council) Framework

In 2023, a CRMP Strategic Framework was launched, developed by the National Fire Chiefs Council (NFCC). HWFRS made the decision to adhere to this framework as best practice and the five essential components of the process have been followed closely.



NFCC (National Fire Chiefs Council) Framework

Continued

How we followed the five elements:

1. Defining Scope

Understanding and explaining what the CRMP process is seeking to achieve. An extensive P.E.S.T.E.L analysis was conducted, exploring the Political, Economic, Social, Technological, Environmental and Legal landscape we operate in. This sits in the background of all our research and is called our [Strategic Understanding of Risk](#).

2. Hazard Identification

Recognising and describing the hazards the CRMP process needs to mitigate. Our incident data system was interrogated to determine the types of hazards we attend and their frequency. The findings are analysed in our Demand document [#LINK#](#). A series of engagement sessions were also held and questionnaires circulated in order to harvest the thoughts and opinions of the public, our stakeholders and our staff. These findings helped identify hazards which we may not otherwise have considered based purely on data analysis. Further information can be found in the Foreseeable Risks section of the main [CRMP #LINK#](#)

3. Risk Analysis

Determining the risk levels of identified hazards. The NFCC has produced risk methodologies in order to standardise how certain risks are defined. We used these to assess the likelihood and consequence of Dwelling Fires, Other Building Fires and Road Traffic Collisions (RTCs). [#LINK#](#) At the time of writing, there is no standard approach to assessing water risk so we have produced our own based on the [NFCC risk methodologies](#) mentioned previously. [#LINK#](#)

4. Decision-Making

Making key decisions to ensure appropriate control measures are implemented to mitigate the risks identified. The results from the Risk Methodologies were analysed against the location and capacity of our resources across the two counties. The mitigating measures can be found in Section 2 of the main CRMP document under the headings of Prevention, Protection, Response, Valuing our Workforce and Value for Money.

5. Evaluation

Providing assurance that the CRMP is achieving the desired outcome. The implementation of our Strategies will be continually assessed throughout the life of this CRMP. By monitoring and reviewing our progress we can ensure we are resourcing to risk correctly and meeting our aims. How we do this is covered in Section 3: Measuring and Demonstrating of the main CRMP.

NFCC (National Fire Chiefs Council) Framework

Continued

The CRMP is also underpinned by three key themes, which support, influence and inform each component throughout the whole process. **The three themes are:**

1. Data and Business Intelligence

Ensuring that the appropriate data and business intelligence (from internal and external sources) is utilised to ensure decision-making throughout the whole process is evidence based and intelligence driven.

2. Equality / People Impact Assessment (EqIA/PIA)

Considering and applying equality impact assessments to ensure that strategies and controls are fair, support equality and are non-discriminatory. A detailed EqIA has been undertaken and continually reviewed throughout the process of producing this CRMP and can be found [here](#).

3. Stakeholder and Public Engagement

Ensuring transparency through stakeholder and public engagement to seek feedback and raise awareness. Details on our engagement and consultation process can be found [here](#) **#LINK#** in the main CRMP document.

Stage One: Identifying and Assessing Risk

Identification of risk

Risk Analysis is the element of the CRMP process where the risk level of an identified hazard or hazardous event is determined.

The sources and causes of the hazardous events generated during hazard identification are considered, together with their consequences, and the likelihood of those consequences occurring.

For community risk management in the FRS, the NFCC proposed that risk is defined as:

Risk: A combination of the likelihood and consequences of hazardous events

The NFCC in collaboration with Operational Research in Health (ORH) has produced three standard methodologies which assess the likelihood, consequence and risk of **Dwelling Fires, Other Building Fires and Road Traffic Collisions** as part of Phase Two of NFCC's Definition of Risk (DoR) project. The overall objective as defined by NFCC is "to deliver evidence-based and consistent methodologies for determining 'level of risk' that also provides a national benchmarking capability".

