



Annual Service Plan

2026-27

HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



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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

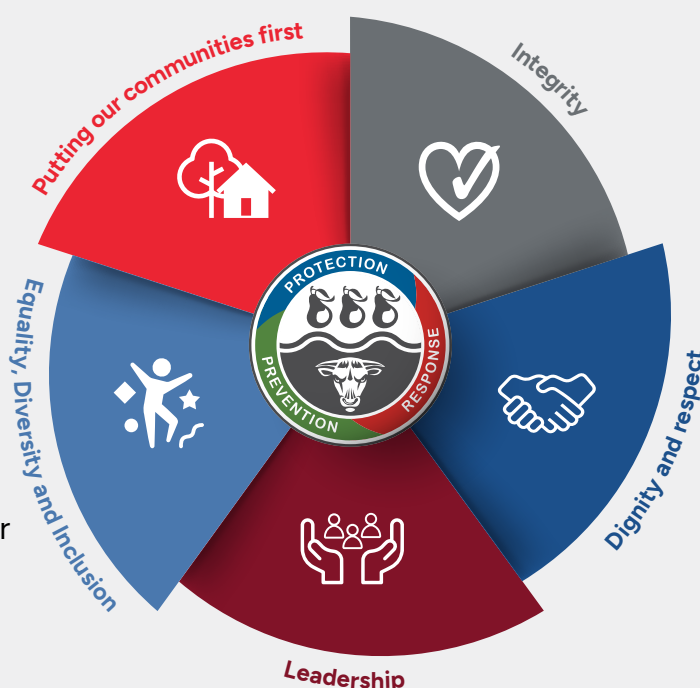
We make decisions objectively based on evidence, without discrimination or bias.

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

This Annual Service Plan sets out our priorities and objectives for the financial year ahead, aligning clearly with our Community Risk Management Plan (CRMP) 2025-30 and the Service's Core Strategies for Response, Protection and Prevention. It translates our longer-term strategic aims into focused, deliverable actions that support the safety and resilience of our communities across Herefordshire and Worcestershire.

The Plan should be read alongside our Annual Service Review 2025-26, which provides a comprehensive overview of our performance over the previous year, including the progress made against our prior commitments. Together, these documents demonstrate our commitment to transparency, continuous improvement and organisational learning.

Our priorities for the year ahead are firmly rooted in a risk-based approach, ensuring that our resources are targeted effectively to those most at risk from fire and other emergencies. In line with HMICFRS expectations, we continue to strengthen how we understand and respond to community risk, using data, intelligence and insight to inform response, prevention and protection activity.

We are committed to maintaining a resilient, highly professional workforce dedicated to protecting the communities of Herefordshire and Worcestershire from fire and other emergencies. Our Response arrangements will ensure we remain ready, effective and able to respond promptly and safely.

Prevention remains at the heart of our work, with a clear focus on identifying and supporting vulnerable individuals and communities. We will continue to work collaboratively with partners to deliver targeted interventions, reduce risk and

improve outcomes, recognising that an integrated, multi-agency approach is key to achieving lasting community safety.

Our Protection activity will be driven by a proportionate and intelligence-led approach, supporting compliance and, where necessary, taking robust enforcement action to safeguard people, property and the environment.

Enabling all of this is our commitment to our people and our resources. Through our People Strategy and supporting plans, we will continue to develop a skilled, confident and inclusive workforce. Alongside this, we will ensure that we use our assets, data and technology efficiently and sustainably, delivering value for money and supporting informed decision-making across the Service.

We will continue to report openly on our progress through our Service website, formal reporting to the Fire Authority and its Committees, and our wider communications channels. This ensures that our communities, partners and stakeholders remain informed and engaged with the work we do.

This Plan reflects the breadth and importance of our work and reinforces our collective commitment to keeping people safe, improving outcomes, and making our communities more resilient.



