



# Equality Impact Assessment CRMP 2025-30



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

# Contents

<b>Purpose</b>	<b>3</b>
The Statutory Context	3
<b>Herefordshire and Worcestershire Communities</b>	<b>4</b>
Age	4
Sex	5
Ethnicity	5
Religion or Belief	6
Disability	7
Sexual Orientation	8
Engagement	9
Communications Strategy	9
<b>Equality Impact Assessment</b>	<b>14</b>
Age	14
Disability	15
Gender Reassignment	15
Marriage and Civil Partnership	15
Pregnancy and Maternity	15
Race	16
Religion or Belief	16
Sex	16
Sexual Orientation	16
<b>Conclusion</b>	<b>17</b>

# Purpose

Hereford and Worcester Fire and Rescue Service's (HWFRS) Community Risk Management Plan 2025-2030 (CRMP) is the Service's overall strategy for keeping people, their homes, communities and environment safe from fire and other emergencies with the resources available.

It looks at the fire and rescue-related risks facing the communities we serve and sets out our high-level plans for tackling those risks through our prevention, protection and emergency response services. To be impactful, we must have consideration for the whole community who live, work and visit Herefordshire and Worcestershire.

As a public service focused on delivering excellence for our whole community, we need to ensure equality of access to our services for everyone. We believe that our CRMP does not disadvantage or discriminate against any part of the community, that the strategic aims align to the Service's core code of ethics and that decision making is supported by evidence.

This assessment provides the scope for reflection throughout the CRMP process to ensure we have fully considered and heard from our community, and that targeted interventions to reduce risk are based in evidence. The Equality Impact Assessment (EqIA) has been updated after the public consultation process to reflect feedback and comments received.

## The Statutory Context

The Equality Act legally protects people from discrimination on the basis of certain characteristics, referred to as the nine protected characteristics. The Public Sector Equality Duty is a duty on public authorities like Hereford and Worcester Fire Authority to consider how its policies and decisions affect people with protected characteristics.

In the context of managing risks, we know from our analysis that there are specific demographics that warrant our interventions. However, these decisions must be made fairly, be supported by robust evidence and intelligence, and not to the detriment of other groups. This assessment considers the community by way of protected characteristics to ensure that there are only positive or neutral impacts on those it may affect.

In undertaking an Equality Impact Assessment (EqIA) we can ensure that the Service's CRMP has had due regard for the community. In line with the Service's core code of ethics, the EqIA supports us to make decisions based on evidence without discrimination or bias, to promote equality and to foster good relations.

Belonging is integral to what we do and we champion our organisation as an inclusive employer. We are proud to have embedded the importance of equality and inclusion across our organisation and strive to reflect the rich mix of our communities we serve. For more information on our equality objectives, please visit the [Equality, Diversity and Inclusion](#) area of our website.

# Herefordshire and Worcestershire Communities

The counties of Herefordshire and Worcestershire cover a large, mostly rural area of around 1,500 square miles. They had a combined population of 790,709 in the 2021 Census and the population is projected to increase by 5.6%, or 44,000 additional people, by 2031.

## Age

The population in Herefordshire and Worcestershire is ageing. Since 2011, the median age of a person has risen across all

local authority areas in the Hereford and Worcester Fire and Rescue Service area (the Service area). The age structures in the two counties have a higher proportion of over 65s compared to the West Midlands region and England. However, between our local authority areas there are differences in population age structures, whereby the median age of a person living in the authority areas of Worcester and Redditch is around 10-years younger compared to the median age of those living in Malvern Hills and Herefordshire.

