

# Annual Service Plan

2021-2022



Hereford & Worcester  
Fire Authority

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# Foreword

Welcome to the new-look Annual Service Plan. The Plan is a look forward over the next twelve months (April 2021– March 2022) focusing on some of the key priorities we've set for the coming year.

It replaces the Fire Authority Annual Report, which we have now split into two smaller reports: this Plan and a look-back report called the Annual Service Review, which sets out some of the main highlights of the last twelve months.

We hope you find the new style easier to read and it 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.

To start the new year, we have a new Service structure, giving a firm focus for our prevention, protection and response priorities. This is supported by our overall purpose and values, which provide the framework for how we will carry out our services for the benefit of our communities, our staff and the wider Service.

This is also the first year of our new Community Risk Management Plan 2021-25, which sets out our medium-term priorities to keep people safe, support our workforce and deliver value for money.

This Annual Service Plan highlights the priorities we will be focusing on this year to help to deliver the CRMP.

In addition, the coming year will also see our second full inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. The inspectors are due to report some time in the autumn, and we will keep you informed of progress through our Service website.

We will also be embarking on a review of our attendance standard, as highlighted in the CRMP, to explore the benefits of defining new standards and the potential for aligning with our Strategic Alliance partners, Shropshire Fire and Rescue Service. We'll be carrying out a public consultation exercise to help us decide what will work best for us and our communities.

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

Finally, we truly hope the coming year will take us through the recovery phase of the Covid-19 pandemic ,and we have plans in place to ensure as swift a return to normality as possible for our dedicated staff, who have continued to work tirelessly for our communities throughout the pandemic.



Councillor Roger Phillips,  
Chairman of the Fire Authority



Jonathon Pryce, Chief Fire  
Officer / Chief Executive

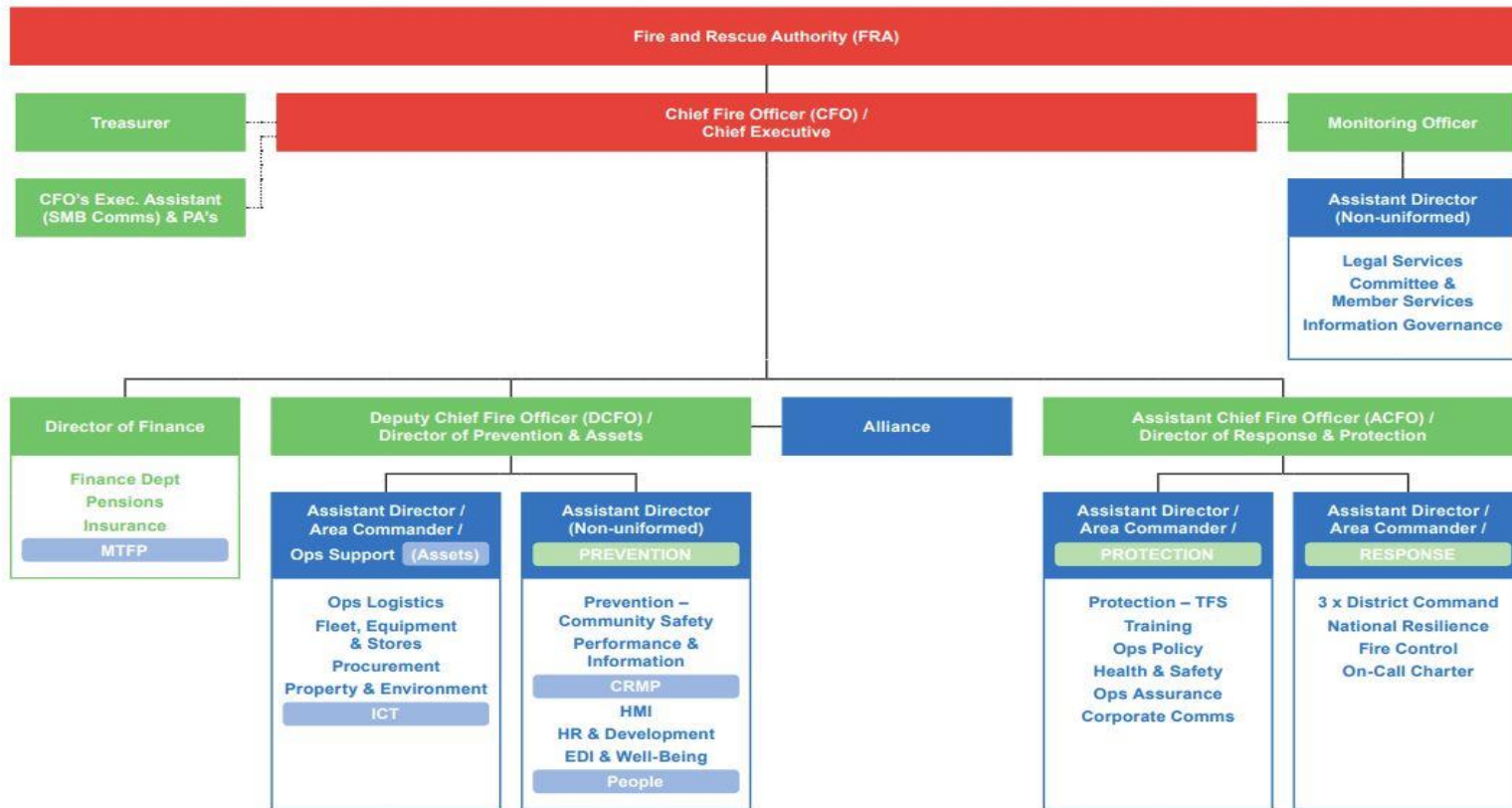
# New Service Structure

To start the new year, we have made some changes to our Service structure, so that there is a clear and visible focus on Prevention, Protection and Response. You can find more about each Department on the [Service website](#).