NFCC and ORH worked collaboratively to complete this report, taking a data-driven approach to researching the likelihood and consequence of these three types of incidents, and the influencing factors that underpin the risk. HWFRS has adopted and adapted these methodologies to assess the risks posed by these three types of incidents across Herefordshire and Worcestershire. [#LINK#](#)

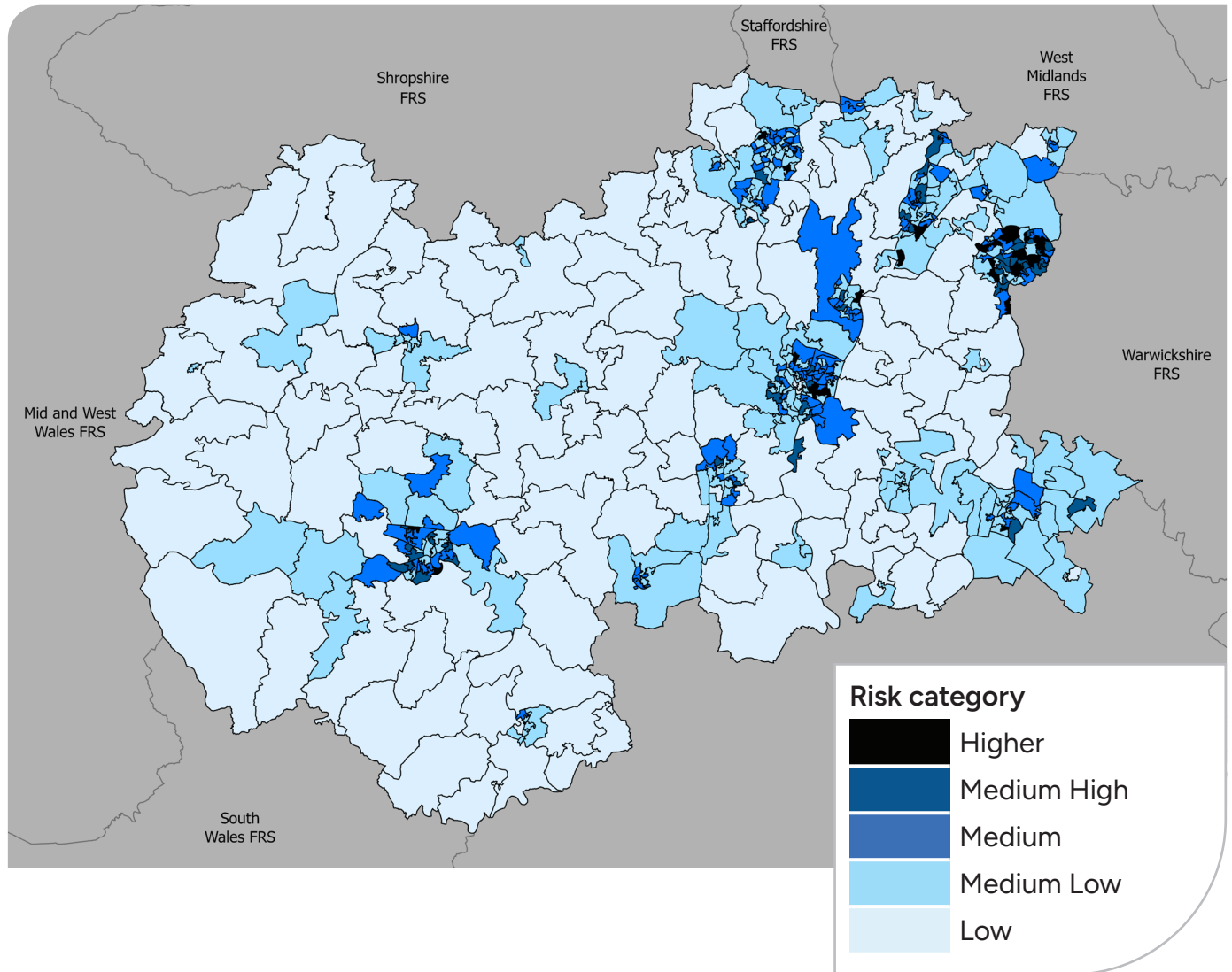
As previously stated, at the time of writing this CRMP, there is currently no national methodology for Water incidents. Recognising the existing and emergent nature of these types of incidents, HWFRS have produced our own methodology for assessing Water related risk, based on the NFCC processes [#LINK#](#).

Using these methodologies we have been able to analyse how we 'Resource to Risk'; that is to say, do we have the right resources in the right locations to mitigate the risks identified.