**Table 1: Local Authority Area Age Structures.**

Source: Office of National Statistics (ONS) Census 2011 and Mid-2023 Population Estimates

Local Authority Area	Median Age (Census 2011)	Median Age (ONS Mid-2023 population estimates)	Percentage of Population aged 65+ (%) (ONS Mid-Year Estimates, 2023)
Herefordshire County	45.1	49.2	26.7
Bromsgrove District	44.6	45.2	23.0
Malvern Hills	47.8	51.1	28.4
Redditch	38.8	40.9	19.2
Worcester	38.0	40.1	18.2
Wychavon	45.9	47.9	25.4
Wyre Forest	44.4	47.5	25.4

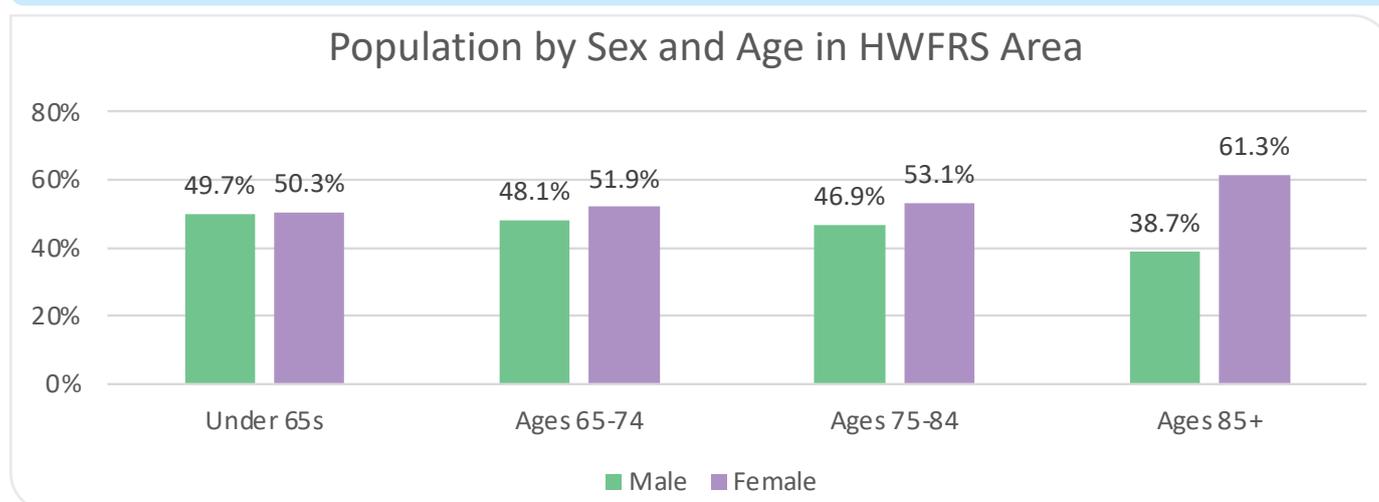
# Herefordshire and Worcestershire Communities

## Continued

### Sex

The population of the service area is broadly equal by sex for working-age people. However, the proportion of the population that are female increases with age whereby 61.3% of persons aged over 85-years in the HWFRS service area are female. This is reflective of the longer life expectancy of women compared to men.

**Table 2: Service Area Population by Age.**  
Source: ONS Mid 2023 Population Estimates



### Ethnicity

**Table 3: Service Area by Ethnic Group.**  
Source: ONS Census 2021

Local Authority Area	Herefordshire	Bromsgrove	Malvern Hills	Redditch	Worcester	Wychavon	Wyre Forest
<b>Population (Census 2021)</b>	187,032	99,183	79,487	87,034	103,869	132,495	101,609
<b>% Arab</b>	0.1	0.1	0.1	0.1	0.2	0.1	0.1
<b>% Asian/Asian British</b>	1.3	3.2	1.4	5.8	5.7	1.2	1.8
<b>% Black/Black British</b>	0.3	0.8	0.3	1.2	1.1	0.3	0.5
<b>% Mixed or Multiple Ethnic Groups</b>	1.1	2.4	1.4	2.6	2.2	1.2	1.5
<b>% Other White</b>	5.1	1.6	2.5	6.6	6.6	5.2	2.4
<b>% White British</b>	91.1	90.4	93.3	82.4	82.7	90.6	92.5
<b>% White Gypsy or Irish Traveller</b>	0.2	0.1	0.2	0.1	0.1	0.5	0.4
<b>% White Irish</b>	0.4	1.0	0.5	0.6	0.5	0.5	0.5
<b>% White Roma</b>	0.1	-	-	0.1	0.1	0.1	-
<b>% Any other Ethnic Group</b>	0.4	0.4	0.3	0.5	0.8	0.4	0.3

# Herefordshire and Worcestershire Communities

## Continued

The results of the Census 2021 indicate that the populations of Herefordshire and Worcestershire are predominately White British. The local authority areas of Redditch and Worcester recorded higher ethnic diversity whereby around 17.5% of

the population recorded their ethnicity as something other than White British. However, all authority areas in the two counties are less diverse compared to the West Midlands region and compared to England and Wales as a whole.

