



People Strategy 2025-30

1 October 2025 to 31 March 2030



234

Wholetime
Firefighters
and Officers



349

On-Call
Firefighters

Contents

Foreword	2
Understanding HR: Our role and focus for the next five years	3
Introduction	4
Our People Priorities	5
Monitoring and Review	6



28

Fire Control
Firefighters



143

Support Staff
and Managers

OUR CORE CODE OF ETHICS

We follow the [Core Code of Ethics for Fire and Rescue Services \(FRS\)](#) in England which guides everything we do.

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

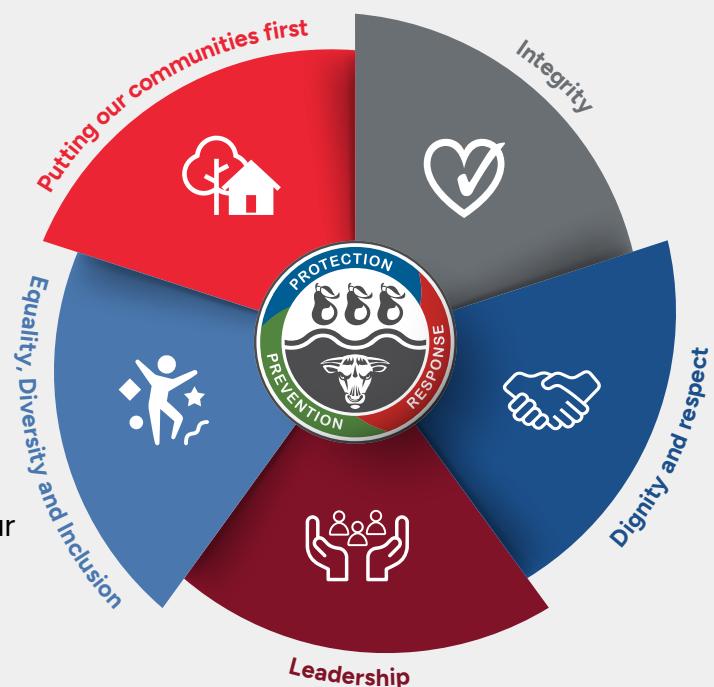
We make decisions objectively based on evidence, without discrimination or bias.

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.



Foreword

Hereford & Worcester Fire and Rescue Service's core organisational strategies – Response, Protection and Prevention – drive everything that we do and underpin our mission of delivering high quality and sustainable services to our communities.

The strategies set out the next phase in realising the organisation's core purpose, and are aligned to our Community Risk Management Plan.

To deliver our core strategies we need other key enabling strategies that allow us to deliver a modern and resilient Fire and Rescue Service. A core component of these enabling strategies is the People Strategy which places staff at the heart of this and recognises that it is through their collective commitment, talent and efforts, that we will deliver our 2030 vision for organisational excellence and our core organisational strategies.

Through this strategy we will cultivate our culture, develop our staff, and grow our organisational capability by aligning structure, processes and people – where we maximise individual potential and organisational performance through a business-focused approach. As we implement our plans over the next five years, we aim to create an inclusive organisation that promotes service excellence, employee engagement, wellbeing and personal responsibility – with our communities at the heart of everything we do.

In addition, we will continue to ensure that the experience of people who work with us and of those we serve, is positive and reflects the Core Code of Ethics for Fire and Rescue Services.



Jonathon Pryce
KFSM

Chief Fire Officer/
Chief Executive

WHO WE ARE

Hereford & Worcester Fire and Rescue Service attended 8,213 incidents in 2024-25 ranging from property and countryside fires, road traffic collisions, collapsed structures, water rescues, hazardous materials to animal rescues. We employ over 696 full-time and part-time members of staff in 764 roles, delivering a wide range of prevention, protection and emergency response services across Herefordshire and Worcestershire (an area of 392,000 hectares with a population of over 804,000 people).



Understanding HR:

Our role and focus for the next five years

Human Resources (HR) is at the heart of enabling our organisation to deliver its purpose through its people. Over the next five years, HR will play a pivotal role in shaping a workforce that is inclusive, capable, and ready to meet the evolving needs of our communities.

Our work spans the entire employee lifecycle, from attracting and recruiting talent, to supporting wellbeing, developing skills, and enabling high performance.

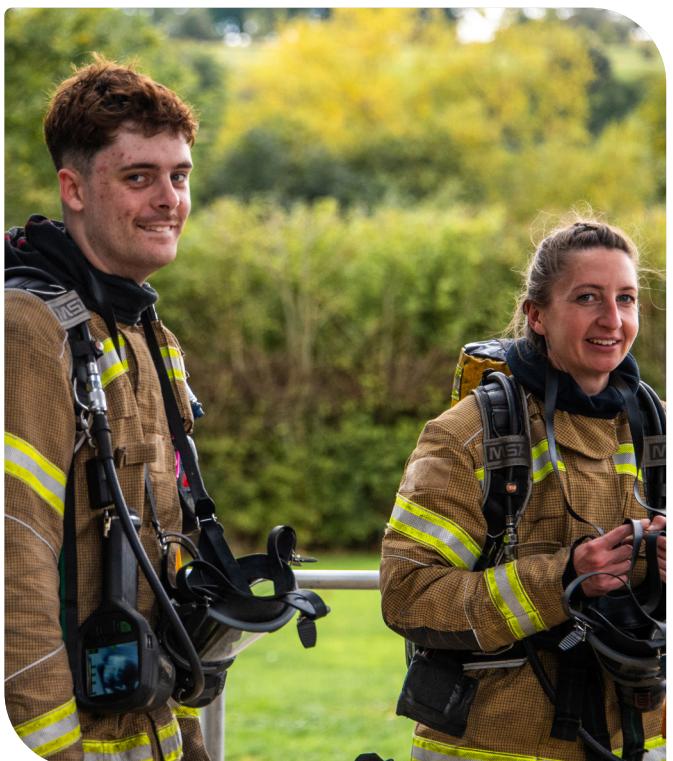
**As we look ahead to 2030,
our HR function will focus on:**