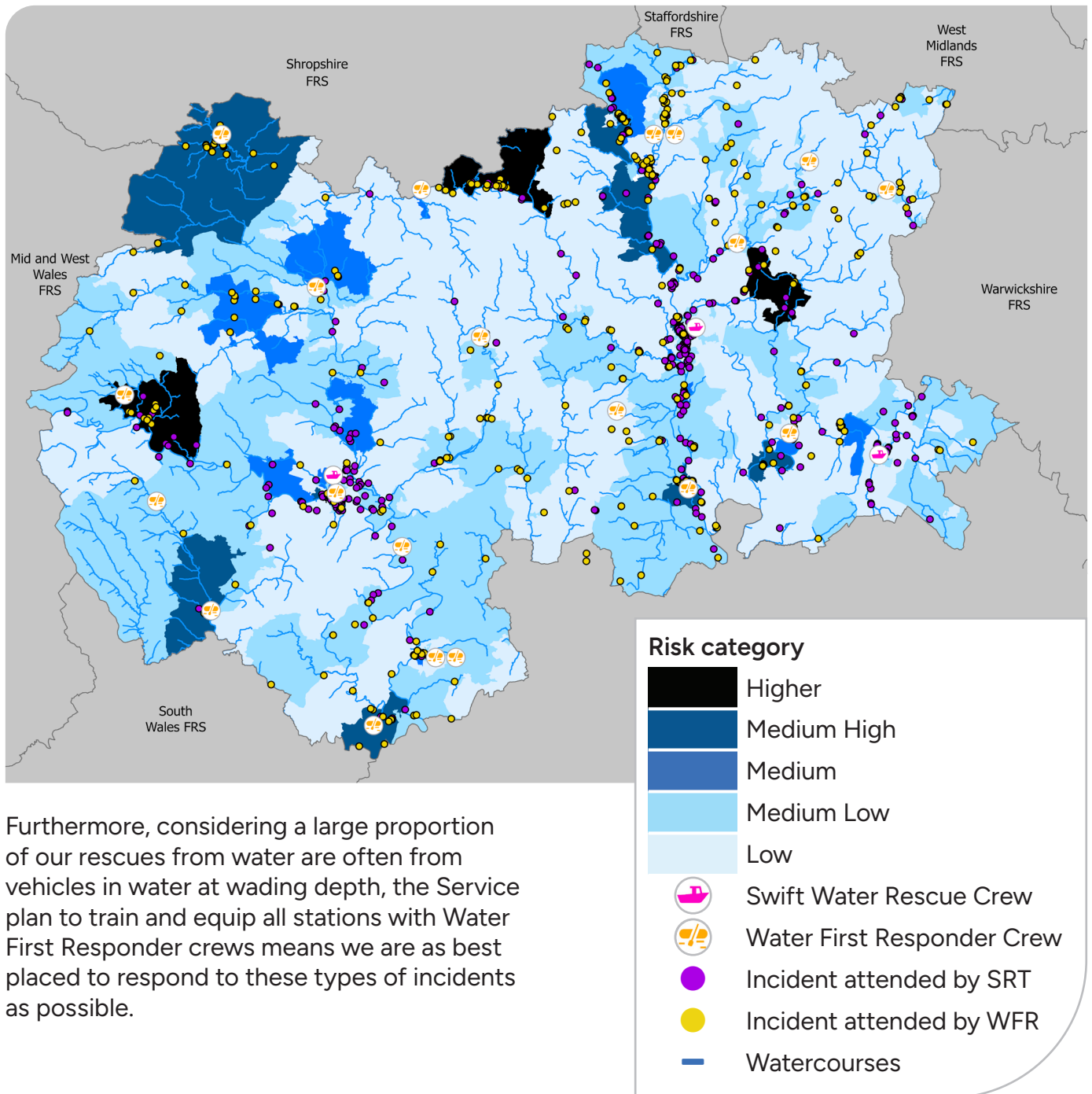
Stage One: Identifying and Assessing Risk Continued

We are pleased to say that, overall, our assets are well placed. For example, the areas of higher risk regarding dwelling and building fires are confined to the urban areas. It can be seen from the map below that Hereford, Worcester, Bromsgrove, Wyre Forest and Redditch have a higher risk of dwelling fires, and this is where our Wholetime stations are located staffed by Firefighters available across the day and night. This means there will be fire engines immediately available 24/7.



Stage One: Identifying and Assessing Risk Continued

Similarly, looking at the distribution of water incidents, our three water rescue boats located at Hereford, Worcester and Evesham can cover the two Counties in the most efficient way possible.