Jonathon Pryce
KFSM

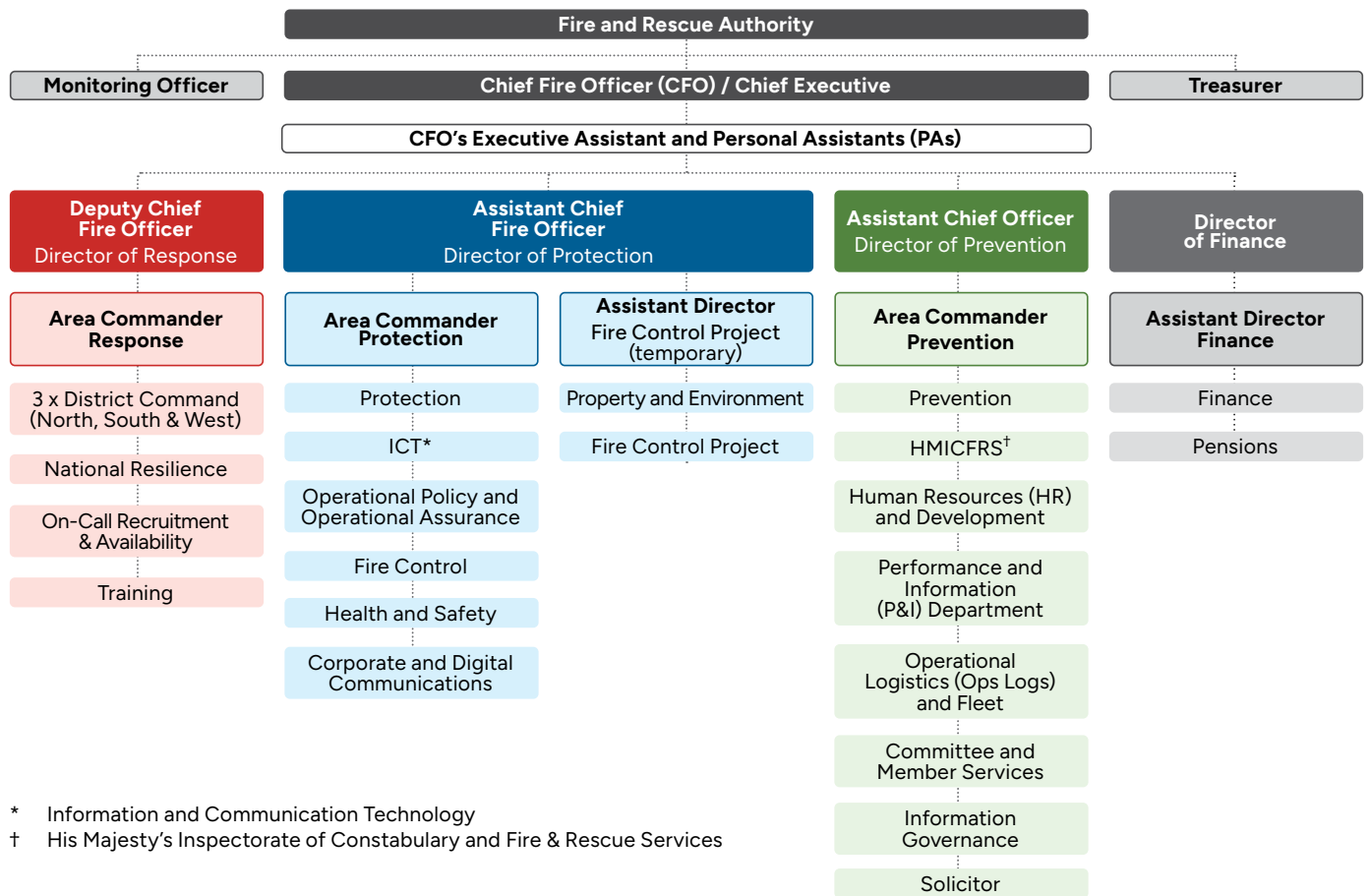
Chief Fire Officer /
Chief Executive



Councillor
Roger Phillips OBE

Chairman of the
Fire Authority

Service Structure



* Information and Communication Technology

† His Majesty's Inspectorate of Constabulary and Fire & Rescue Services

Our Service structure is now well established and enabling, and continues to provide a strong foundation for delivering the priorities set out in our Community Risk Management Plan (CRMP) 2025-30 and associated Core Strategies. A clear governance framework, supported by a suite of strategic and operational boards, strengthens oversight, accountability and performance management across the organisation, ensuring sustained focus on achieving our strategic outcomes.

