

Annual Service Plan

2022-2023



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



Hereford & Worcester
Fire Authority

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Foreword

We are pleased to present our Annual Service Plan 2022-23. The Plan is a look forward over the next twelve months (April 2022– March 2023) focusing on some of the key priorities we've set for the coming year.

The Annual Service Plan sits alongside the Annual Service Review 2021-22, which looks back over the last twelve months with some of the highlights and main events of the year. You will find the Review on our [Publications](#) page.

The Service priorities for 2022-23 outline what we intend to do this year towards delivering our overall plan – the CRMP 2021-25 and the Core Strategies for Response, Protection and Prevention 2021-25, alongside the People Strategy and our financial plans.

Some of the upcoming highlights on the following pages include:

- A major programme to ensure that all our fire stations have an enhanced ability to respond to water-related incidents,
- Plans to ensure that firefighters at all our fire stations can train at height,
- Public consultation on a new Attendance Performance Measure,
- A new Intel system to upgrade information availability on risks at premises,
- Delivery of an action plan to address HMICFRS requirements, and
- Embedding the NFCC Core Code of Ethics across the Service.

You can keep in touch with our plans and our progress through our Service website or through our social media platforms. You will find the links at the end of this Plan.

We hope this Plan helps you to appreciate the wide range of work we do to keep our communities across Herefordshire and Worcestershire safe from fire and other emergencies.