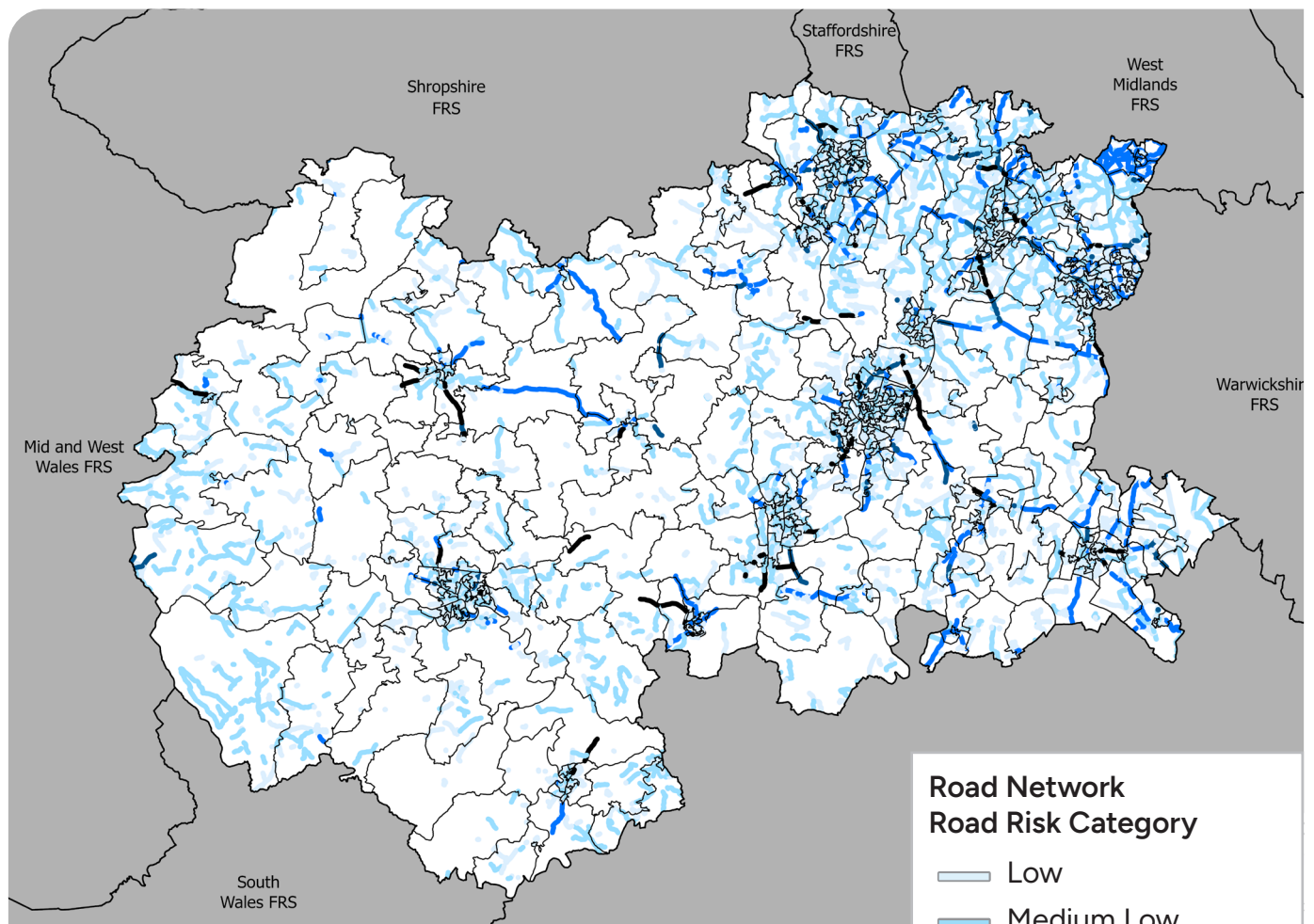
Furthermore, considering a large proportion of our rescues from water are often from vehicles in water at wading depth, the Service plan to train and equip all stations with Water First Responder crews means we are as best placed to respond to these types of incidents as possible.