The structure reflects our core operational functions of Response, Protection and Prevention, with each area led by a dedicated Director who is accountable for the delivery of their respective Core Strategy. This clarity of leadership supports effective decision-making

and by demonstrating accountability across specific areas of business, ensures that activity across the Service remains aligned to identified risks and community needs.

Importantly, our structure is consistent with the way His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) assesses fire and rescue services, enabling clear lines of sight between strategic intent, operational delivery and measurable outcomes. This alignment supports our ambition to demonstrate effectiveness, efficiency and continuous improvement in all areas of our work.

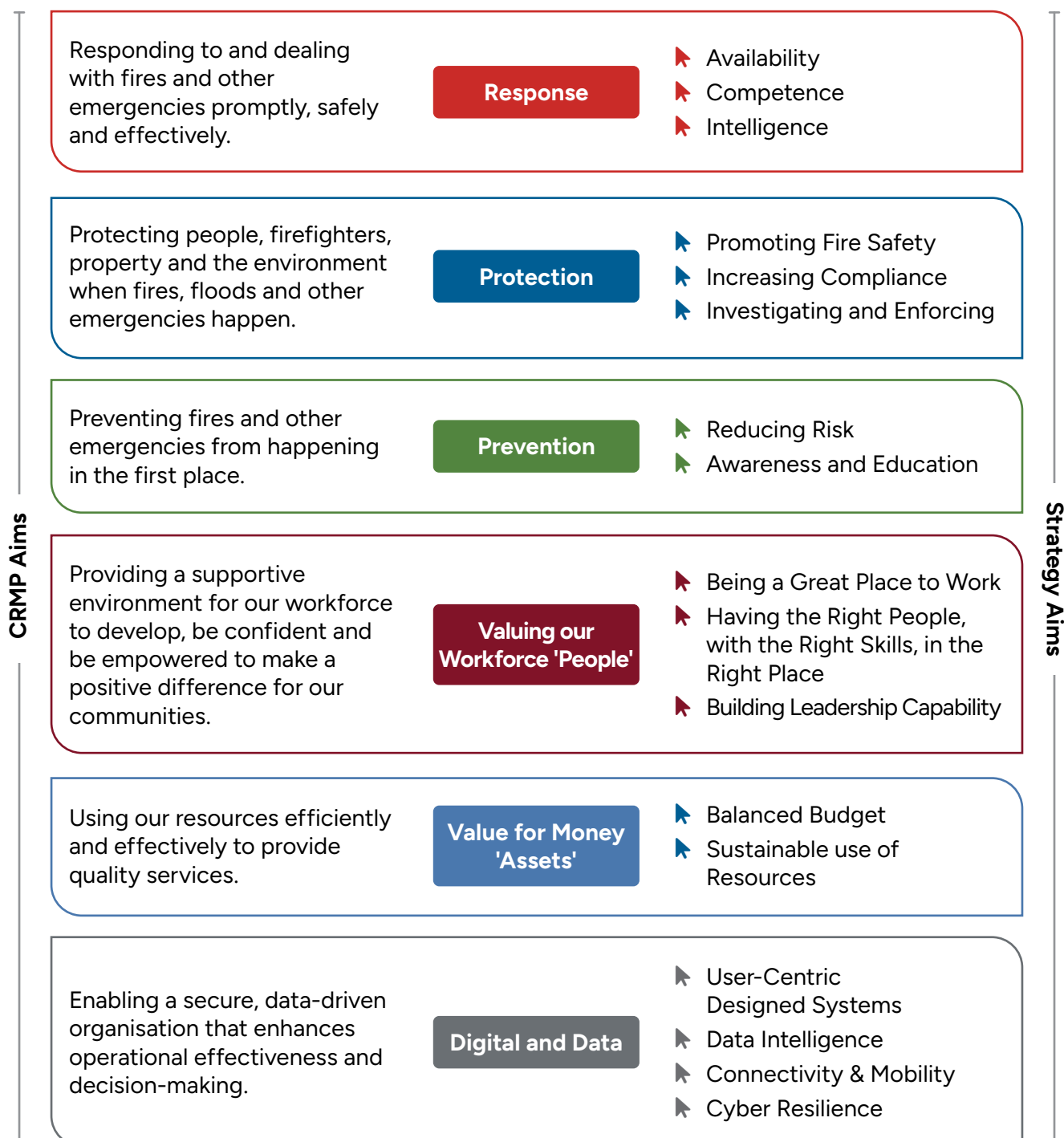
Further information about our departments and functions can be found on our Service website.