Councillor Kit Taylor,
Chairman of the Fire Authority



Jonathon Pryce, Chief Fire
Officer / Chief Executive

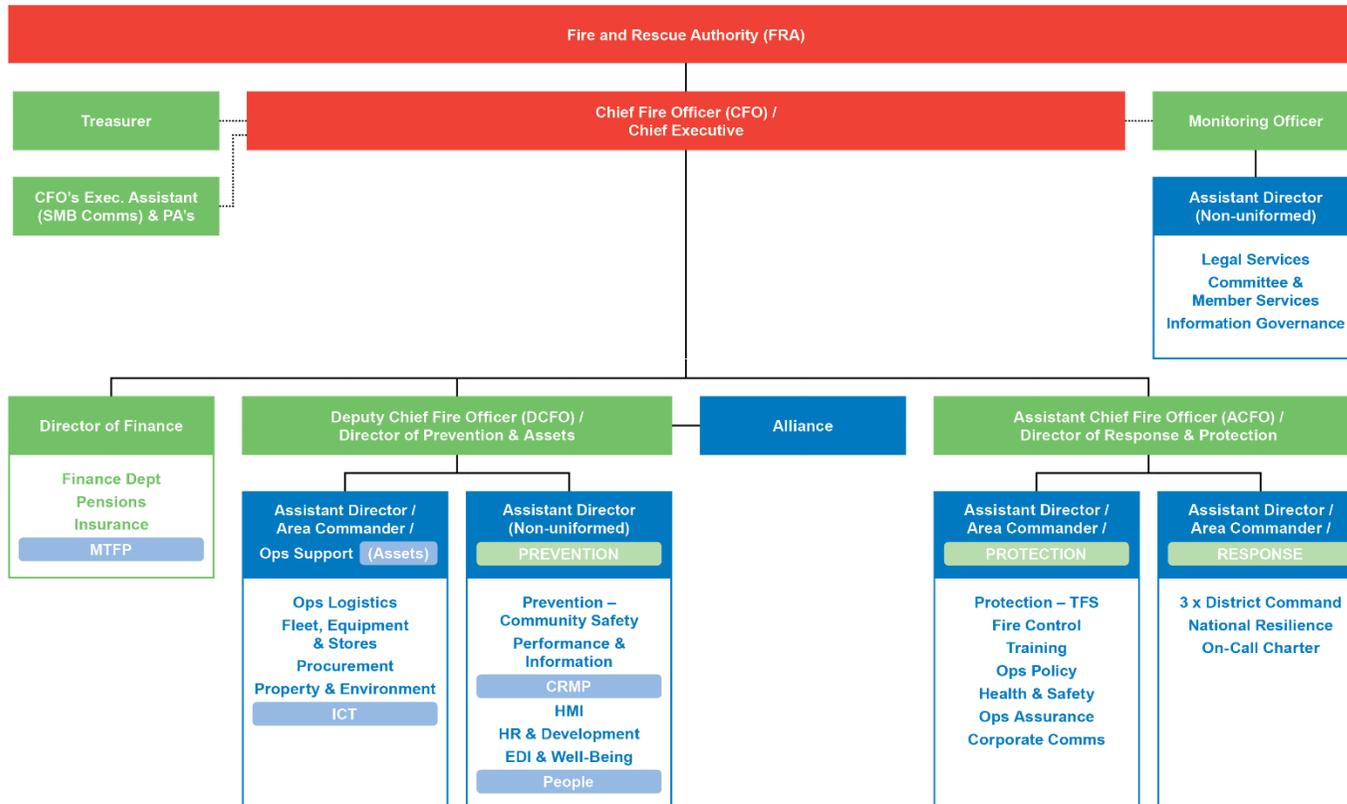
Service Structure

Our Service structure is designed to provide a clear and visible focus on our core functions: Response, Protection and Prevention. You can find more about each Department on the [Service website](#).



Service Structure

Key
■ Core Strategy
■ Enabling Strategy



Our Purpose

Our Purpose, Vision, Mission and Values underpin everything we do, which will benefit us as individuals, the whole Service and everyone in the communities we serve.

You can find out more on our [Service website](#).



Our Values

Our Values represent everything we believe in: how we act and how we treat each other. They tell our communities and anyone we work with what standards they can expect from us.



Supporting our Values, we are also guided by the Core Code of Ethics for Fire and Rescue Services in England. The Code sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour.



Putting our communities first

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



Integrity

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



Dignity and respect

We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.



Leadership

We are all positive role models, always demonstrating flexible and resilient leadership.

We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.



Equality, diversity, and inclusion (EDI)

We continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve.

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

Our Priorities

Our priorities turn our overall Purpose, Vision, Mission and Values into action.

They are set out in our [Community Risk Management Plan 2021-25](#) (CRMP) 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 Finance Plan.

CRMP Aims

responding to and dealing with fires and other emergencies promptly, safely and effectively

Response

protecting people, firefighters, property and the environment when fires, floods and other emergencies happen

Protection

preventing fires and other emergencies from happening in the first place

Prevention

providing a supportive environment for our workforce to develop, be confident and be empowered to make a positive difference for our communities

Valuing our Workforce

using our resources efficiently and effectively to provide quality services

Value for Money

Core Strategy Aims

- Availability
- Competence
- Intelligence

- Promoting Fire Safety
- Increasing Compliance
- Investigating and Enforcing

- Reducing Risk
- Awareness and Education

- Attract and Retain
- Develop and Train
- Recognise Success
- Health & Wellbeing
- Include and Collaborate

- Balanced Budget
- Sustainable use of Resources

Details of Strategies and Plans can be found on the [Publications](#) page of the Service website.

Service Priorities for 2022-23

Response

- ❖ **Water First Responders:** we will embark on a major three-year programme to ensure all our fire stations have a Water First Responder capability to enhance our response to water-related incidents.
- ❖ **Working at Height:** we will aim to provide more Working at Height training facilities to ensure firefighters at all fire stations have the ability to train at height.
- ❖ **Wildfire Response:** we will be enhancing the Service's wildfire response capability.
- ❖ **New Vehicles:** we aim to introduce a number of Restricted Access Vehicles and Fire Engines during the year.
- ❖ **Incident Command Project:** we will aim to provide immersive learning opportunities to develop command confidence, technical understanding and teamwork in a safe environment. Based at the Service's new simulation suite at Worcester Fire Station and using state-of-the-art simulation software and e-learning materials, the project will assist in developing skillsets at firefighter, team and command levels.
- ❖ **Attendance Performance Measure:** we will undertake public consultation on a revised Attendance Performance Measure.