Stage One: Identifying and Assessing Risk Continued

The Road Traffic Collision (RTC) methodology continues to reflect the relatively low-risk nature of our two Counties. Overall, 31,817 roads within Herefordshire and Worcestershire were examined, and out of these only 4% were identified as either of a medium-high or high-risk of an RTC occurring.

Conversely, over 88% of the roads examined were classified as either medium-low or low-risk of an RTC occurring, with the remaining 8% being classified as medium.

Contrary to popular perception, the majority of the higher-risk roads are in the built environment, not the rural areas. The most prevalent category is B Roads with a single carriageway and a speed limit of 60 miles per hour, in the urban towns, accounting for 32.90% of the high-risk roads. Again, our Wholetime fire stations are well located to resource to risk in the most efficient way possible.



Our Prevention department continues to work collaboratively with West Mercia Police to help target those groups of people who are most at risk of being involved in an RTC. Initiatives like [‘Your Impact’](#) and road safety campaigns continue to make the roads across Herefordshire and Worcestershire safer places to drive.

Stage One: Identifying and Assessing Risk Continued

Foreseeable Risk Analysis

Under the Fire and Rescue National Framework for England, HWFRS have a statutory obligation to 'identify and assess the full range of foreseeable fire and rescue related risks their areas face'. In accordance with the Fire Standards Board, this CRMP has used a robust risk analysis process to identify and assess the risks across Herefordshire and Worcestershire. In addition, through extensive engagement with fire service professionals, community leaders and stakeholders across various sectors it also analyses foreseeable risks which the historical data does not necessarily highlight:

New Housing Development

The 2021 Census recorded approximately 342,700 households across Herefordshire and Worcestershire (82,800 and 259,900, respectively).

Herefordshire covers a large area of 842 square miles and some 95% of the county is classified as rural. It has the fourth lowest population density of all counties in England, with just 86 people per square kilometre.

Worcestershire covers an area of 672 square miles with 85% of the county being classified as rural, though almost three-quarters of its residents live in urban areas.

Housing development can have an influence on population growth. While development plans across the two counties span different time periods, they suggest a considerable increase in new housing over the next fifteen years, with around 35,000 new homes planned by 2041. The plans and main development locations are detailed in our [Strategic Understanding of Risk document](#).

Agriculture

Herefordshire covers a large area of 842 square miles and some 95% of the county is classified as rural and Worcestershire covers 672 square miles and 85% of the county is classified as rural. Both counties have a proud agricultural history, however, due to changes in farming practices and the wider implications of supply-chain and production issues, fluctuating costs can mean farming can present new risks such as the stockpiling of bulk ammonium-nitrate fertilisers. It would be realistic to expect these types of changes to increase as global events continue to impact the economy and rural communities begin to diversify. The main CRMP explains how we plan to mitigate this on page 34.



Stage One: Identifying and Assessing Risk Continued

Light Industry

In recent years Herefordshire and Worcestershire have seen a shift away from heavy industry to businesses like Advanced Manufacturing, Agri-Tech, Professional Services, Cyber and IT. Data records show 23% of commercial premises are now classified as light industry. Subsequently, we are seeing an increase in incidents in these types of buildings. Page 35 explains how we are investing in our Fire Safety department and how we plan to develop our Intelligence Programme to mitigate this emergent risk.

Climate Change

The most pressing environmental challenge for all FRS is climate change and its impact on the natural and built environment and the community. We have seen an increase in wildfires and flooding incidents in line with an increase in heatwave days and periods of heavier rainfall. Page's 36 provides more detail on challenges presented by flooding, wildfire and extreme weather and the investments and planning we do to help mitigate their risk.

Waste Fires (recycling)

Waste fires are increasing nationally and have been identified as an emerging risk. This has been attributed largely to the disposal of Lithium-ion batteries which account for 48% of waste fires. Page 40 provides information around the dangers Lithium-ion batteries can present and how their incorrect disposal is linked to the increase in waste fires. It also explains the measures we have in place such as a National Waste Fire tactical advisor and Intelligence inspections on legal waste sites. It also details the challenges illegal waste sites present.

Heritage and Tourism

Herefordshire and Worcestershire have a rich cultural history and are home to many heritage sites and Sites of Special Scientific Interest (SSSI). Fortunately, there have been

very few incidents at our heritage buildings and even fewer injuries. Therefore, they do not feature highly on our risk-scoring from a purely data-driven perspective, however the impact on our history and culture needs to be considered. Page 41 provides information on our tactical planning and how we plan to develop in our Intelligence Programme, so we remain well prepared.