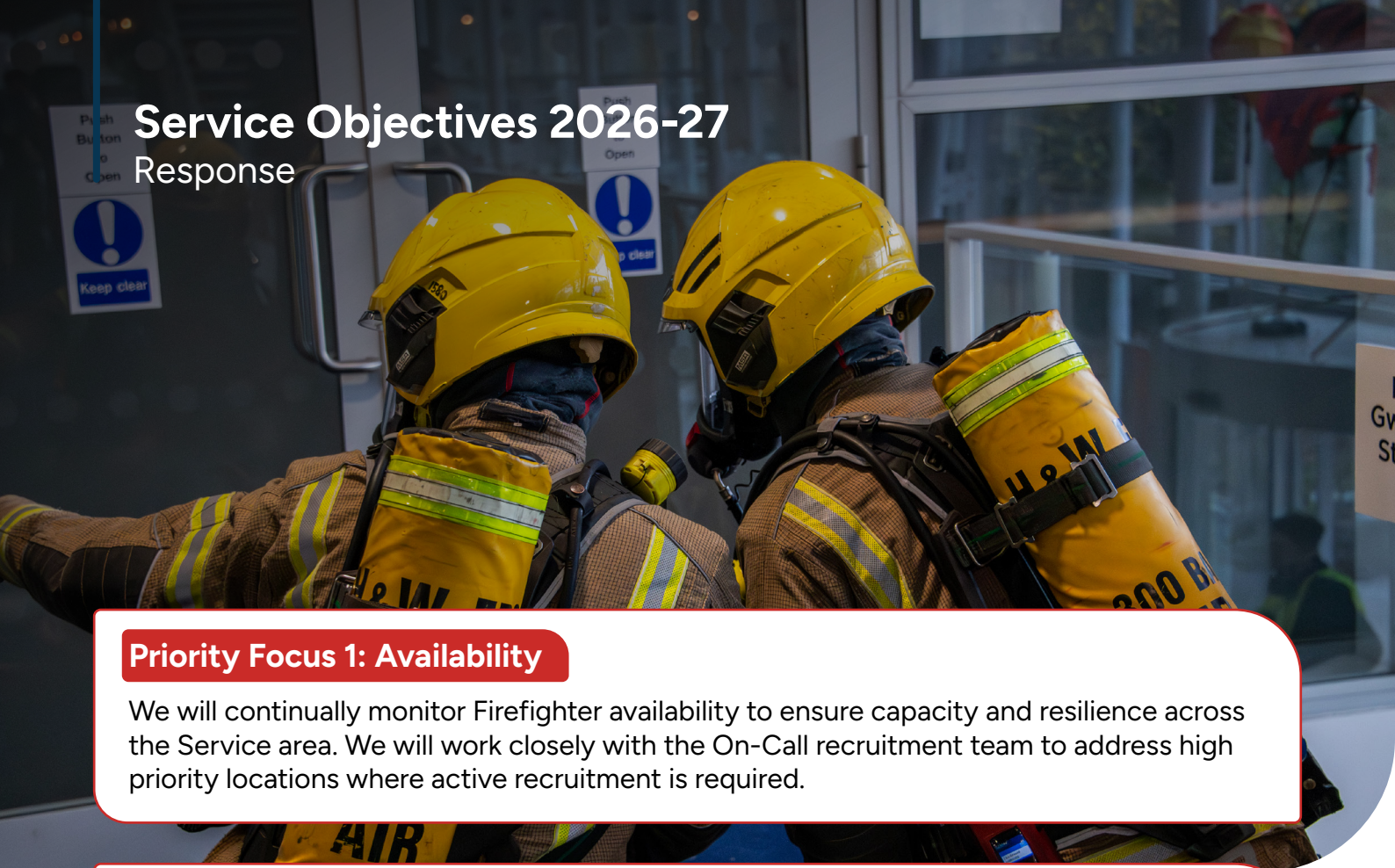
Our Priorities

Our headline priorities are set out in the [Community Risk Management Plan \(CRMP\) 2025-30](#) and our Core Strategies: [Response](#), [Protection](#) and [Prevention](#). Together they represent our five-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.

Over the new year, we will aim to drive organisational and operational excellence in everything we do to ensure we keep our communities safe. To make sure our strategic aims are well-embedded throughout all aspects of our work, we have reviewed our Service Objectives for the year ahead.





Service Objectives 2026-27

Response

Priority Focus 1: Availability

We will continually monitor Firefighter availability to ensure capacity and resilience across the Service area. We will work closely with the On-Call recruitment team to address high priority locations where active recruitment is required.

Priority Focus 2: Intelligence

We will review, update and share risk information at a local, regional and national level and ensure it is widely available to ensure Firefighter safety.

Priority Focus 3: Competence

We will ensure Firefighters are well trained, well equipped and well led. Operational procedures will be reviewed and updated to align with National Operational Guidance (NOG), incorporating local learning and from across the sector to ensure response procedures are safe and effective in order to meet new and foreseeable risks.

Priority Focus 4: Major Incidents

We will collaborate with Local Resilience Forum (LRF) partners to prepare for Major incidents which go beyond routine operations and involve large-scale efforts. These events or situations may have serious consequences, which require specific arrangements from one or more emergency response agencies.

Priority Focus 5: Command and Control

We will embed the new Command and Control system to ensure best practice, call handling and resource deployment.

Service Objectives 2026-27 continued

Protection

Priority Focus 1: Risk Based Inspection Programme

We will deliver departmental and operational Risk Based Intelligence Programme targets of 1,350, including providing training and support to operational staff working towards Fire Safety qualifications.

Priority Focus 2: Safety Compliance

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.

Priority Focus 3: Promoting Fire Safety

We will continue to engage with members of the public to offer advice and guidance to promote fire safety. This engagement also includes specific areas of focus, e.g. changes in fire safety legislation and new areas such as Battery Energy Storage Systems and illegal waste sites