## Religion or Belief

**Table 4: Service Area by Religion.**

Source: ONS Census 2021

Local Authority Area	Herefordshire	Bromsgrove	Malvern Hills	Redditch	Worcester	Wychavon	Wyre Forest
<b>Population (Census 2021)</b>	187,032	99,183	79,487	87,034	103,869	132,495	101,609
<b>% No Religion</b>	36.6	37.4	38.1	40	39.6	35	38.6
<b>% Christian</b>	54.9	53.5	53.9	48.9	48.9	57.7	53.3
<b>% Buddhist</b>	0.3	0.3	0.4	0.2	0.4	0.3	0.2
<b>% Hindu</b>	0.2	0.7	0.2	0.4	0.4	0.2	0.1
<b>% Jewish</b>	0.1	0.1	0.1	0.1	0	0	0
<b>% Muslim</b>	0.4	0.9	0.5	4.2	4.1	0.5	1
<b>% Sikh</b>	0.1	1.2	0.1	0.4	0.2	0.3	0.3
<b>% Other religion</b>	0.5	0.4	0.5	0.4	0.4	0.4	0.5
<b>% Not answered</b>	6.9	5.6	6.2	5.5	6.1	5.6	5.9

Across England and Wales 46.2% described themselves as Christian in the religion question of the Census 2021. Across all authority areas of the two counties, Christianity was the most common response surpassing national response rate for Christianity. In Redditch and Worcester, a higher proportion described themselves as Muslim (4.2% and 4.1% respectively). Whilst Bromsgrove respondents indicated their religion as Hindu (0.7%) or Sikh (1.2%) a higher proportion than in our other authority areas.

# Herefordshire and Worcestershire Communities

## Continued

### Disability

**Table 5:** Service Area Disability Rates.

Source: ONS Census 2021

Local Authority Area	Herefordshire	Bromsgrove	Malvern Hills	Redditch	Worcester	Wychavon	Wyre Forest
Population (Census 2021)	187,032	99,183	79,487	87,034	103,869	132,495	101,609
% Disabled under the Equality Act: Day-to-day activities limited a lot	6.7	6.1	6.4	7.7	7.0	6.1	7.9
% Disabled under the Equality Act: Day-to-day activities limited a little	10.3	9.5	10.5	10.6	11.0	9.9	10.9
% Not disabled under the Equality Act	83.0	84.4	83.1	81.8	82.0	84.0	81.1

Census 2021 asked respondents to indicate whether they have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more. The percentage of respondents indicating a disability was broadly similar to the national response for England where 82.2% recorded no disability. Wyre Forest district has the highest proportion (7.9%) of % Disabled under the Equality Act: day-to-day activities limited a lot, followed by Redditch (7.7%).

# Herefordshire and Worcestershire Communities

## Continued

### Sexual Orientation

**Table 6:** Service Area by Sexual Orientation.  
Source: ONS Census 2021

Sexual Orientation by County (Census 2021)	Herefordshire	Worcestershire
% Straight or Heterosexual	89.70	91.03
% Gay or Lesbian	1.04	1.22
% Bisexual	0.90	0.97
% Pan-sexual	0.07	0.08
% Asexual	0.04	0.05
% Queer	0.01	0.01
% Other	0.11	0.08
% Not Answered	8.12	6.56

Sexual orientation was a voluntary question asked to those over the age of 16 in Census 2021. In England and Wales 89.4% of respondents identified as straight/heterosexual whilst a further 3.2% identified as gay or lesbian, bisexual, or other sexual orientation. A marginally higher proportion of people living in the counties of Herefordshire and Worcestershire identified as straight/heterosexual compared to the national picture.