Service Priorities for 2022-23

Protection

- ❖ **Fire Safety Inspections:** we aim to increase the number of Fire Safety Inspections. We will utilise additional Fire Safety Inspectors and operational staff upskilled in fire safety qualifications in 2021-22 to carry out more inspections of commercial premises.
- ❖ **New Intel System:** we aim to upgrade the Service's risk premises (Intel) database and integrate with Command and Control and Fire Safety systems to improve information available to operational crews attending incidents.
- ❖ **Fire Investigation:** we will undertake work to accredit our Incident Commanders and specialist Fire Investigation Officers to Skills for Justice standards for Fire Investigation. We will continue to work with Shropshire Fire and Rescue Service to standardise our response and improve collaborative working and resilience. We will explore collaborative opportunities to support West Mercia Police to deliver their forensic Fire Investigation requirements for criminal investigations.
- ❖ **Fire Safety Continued Professional Development:** we have been granted Affiliate Organisation Membership of the Institution of Fire Engineers. This enables our fire safety staff and managers to work towards accreditation of their continued professional development to a global professional membership body to ensure that they maintain fire safety and fire engineering best practice.

Service Priorities for 2022-23

Prevention

- ❖ **Person Centred Framework:** we will adopt all elements of the National Fire Chiefs Council's [Person Centred Framework](#), which will ensure that a consistent and evidence-based approach to conducting a person-centred home safety check is developed. Areas of the Framework include a standard Home Fire Safety Visit (HFSV), the collection of standard data, evaluation and feedback and a National Definition of Risk.
- ❖ **Partnership Working:** we will increase the number of HFSVs we complete on an annual basis and will collaborate with local partners to ensure we are targeting those individuals who are most at risk of fire. We will review and assess partnership activity and monitor referrals to ascertain if activities are effective and efficient. An on-line referral tool ([Safelincs/HFSC](#)) has been implemented on the Service website for members of the public and partners to make accessing our services easier.
- ❖ **Evaluation:** we will develop an evaluation system to help ascertain if all areas of Prevention activity are meeting the needs of communities. This will include feedback and evaluation from members of the public, internal staff and partner agencies on the services we deliver, with a view to reviewing and improving the approaches we take. We will work alongside the National Fire Chiefs Council and other regional Services to consider a standard evaluation framework, so that we can measure the impact of the HFSV.
- ❖ **HMICFRS Action Plan:** we will deliver a comprehensive action plan to address feedback from the 2021 inspection report from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

Service Priorities for 2022-23

Valuing our Workforce

- ❖ **People Strategy 2022-25:** we will implement the [People Strategy 2022-25](#) to support the delivery of the Response, Protection and Prevention Strategies and the Community Risk Management Plan 2021-25.
- ❖ **Equality, Diversity and Inclusion (EDI):** we will promote EDI within the Service and embed the [Core Code of Ethics for Fire and Rescue Services](#).
- ❖ **Health and Resilience:** we will maintain a healthy and resilient workforce, including implementing an action plan to promote and improve mental health in the workplace.

Value for Money

- ❖ **Continue plans to modernise and improve efficiency at fire stations:** to include new fire station at Broadway, refurbishment of Pershore and Leominster fire stations, the joint Redditch Police-Fire station project, planning applications for Hereford fire station and Leominster Strategic Training Facility, and feasibility work for relocating the Training Centre to the Wyre Forest hub.
- ❖ **Continue to implement the ICT Strategy 2021-24:** complete the installation of the wide area network across all fire stations, a new ICT disaster recovery facility at Defford, and further development of connectivity and data driven intelligence including the full launch of Microsoft 365.
- ❖ **Maintain a balanced and sustainable budget:** aligning available resources with the level of identified risk, enabling us to deliver high quality services

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 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.

You can also follow us on Twitter www.twitter.com/hwfire

or find us on

Facebook www.facebook.com/hwfire

Alternatively, you can write to us at:

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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