Cyber Security Posture and Digital Landscape

HWFRS aims to maximise the use of digital capabilities and data assets to deliver organisational excellence and high-quality sustainable services to our communities. We recognise that operating in this digital arena poses significant risks to the organisation through cyber security and cybercrime. These risks are not only to the integrity of data but also to the critical systems that support our fire service operations. Page 42 lays out the strategies and measures we have in place to mitigate the risk of cyber-attack, including best practice for data security, access management and compliance.

By studying the broader landscape within which we operate in, HWFRS can assure itself that it is not only aware of, but well prepared to deal with incidents which may not happen frequently but could have serious implications if they do.



Stage Two: How We Mitigate and Reduce Risk

This section sets out in detail our strategic aims and how we intend to achieve them. Following on from the detailed analysis of data which informed the Risk Methodologies, we now explain how we plan to use our resources to mitigate the risks identified or how we 'Resource to Risk'.

In line with the HMICFRS inspection areas, this part of the main CRMP is laid out under the headings of Prevention, Protection, Response, Valuing Our Workforce, Value for Money and Resilience. Each section begins with the HMICFRS criteria then provides detail on how we use our resources from each directorate to mitigate the risks highlighted in Stage One (Identifying and Assessing Risk) and achieve our aims.

Prevention

Preventing fires and other emergencies from happening at all is the most effective way to save lives. Our Prevention Department targets those people and areas most at risk of fire and other emergencies. Our prevention work over the next five years has five key aims, which will determine how we will work as a Service as well as guiding collaborative work with other key partner agencies. Page 40 of the main CRMP elaborates on these aims and what we do to achieve them:

1. Reduce the number of people killed or seriously injured in fires in the home.
2. Reduce the number of people killed or seriously injured on our roads.
3. Reduce the number and impact of other incidents.
4. Reduce the number of people killed or seriously injured in water-related incidents and flooding.
5. Educate the community to reduce their risk and vulnerability to fire and other emergencies.



Stage Two: How We Mitigate and Reduce Risk

Continued

Protection

Our protection work involves making sure businesses and other places where people work, shop and visit are as safe as possible in the event of a fire or other emergency incident.

Over the next five years, we will focus our protection activities across six main areas to meet the aims of our strategy. Further information can be found on page 44 of the main CRMP:

- 1. Fire Safety Advice** - We provide Fire Safety advice for businesses via our website, social media, forums and presentations to help them meet their legislative requirements.
- 2. Risk Based Audit Programme (RBIP)** - Our staff are trained and qualified to carry out pre-planned fire safety audits.
- 3. Investigating the cause of fire** - We carry out Fire Investigations and work with Police and partners to establish the origin and cause of the fire.
- 4. Statutory Consultations** - This includes Building Regulations, Licensing Applications and Safety Advisory Groups.
- 5. Intelligence Led Inspection Programme (ILIP)** - We will also carry out an inspection programme based on local or national trends linked to the Fire Safety Order.
- 6. Enforcement** - We may take Enforcement Action which includes a notice detailing the required actions, the prohibition of part or all of the premises or Prosecution.

Response

Our Response priorities are driven by risk and support our mission: "As one professional team we will work hard every day to deliver high quality, sustainable services to our communities."

We will achieve this by providing an effective emergency response to all fires and other emergencies across Herefordshire and Worcestershire.

To deliver our response activities, we will be focusing on five key themes which are detailed on page 47:

- 1.** Provide a prompt, safe and effective response to fires and other emergencies.
- 2.** Ensure fire and emergency cover arrangements are appropriate to meet current and emerging risk levels.
- 3.** Ensure Firefighters are well trained, well equipped and well led, including the outcomes of the national incidents and inquiries; for example, Manchester Arena and Grenfell Tower.
- 4.** Prepare and plan for emergencies to be able to respond effectively and safely for the public, Firefighters and the environment.
- 5.** Work with partners to deliver shared response opportunities and assistance.



Stage Two: How We Mitigate and Reduce Risk

Continued

Valuing our Workforce

Core to the delivery of our strategic priorities are our people – they are our greatest asset. Our five aims to deliver our strategic objectives around our People are found on page 51 and are summarised below:

1. Attract and retain the best people to provide the best possible service to the public.
2. Develop and train our people to deliver organisational excellence.
3. Motivate our people by recognising success.
4. Maintain a healthy workforce.
5. Foster an inclusive and diverse workforce to better understand and serve our communities.