# Herefordshire and Worcestershire Communities

## Continued

### Communications Strategy

The strategy for internal and external communications of the CRMP was developed through regular steering group meetings and formulation of the dynamic Campaign Plan. The Campaign Plan includes consideration of optimum targeting of a wide demographic externally and all internal staff. To promote the August 2024 engagement survey externally, social media was utilised to encourage specific targeted demographic groups. The Service Facebook page has 11,897 followers of which 755 are over the age of 65. A younger age group of 18 to 34 years of age was targeted through Instagram and the business community through 38,721 connections on LinkedIn. 528 direct emails were sent to partners, community groups neighbouring Fire and Rescue Services (FRSs). Internally, the Service Bulletin promoted the survey and the online staff engagement sessions. A number of all staff emails were distributed. A series of graphic panels with QR codes for easy access were published on the Service TriplePlay screens and SharePoint banners. A wider social media campaign is planned for the formal public consultation, linking to a comprehensive page on the Service website. The new Service website, which was launched in March 2024 has a comprehensive accessibility tool, with features such as language translation, text-to-speech, colour and type size alteration. The accessibility tool has been used 1024 times since launch.

### Engagement

To gather the views of local residents, staff and other stakeholders on HWFRS's CRMP 2025-30, a formal consultation was undertaken between 13 January and 7 April 2025.

Opinion Research Services (ORS) was commissioned by HWFRS, under the governance of the Fire Authority (FRA), to offer independent advice on the design and conduct of the consultation programme. ORS undertook a programme of key consultation

activities and to report on respondents' views, gathered through an open consultation questionnaire, and two in-person focus groups with seldom heard residents (one with residents in very rural areas and one with people with learning disabilities).

### Open Questionnaire

In total, 152 responses were received to the consultation questionnaire, of which 118 were complete responses and 34 were partial responses where the respondent had answered at least one question. 18 questionnaires were completed by representatives of organisations, and 95 were completed by respondents providing a personal response (including 40 HWFRS staff members and 55 other individuals). The source of the remaining 39 responses is unknown.

Questionnaire respondents were asked whether they felt that any particular groups or people might be positively or negatively affected by any of the possible changes to services being considered. Suggestions were:

- HWFRS staff.
- Vulnerable and seldom heard people/communities (including older people and low-income people/families).
- People living in rural areas.

It should be noted that while open questionnaires are important consultation routes that are accessible to almost everyone, they are not 'surveys' of the public. Whereas surveys require proper sampling of a given population, open questionnaires are distributed unsystematically and are more likely to be completed by motivated people. However, this does not mean that the open questionnaire findings should be discounted. They are analysed in detail in this report and must be considered as a demonstration of the strength of feeling of residents who were motivated to put forward their views.

# Herefordshire and Worcestershire Communities

## Continued

Relevant free text comments submitted as part of the consultation include:

*“Continued multi-agency working to support those more vulnerable communities or those who are seldom heard. For example older, more frail population. Or individuals with hoarding tendencies / disorders. Working with the HWFRS is crucial to providing a timely response.”*

– Worcestershire County Council

*“Clearly your resources are being stretched at a time of increasing demand and complexity. HWFRS seems to have a good grasp of where the risks are especially in poorer urban areas.*

*The more distant rural areas with elderly residents may be left behind in this digital age. Access to reliable communications will be crucial to the delivery of HWFRS services.”*

– Hartlebury Parish Council Planning Advisory Group

### Open Questionnaire Profile Tables

The tables below and on the following page show the unweighted profiles of the responses to the survey from all respondents. Note that the figures may not always sum to 100% due to rounding.

Not all respondents reached the profiling information section of the questionnaire.