Priority Focus 4: Intelligence Based Inspections

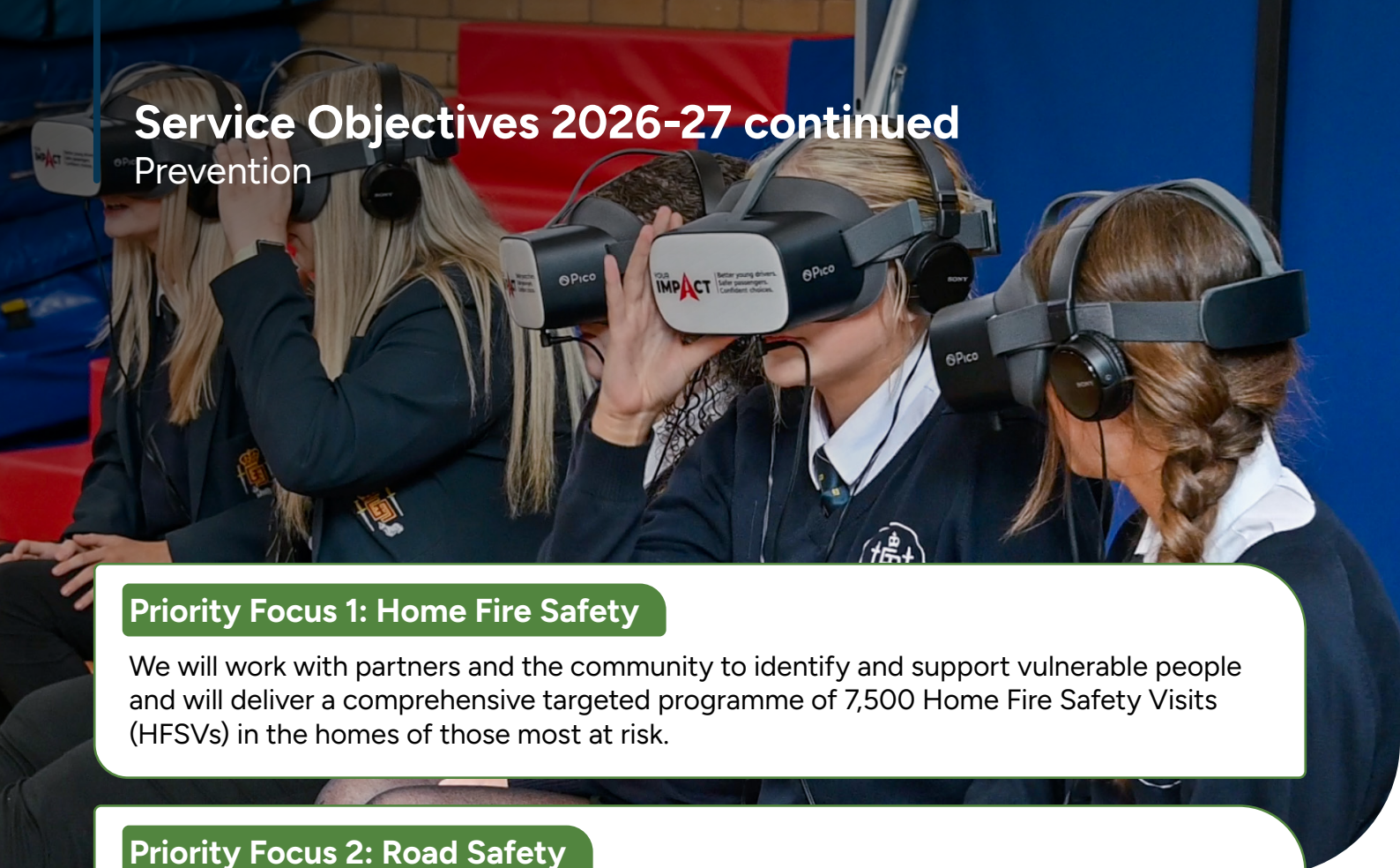
We will conduct a programme of fire safety inspections which target smaller and more vulnerable commercial premises where life may be at risk. These visits will be part of a joint inspection with partner enforcement agencies. Intelligence Based Inspections are dealt with as they arise.

Priority Focus 5: Consultations

We will maintain our proactive response to building regulations, licensing applications and Safety Advisory Groups. In addition, we will continue to engage with planners and developers in areas where we are non-statutory consultees, such as the installation of sprinklers in all high-risk buildings..

Priority Focus 6: Ensuring we have the right skills

In order to deliver the above objectives, we will need to maintain our current levels of skilled and experienced fire safety inspectors. To achieve this, we are training new inspectors through the apprenticeship scheme, alongside our continued professional development of our current staff.



Service Objectives 2026-27 continued

Prevention

Priority Focus 1: Home Fire Safety

We will work with partners and the community to identify and support vulnerable people and will deliver a comprehensive targeted programme of 7,500 Home Fire Safety Visits (HFSVs) in the homes of those most at risk.

Priority Focus 2: Road Safety

We will provide education and risk reduction initiatives for young drivers and other at-risk road users alongside the work of multi-agency road safety partners.

Priority Focus 3: Water Safety

We will work alongside key stakeholders to reduce the number of deaths and serious injuries in or around water by providing water safety advice. We will deliver interventions and support partnership initiatives to reduce risk.

Priority Focus 4: Community Education

We will educate and empower our communities to reduce their risk and vulnerability to fire and other emergencies by delivering targeted, evidence-based campaigns, providing accessible advice, and developing skills and awareness across all age groups. Through proactive engagement, we aim to influence safer behaviours, build community resilience, and prevent incidents before they occur. We will engage with young people through education programmes including the Fire Cadets and Fire Safety Intervention.