## Service Structure

Key  
■ Core Strategy  
■ Enabling Strategy



# Our Purpose and Values

Underpinning everything we do is our Purpose, Vision, Mission and Values statement. It defines our overall culture, values and standards, and is our guide for how we will deliver our services for the benefit of the communities we serve, our workforce and the wider Service.

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



Purpose

## Why we are here

Keeping people safe from fire and other risks. Responding efficiently and effectively to incidents and emergencies.

Vision

## What we want to do

Saving More Lives: Building on our successes to continue to make a difference, improve lives and help secure resilient communities.

Mission

## What we do every day

As one professional team we will work hard every day to deliver high quality, sustainable services to our communities.

Values

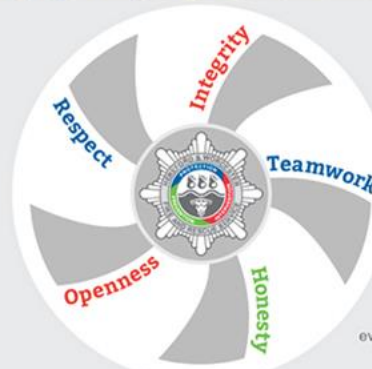
## What we believe in

### Integrity

We will do the right thing and show fairness and consistency in our approach, taking responsibility for the decisions we make and the actions we take.

### Teamwork

By working collaboratively, we can exceed expectations and go beyond the achievements of individuals.



### Honesty

We will be truthful in our actions and duties to build trust amongst our colleagues and within the communities we serve.

### Openness

We will act in a way that is transparent and open to review and will welcome new or innovative ways of thinking.

### Respect

We value the differences between individuals and create an inclusive environment which recognises everyone's experiences and opinions.

Who We Are

# Our Priorities

Our new [Community Risk Management Plan 2021-25](#) (CRMP) sets out our four-year strategy for keeping people, their homes, communities and the environment safe.

Prepared in conjunction with Shropshire FRS's new Risk Management Plan under the Strategic Alliance between the two Services, it features our future plans for prevention, protection and emergency response, as well as supporting our workforce and maintaining value for money.



preventing fires and other emergencies from happening in the first place

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

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

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

using our resources efficiently and effectively to provide quality services

# Service Priorities for 2021-22

## Prevention

- ❖ **Home Safety:** encompassing Safe and Well Checks (including Safeguarding and Signposting) to help address vulnerability issues, such as dementia and hoarding
- ❖ **Community Safety:** enabling the Service to continue working collaboratively with partner agencies, such as Young Citizens Challenge and Crucial Crew, and supporting initiatives outlined in the National Fire Chiefs Council's [Campaigns Calendar](#)
- ❖ **Road Safety:** enabling the Service to support key initiatives such as Dying2Drive, Project MORSE and Biker Down

## Protection

- ❖ **Fire Safety Competency:** ensuring protection staff have the right skills and qualifications
- ❖ **Defining Risk (Protection):** ensuring a focus on improving the safety of high-risk premises
- ❖ **Fire Investigation:** ensuring protection staff have the right skills and qualifications



# Service Priorities for 2021-22

## Response

- ❖ **Training Framework and Competency Schedule:** ensuring our staff have access to up-to-date training content aligned to National Operational Guidance that will support operational excellence.
- ❖ **Embedding National Operational Guidance:** ensuring our policy, guidance and training content is fully aligned to National Operational Guidance
- ❖ **Completing a Review of INTEL:** ensuring our staff have access to the most accurate information about risks
- ❖ **Health & Safety Training:** ensuring our staff understand the moral, financial and legal reasons to work safely
- ❖ **On-Call Marketing and Recruitment planning:** ensuring we attract and retain On-Call staff to meet our Service need
- ❖ **Developing a Multi-Agency Command Suite based at Worcester Fire Station:** ensuring our staff have access to the best training facilities to support operational excellence
- ❖ **Review of Attendance Standards:** reviewing the standard we use to measure how quickly we respond to incidents



# Service Priorities for 2021-22

## Valuing our Workforce

- ❖ Further develop our organisational culture through our values, ethical framework and leadership
- ❖ Promote Diversity, Inclusion, Cohesion and Equality within the Service
- ❖ Build a healthy and resilient workforce

## Value for Money

- ❖ Implement plans to modernise and improve efficiency at fire stations, focusing on Broadway, Hereford and Redditch.
- ❖ Implement the ICT Strategy 2021-24 targeting connectivity, data driven intelligence and end-user experience
- ❖ Maintain a balanced and sustainable budget that aligns 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 plans, so if you want to contact us about any issues, please visit our website at [www.hwfire.org.uk](http://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](mailto:info@hwfire.org.uk).

You can also follow us on Twitter [www.twitter.com/hwfire](https://www.twitter.com/hwfire)

or find us on

Facebook [www.facebook.com/hwfire](https://www.facebook.com/hwfire)

Alternatively, you can write to us at:

Hereford & Worcester FRS Headquarters  
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WR3 8SP

**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**