**Table 7: Age – All respondents**

Source: Opinion Research Services Report of Findings May 2025

Age	Number of respondents (Unweighted)	% of respondents (Unweighted)
16 – 24	5	5
25 – 34	11	12
35 – 44	18	19
45 – 54	19	20
55 – 64	21	22
65 – 74	12	13
75 – 84	6	6
85 or over	2	2
Not Known	58	–
<b>Total</b>	<b>152</b>	<b>100</b>

# Herefordshire and Worcestershire Communities

## Continued

**Table 8: Gender – All respondents**

Source: Opinion Research Services Report of Findings May 2025

Gender	Number of respondents (Unweighted)	% of respondents (Unweighted)
Male	67	72
Female	26	28
Not Known	59	–
<b>Total</b>	<b>152</b>	<b>100</b>

**Table 9: Disability – All respondents**

Source: Opinion Research Services Report of Findings May 2025

Disability	Number of respondents (Unweighted)	% of respondents (Unweighted)
Yes	10	11
No	80	89
Not Known	62	–
<b>Total</b>	<b>152</b>	<b>100</b>

**Table 10: Ethnic Group – All respondents**

Source: Opinion Research Services Report of Findings May 2025

Ethnic group	Number of respondents (Unweighted)	% of respondents (Unweighted)
White British	87	96
Non-White British	4	4
Not Known	61	–
<b>Total</b>	<b>152</b>	<b>100</b>

**Table 11: Respondent Type – All respondents**

Source: Opinion Research Services Report of Findings May 2025

Do you work for Hereford and Worcester FRS?	Number of respondents (Unweighted)	% of respondents (Unweighted)
Yes	40	47
No	45	53
Not Known	67	–
<b>Total</b>	<b>152</b>	<b>100</b>

# Herefordshire and Worcestershire Communities

## Continued

### Focus groups with seldom heard residents

To understand the views of seldom heard groups of residents who may be affected by HWFRS's activity, two deliberative focus groups were undertaken which were independently facilitated by ORS: one with people living in very rural areas and one with people with learning disabilities. ORS worked in collaboration with HWFRS to prepare informative stimulus material for the groups before facilitating the discussions and preparing an independent report of findings.

The focus groups were designed to inform and 'engage' participants with the issues set out in the CRMP. This was done by using a 'deliberative' approach to encourage people to question and reflect on the issues in detail.

The group for people with learning disabilities was arranged by SpeakEasy N.O.W. and the group for people in rural areas by a Herefordshire Council Community Development Officer and a prominent local resident.

The meeting format followed a pre-determined topic guide which allowed space for a general discussion of the key questions under consideration. A series of information slides were shared at set points during the sessions, which ensured that participants had sufficient background information to actively deliberate on the issues.

All participants were encouraged to express their opinions freely and to ask questions throughout, and both meetings were successful in stimulating wide-ranging and informed debate on the issues under consideration.

Both groups agreed that the focus of the CRMP seems sensible and that HWFRS is concentrating on the right issues, albeit the group of rural residents said that:

*"We don't know what else they could be doing, to be honest."*

– Group for residents of rural areas

In the group for people with learning disabilities, it was suggested that once HWFRS has identified the range of foreseeable risks across the two counties through its CRMP process, it must focus on the most appropriate ways of getting the 'prevention message' across in relation to these.

### CRMP Online Consultation Campaign

In addition to the public consultation questionnaire and focus group feedback, a comprehensive social media campaign was designed to raise awareness. This included an online video, Facebook, X, LinkedIn and Instagram posts, directing people to complete the consultation questionnaire.

Social Media Post Views and Link Clicks:

- Overall Views: 33,088
- Overall Link Clicks: 341

# Herefordshire and Worcestershire Communities

## Continued

### CRMP Webpage Analytics – Age and Gender

We track users age and gender based on data collected from their Google accounts, if available. This helps us understand the demographics of our website visitors.

Note: If users have not provided information in their Google profile or if they use privacy settings to limit data sharing our system might estimate their age or gender based on other factors. If users are logged out of their Google accounts or use a device without this data we may not receive age or gender information for those visits.