HWFRS recognises the importance of the Health, Safety and Welfare of all its employees and are committed to supporting their physical and psychological welfare. We are conscious that the volatile environment our staff are living and working in is a risk to their psychological wellbeing and, therefore, to the communities they serve. As such, there is further information about the support services available to all staff in the main CRMP. Welfare Support is about providing assistance if an individual or individuals are facing a difficult, stressful or traumatic situation, whether that be personal or professional.



Value for Money

A key role of the CRMP is to determine an appropriate balance of resources between Prevention, Protection and Response services to address identified risks. Each year, the Fire Authority approves a Medium-term Financial Plan, which sets out the resources needed to deliver our services and agrees an annual budget. To ensure we provide the best possible value for money to the communities we serve, HWFRS sets out three aims:

1. Maintain a balanced and sustainable budget that aligns available resources with the level of identified risk that enables us to deliver high quality services.
2. Use our available resources to ensure we have highly skilled and well-equipped staff available in the right place at the right time, and able to deliver prevention and protection services, to work in partnership with others and to respond to any emergency we are called to deal with.
3. Ensure we maximise the productivity of staff.

Further information on how we provide Value for Money and how we deliver our aims can be found on page 55 of the main CRMP.



Stage Two: How We Mitigate and Reduce Risk

Continued

Resilience

When large-scale incidents or crises happen, they often have a significant impact on the health and wellbeing of our communities, as well as the effective running of local businesses. To ensure HWFRS is as well prepared as possible to provide assistance in these situations, page 57 of the CRMP lays out our main aim of 'Maintaining the core foundation of the Response strategy of availability' and how we deliver it:

- **Planning:** We develop and maintain well-tested contingency plans.
- **Training:** We also train our operational officers at Strategic, Tactical and Operational command levels.
- **Multi-agency working:** Such resilience planning involves many agencies working together to make sure processes are in place should an emergency arise.
- **Monitoring, measuring and evaluating:** HWFRS is a learning organisation and has processes in place to review its response to emergencies.
- **Resourcing to risk:** During significant emergencies, organisations need to ensure they maintain their response arrangements to cover other incidents.



Stage Three: Measuring and Demonstrating

Measuring and demonstrating the impact of our actions is essential for ensuring accountability, improving performance and justifying resource allocation. This is achieved through both quantitative and qualitative metrics. Key performance indicators (KPIs), which can be found in our [Core Strategies #LINK#](#), are highlighted under their respective directorates below. They include attendance performance measures, the number and type of incidents attended and the reduction in fire-related injuries or fatalities.

Additionally, community engagement campaigns such as Home Fire Safety Visits

and Business Fire Safety Checks can be evaluated by tracking participation rates and decreases in fire incidents.

Advanced data analytics and reporting tools such as PowerBI help us assess our effectiveness in real time. Qualitative measures like community feedback also play a role in illustrating the Service's broader social impact. The section on pages 59 - 77 in the main CRMP showcases improvements in public safety, property protection and community resilience and demonstrates our critical role and positive outcomes of the services we provide.

Prevention KPIs

- Number of accidental dwelling fires.
- Number of accidental fires.
- Number of non-domestic building fires.
- Number of Road Traffic Collisions.
- The deaths or serious injuries associated with the above incident types.

Protection KPIs

- Response to Advice / Concerns from members of the public and staff.
- Statutory Consultations – Building Regulations.
- Statutory Consultations – Licencing Applications.
- Risk Based Inspection Programme (RBIP) – completed by Department.
- RBIP – completed by Operational Crews.
- Populating enforcement onto the Enforcement Register after 21-day appeal process.
- Specific Post Fire Inspections (SPFI).

Response KPIs

- The productivity of our people
- Firefighter availability.
- Firefighter competence .
- Risk reviews and intelligence.

Valuing our Workforce KPIs

- Employee engagement.
- Employee relations data.
- Performance data.
- EDI metrics.
- Absence data.
- Retention rates.

Value for Money KPIs

- Sector-wide 2% target savings.
- 3% increase in productivity using digitised station work-routines.
- Resource review savings; redirected into resilience and frontline Wholetime crewing.



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



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