1 Be a great place to work where everyone feels valued, safe and able to do the best job they can for our communities.

2 Have the right people, with the professional skills, in the right place, at the right time to do their job.

3 Build leadership capability that provides the right environment for all our people to thrive and to sustain high performing teams.

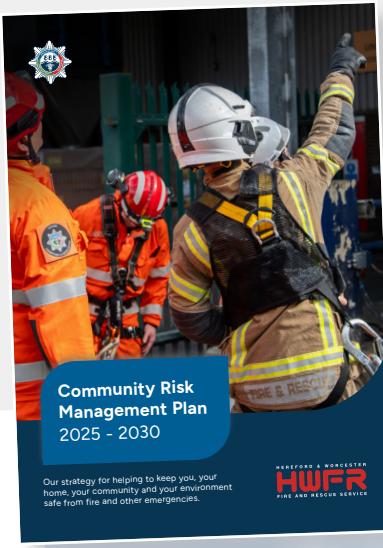
This strategy sets out how HR will support the organisation to deliver its core priorities by investing in its greatest asset – its people.



Introduction

In line with our Purpose, Vision and Mission, Hereford & Worcester Fire and Rescue Service (HWFRS) is committed to putting the community first by keeping people safe from fire and other risks and protecting the most vulnerable. The [Community Risk Management Plan \(CRMP\)](#) sets out our high-level plans for tackling risks through our prevention, protection and emergency response services with delivery supported by

our three core strategies – Response, Protection and Prevention – which set our direction for the next five years (2025 – 2030).



RESPONSE:

- Availability
- Competence
- Intelligence



PROTECTION:

- Promoting Fire Safety
- Increasing Compliance
- Investigating and Enforcing



PREVENTION:

- Reducing Risk
- Awareness and Education

Our People Priorities

Core to the delivery of our strategic priorities are our people – they are our greatest asset. Our People Strategy 2025–2030 sets out three strategic People objectives which will support the delivery of our overall strategic priorities.

STRATEGIC PEOPLE OBJECTIVE:

1 Be a great place to work where everyone feels valued, safe and able to do the best job they can for our communities.

HOW WE WILL GET THERE:

- A.** Foster an inclusive and respectful workplace through our strategies and plans.
- B.** Support the health, fitness and wellbeing of our people to thrive at work.
- C.** Celebrate our successes and take pride in what we achieve, whilst also embracing opportunities to learn, grow and continuously improve.
- D.** Engage with and listen to our people and use feedback to ensure we are meeting the needs of our workforce and the communities we serve.
- E.** Work in collaboration with representative bodies, staff networks and partners.

2 Have the right people, in the right place, with the professional skills, at the right time to do their job.

- A.** Attract, develop and retain people who not only bring the right skills and capabilities, but whose behaviours reflect our values and uphold the professional standards that maintain community trust and confidence.
- B.** Identify and fill the roles and skills we need for the future through strategic workforce planning.
- C.** Provide high quality training and development through blended learning and adopt a review and learn approach to support continuous improvement.
- D.** Continuously review and improve our workforce strategies – using data, insights and feedback to ensure we remain responsive to the evolving needs of our communities.

3 Build leadership capability that provides the right environment for all our people to thrive and to sustain high performing teams.

- A.** Establish our Step Framework which sets out our approach to unlocking the potential of all our staff and aligning workforce development with the Service's strategic objectives.
- B.** Move from performance management to continuous performance improvement focused on delivering the best possible service we can for our communities.
- C.** Provide our people with the tools, resources and support they need to take ownership of their own growth and development – enabling them to shape their own learning journeys and continuously build their skills.

Our People Priorities continued

Key measures of impact:

- ✓ Availability and attendance levels
- ✓ Workforce profile
- ✓ Community feedback
- ✓ Probation and appraisal performance data
- ✓ Staff feedback
- ✓ Induction and performance data
- ✓ Feedback from leavers and turnover rates
- ✓ Employee relations data
- ✓ Recruitment metrics
- ✓ Health and safety data
- ✓ Occupational health data
- ✓ Fitness data



Monitoring and Review

The People Strategy is an enabling strategy to support delivery of the CRMP and core organisational strategies.

The Strategic Leadership Board will have overarching responsibility for monitoring the delivery of the strategy through the annual business plans devolved through to the respective Directorate / Departmental Leads.

The People Strategy will be reviewed in 2030 in conjunction with strategic plans.