**Table 12: Age – CRMP Webpage Analytics**

Source: Google Analytics

Age	Active Users	New Users	Engaged Sessions	Engagement Rate
<b>Total</b>	<b>503</b> (100% of total)	<b>279</b> (100% of total)	<b>510</b> (100% of total)	<b>73.07%</b> (Avg. 0%)
Unknown	405 (80.52%)	219 (78.49%)	406 (79.61%)	73.42%
45-54	25 (4.97%)	15 (5.38%)	25 (4.90%)	80.65%
25-34	24 (4.77%)	12 (4.30%)	27 (5.29%)	67.50%
35-44	23 (4.57%)	9 (3.23%)	23 (4.51%)	85.19%
55-64	14 (2.78%)	11 (3.94%)	8 (1.57%)	53.33%
65+	12 (2.39%)	7 (2.51%)	10 (1.96%)	62.50%
18-24	10 (1.99%)	6 (2.15%)	11 (2.16%)	68.75%

**Table 13: Gender – CRMP Webpage Analytics**

Source: Google Analytics

Gender	Active Users	New Users	Engaged Sessions
<b>Total</b>	<b>503</b> (100% of total)	<b>279</b> (100% of total)	<b>510</b> (100% of total)
Unknown	400 (79.52%)	215 (77.06%)	402 (78.82%)
Male	65 (12.92%)	43 (15.41%)	70 (13.73%)
Female	43 (8.55%)	21 (7.53%)	38 (7.45%)

# Equality Impact Assessment

This section summarises the expected impact of our CRMP on people with reference to characteristics protected under The Equality Act 2010, outlining risk factors and considerations.

Our CRMP will have a positive impact on all members of the community, but targeted interventions will be resourced towards groups at higher risk. Those at higher risk are identified by risk analysis around lifestyles rather than being solely identified for sharing a protected characteristic. However, there are inherent intersections between lifestyles and protected characteristics. For example, the Service's risk analysis using a consumer classification product (CACI ACORN) identified that the financially stretched group have more dwelling fires per household (e.g. 30% of dwelling fires compared to 20% of households). If the Service targets households that are financially stretched there is likely to be an overlap with protected characteristics because of the interrelation of factors contributing to socio-economic disadvantage. Therefore, this will mean our CRMP has a higher net benefit to some members of the community who share protected characteristics.

## Age

The strategic aims of our CRMP will have a positive impact on people with this protected characteristic.

National Home Office statistics for fire incidents attended by FRSs in England provide clear evidence that older people are more likely to be victims of fire. Our incident data corroborates this observation, whereby two-

thirds of fire related deaths at dwelling fires in the last five financial years have involved persons aged over 65 (a median age of 74).

We know that an ageing population may increase the number of people who are more vulnerable. It is often the combination of age and a further related factor like frailty, poverty or disability that puts people at greater risk. Without significant improvements in health, we can expect that the number of persons living with poor health or living with a disability will rise as the population continues to age. We must also consider that older people are more likely to live alone, that they may experience above average rates of social isolation or if they exhibit hoarding behaviour then this could be more problematic.

The Service recognises age as a risk factor in relation to road traffic collisions (RTCs). National Home Office statistics for road casualties in Great Britain show that young drivers (aged 17-24) continue to represent the largest proportion of those seriously injured and killed in RTCs, although there is an increasing proportion of older driver casualties (aged 70 and over) which may be related to the ageing population.

Our CRMP involves identifying those at greatest risk and targeting prevention activities, such as Home Fire Safety Visits or road safety partnership work, towards those most vulnerable. To support this, the Service uses fire risk mapping, household lifestyle analysis, shared partner information and local intelligence to help target those most vulnerable. We will continue to work with partners to ensure there are referral pathways to reach the most vulnerable.

# Equality Impact Assessment

## Continued

### Disability

The strategic aims of our CRMP will have a positive impact on people with this protected characteristic.

We know that disability is one of a number of vulnerabilities in relation to fire risk and often this risk factor is intertwined with others like age or socio-economics and material deprivation. For example, those with limited mobility or difficulties with breathing could have greater difficulty escaping.

The Service has built up its partnership working to ensure that two-way referral pathways are used and are efficient. This includes working with partner agencies such as local authority social care, adult mental health teams and other health services. We will continue to work with partners to ensure that referral pathways are effective to enable our services to reach those who are more vulnerable.

### Gender Reassignment

The strategic aims of our CRMP will have a neutral impact on people with this protected characteristic.