Priority Focus 5: Other Fires

We will provide targeted advice and guidance on the dangers of other fires - such as outdoor fires, chimney fires, refuse fires, road vehicle fires, and fires involving derelict buildings. We will work collaboratively with partners to reduce both the frequency and impact of these incidents.

Service Objectives 2026-27 continued

Valuing our Workforce – People



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

We will continue to strengthen our organisational culture so that everyone feels valued, respected and able to do their best work for our communities. Building on the People Strategy, we will embed inclusive behaviours and ethical leadership at every level, ensuring that dignity and respect remain central to how we work together. We will actively listen to our people, use feedback to shape improvement, and work in partnership with staff networks to foster a supportive, safe and inclusive working environment that reflects our Core Code of Ethics.

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

To meet the evolving needs of our communities, we will continue to invest in attracting, developing and retaining people with the skills, behaviours and values required for the future. We will provide high-quality training and development through blended learning approaches, using data, insight and feedback to continuously improve how we develop competence, professionalism and confidence across the workforce.

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

Effective leadership is critical to creating the right environment for people to thrive. We will further embed our approach to leadership and development by implementing the Step Framework. We will support our people to take ownership of their development, providing the tools, resources and encouragement needed to unlock potential at every level. This focus will help sustain high-performing teams, strengthen accountability and ensure we continue to deliver the best possible service for our communities.



Service Objectives 2026-27 continued

Value for Money – Assets

Priority Focus 1: Asset Management Plans

We will ensure asset management plans meet Service needs, including ICT infrastructure, buildings, equipment and fleet.

Priority Focus 2: Investment

We will continue to invest in technological advances and other improvements in service delivery, facilities, equipment and training, where resources allow.

Priority Focus 3: Procurement

We will use joint procurement processes where possible to obtain the best products and services at the right time, for the right cost, and ensure procurement takes into account the need to contribute towards environmental sustainability.

Priority Focus 4: Budget

We will maintain a balanced and sustainable budget that aligns available resources with the level of identified risk that enables us to deliver high quality services.

Priority Focus 5: Productivity

We will continue to monitor efficiency and productivity of staff in line with measures set by the government.



Service Objectives 2026-27 continued

Digital and Data

Priority Focus 1: Transformation and Data

We will focus on making better use of our digital systems and data in day-to-day work. Priority will be given to projects that help us understand risk, target prevention work, improve staff productivity and support planning. We will also continue to improve the quality of our data so that managers and leaders can use it to make informed decisions.

Priority Focus 2: Cyber Security and Information Assurance

ICT will continue to mature its cyber security position through improved monitoring, regular assurance activity and closer alignment with corporate risk management. Staff awareness will remain a core focus, alongside incremental improvements to technical controls, the introduction of AI continuous surveillance and proactive end point management alongside other security tools will also be further developed and introduced to the core service architecture to ensure cyber risk is actively managed rather than reactively addressed.

Priority Focus 3: Learning, Skills and Professional Development

Future development will increasingly focus on data literacy, automation awareness and modern workplace capability across the wider organisation. This will support managers and teams to make better use of the tools and information already available, reinforcing a culture of continuous improvement and evidence-based decision-making.

Priority Focus 4: Collaboration, Communication and the Modern Workplace

ICT will focus on maximising the value of existing technology through standardisation, adoption of best practice and reduction of duplication. Emphasis will be placed on ensuring that technology actively enables productivity and communication, while keeping the digital environment simple, secure and sustainable. ICT will continue to develop its cloud integrations and ensure that service users stay at the heart of our decision-making processes and that ICT remain and continue to be an enabling department.

Priority Focus 5: Data, Insight and Analytics

Development will focus on prioritising high-value datasets and expanding integration with the corporate data warehouse in line with Service objectives. This will improve data quality and deliver clear, actionable insight to support prevention, protection, response, and informed corporate decision making. By doing so, the Service will make better use of the information it already holds, strengthening operational effectiveness while ensuring value for money.