Persons may be more vulnerable if there are factors of social isolation or mental health difficulties. We know that discrimination and hate crime experienced by members of the transgender community has risen and this could exacerbate vulnerability among this group.

As an employer HWFRS is committed to the equality of opportunity for trans people and our employees are sensitive to individual needs and circumstances.

### Marriage and Civil Partnership

The strategic aims of our CRMP will have a neutral impact on people with this protected characteristic.

No impacts have been identified for this group. If impacts are raised during the consultation, then we will address those concerns.

### Pregnancy and Maternity

The strategic aims of our CRMP will have a neutral impact on people with this protected characteristic.

Expectant or new mothers may be at greater risk to fire where there are factors involving reduced mobility. Once a child is born, there will be an additionally vulnerably member of the household.

We will be able to support those from this group to feel and be safer by enhancing relations with agency partners, ensuring that there is a referral pathway for those whom our service offering would benefit.

# Equality Impact Assessment

## Continued

### Race

The strategic aims of our CRMP will have a neutral impact on people with this protected characteristic.

Our incident data does not show any evidence that people from a particular race are at a greater risk of fire. However, we are mindful that socio-economics is a risk factor and that race and racism contributes to socio-economic disadvantage.

People of some races may have lower levels of trust in the Service and be more reluctant to engage with us. By working with partner organisations and community groups we can increase our engagement and ensure that we develop effective referral pathways among all minority groups in our community. As a Service, we publish materials in several languages to help reduce barriers to engagement with us and have recently updated our website with a translation feature. The most popular language translations have been into Dutch, French, Polish and Spanish.

Within the Service we continue to monitor employment trends with a focus on positive action for under-represented groups.

### Religion or Belief

The strategic aims of our CRMP will have a neutral impact on people with this protected characteristic.

Our incident data does not show any evidence that people from a particular faith are at any greater risk of fire. There is a risk factor around the lighting of candles for religious activities or overcrowding in religious venues. However, such incidents are not high from a risk likelihood perspective.

As a Service we are mindful and respectful of religious holidays and considerate in the

planning of activities and engagements. We seek to foster good relations and build our engagement with religious communities to strengthen effective referral pathways to reach all those vulnerable and at risk of fire.

### Sex

The strategic aims of our CRMP will have a neutral impact on people with this protected characteristic.

The CRMP does not specifically target prevention activity on the basis of sex. However, some interventions may have a higher net benefit to those who are male if interventions are more impactful to those at greater risk. For example, our road safety partnership, Your Impact, is delivered in schools and provided irrespective of sex but we know that men are more commonly recorded as being injured at road traffic collisions (RTCs). In the last five financial years, our incident data shows that men accounted for almost 60% of those injured at an RTC and men accounted for almost 80% of fatalities in RTCs.

Analysis of the Service's incident data finds that males accounted for almost two-thirds of those killed or injured at a fire incident (64.5%) in the last five financial years. This is consistent with the national picture and anecdotally there is reference to greater risk taking amongst men e.g. in attempting to fight a fire.

### Sexual Orientation

The strategic aims of our CRMP will have a neutral impact on people with this protected characteristic.

No impacts have been identified for this group. If impacts are raised during the consultation, then we will address those concerns.

# Conclusion

This document provides the scope for reflection and reassurance that throughout the CRMP process we have fully considered and heard from our community, reflected their views in the final CRMP and that targeted interventions to reduce risk via our Prevention, Protection and Response Strategies, are based in evidence.

Our CRMP will have a positive impact on all members of the community, but targeted interventions will be resourced towards groups identified as higher risk. For example, our Prevention Strategy sets out clear aims to target those with certain characteristics highlighted in this EqlA such as age, disability or sex via Home Fire Safety Visits, Road Safety campaigns and Safeguarding.

There are inherently intersects between lifestyles and protected characteristics. If the Service targets households identified through analysis of lifestyle factors, there is likely to be an overlap with protected characteristics because of the interrelation of factors contributing to socio-economic disadvantage. Therefore, this will mean our CRMP and our Core Strategies will have a higher net benefit to some members of the community who share protected characteristics.



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FIRE AND RESCUE SERVICE



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